2001 RUDY BRUNER AWARD
FOR URBAN EXCELLENCE APPLICATION

Submitted by the Town of Bristol, Rhode Island

View of Renovated Mill Complex, corner of Franklin and Wood Streets. Mosaico Mini Park is in the foreground.

GERHARD OSWALD, DIRECTOR
Department of Community Development
10 Court Street, Bristol, RI  02809
(401)253-7000
Town of Bristol, Rhode Island Application for the 2001 Rudy Bruner Award for Urban Excellence

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Public Agency

Jeffrey Gofton
Supervisor of Community Development
R.I. Municipal Affairs

Gerry Turbeville, M.C.P.
CDBG Program Manager
Town of Bristol, RI

Edward F. Sanderson
Executive Director
RI Historical Preservation & Heritage Commission

Architect

Alan Lindsay Berry, A.I.A.
Berry/Lykins Architects, Ltd.
Providence, RI

Developer

Linda Silveira, Executive Director
East Bay Community Development Corporation
Bristol, RI
Community Representative

Merritt K. Meyer, Vice President
Mosaico Community Development Corporation
Bristol, RI

Lisa Milano, Executive Director
Mosaico Community Development Corporation
Bristol, RI

Other

Oryann Lima
Casework Supervisor II, DCYF
Vice Chair, Bristol Historic District Commission
Bristol, RI

5. Visual Representation of Project

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c. Prospectus for Franklin Court Assisted Living
Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Project Name: Mill Complex and Neighborhood Plan/Location: Mosaico Neighborhood, Bristol, RI
Owner: East Bay CDC, Mosaico CDC, 530 Wood Street Associates, Town of Bristol
Project Use(s): Housing, Assisted Living, Day Care, Office Space
Project Size: 19+ acres (buildings only) Total Development Cost: $21,931,626.00 +
Annual Operating Budget (if appropriate): $2,306,983.00 CDC's - $200,000.00 +
Date Initiated: April 30, 1991 at 7:30 p.m. Percent Completed, December 1, 2001 100%
Project Completion Date (if appropriate): November 22, 2000 - Neighborhood Projects - ongoing

Attach, if you wish, a list of relevant project dates Please see attached list

Application submitted by:
Name: Gerhard Oswald
Title: Director of Community Development
Organization: Town of Bristol
Address: 10 Court Street
City/State/Zip: Bristol, RI 02809
Telephone: (401) 253-7010
Fax: (401) 253-1570
E-mail: townhall@aol.com
Weekend Contact Number (for notification): (401) 254-0297

Key Participants (Attach an additional sheet if needed) Please see attached list

Organization: Key Participant: Telephone/e-mail
Public Agencies

Architect/Designer
Developer
Professional Consultant

Community Group

Other

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

☐ Direct Mailing ☐ Magazine Advertisement ☒ Previous RBA entrant ☐ Other (please specify)
☐ Professional ☐ Newsletter ☐ Previous Selection Committee member
☐ Organization ☐ Magazine Calendar

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Signature:

Gerhard Oswald
2001
RUDY BRUNER AWARD
PROJECT DATA
Mill Complex & Neighborhood Revitalization Plan and Implementation
Relevant Dates

East Bay CDC’s Elder Care One – completed Spring 1994

Mill-Neighborhood Buffer (Streetscape) – completed Summer 1995

Historic Interpretive Center – opened June 1995 – first Oral History Project Premiere Fall 1998

Wood Street Streetscape – began 1995, on-going

Mosaico Mini Park – completed Spring 1997

East Bay CDC’s Elder Care Two – completed Fall 1997

Mosaico Storefront Improvements Program – began Fall 1997, on-going

530 Wood Street (DCYF Offices) – completed Fall 1998

Franklin Court Assisted Living – completed Fall 2000

Mosaico CDC Neighborhood Projects – on-going

East Bay CDC Neighborhood Rental Projects – on-going

Self Help Inc. (local community action program) Family Development/Job Training Programs for neighborhood residents – on-going
Key Participants

Public Agency

State CDBG Program

Jeffrey A. Goffon, Supervisor (401) 222-4410
Charles Kimes (401) 222-6489
Michael Tondra (401) 222-4411
Sheila Paquette (401) 222-6494
Anne M. Genever (401) 222-4414

Town of Bristol

Current Town Council:
Richard Ruggiero, Chairman
Kathleen D. Bazinet, Vice Chairwoman
Halsey C. Herreshoff
Raymond Cordeiro
David E. Barboza

Town Council Members from 1991 to present (not mentioned above)
Kenneth J. Marshall
Mary A. Parella
Michael P. Mello
Louis P. Cirillo
Naomi S. Carpenter
Jeffrey Luiz
Cheryl A. Skuba

Joseph F. Parella, Town Administrator (401) 253-7000
Halsey C. Herreshoff, former Town Administrator
Gerhard Oswald, Director of Community Development (401) 23-7010
Gerry Turbeville, CDBG Program Manager (401) 253-7000
Diane Williamson, Assistant Planner (401) 253-7000
Joan Lamar, former Assistant Planner
Frederick Serbst, Director of Public Works
Paul Romano, former Director of Public Works
All DPW workers from 1991 to present
James W. Farley, Jr., Chairman, Planning Board
Mark DaPonte, Vice Chairman, Planning Board

Planning Board members from 1991 to present:
Carmine Puniello
Stan Bernstein
Thomas Gaska
Paul Olean
Kathleen Bazinet
Joseph Scanlon
Russ Brown
Samuel Celone
William Lord
Frank Sienkiewicz
Jerome A. Squatrito
Kenneth Marshall
Madelyn A. Rumowicz
Marc T. Grove (alternate)

Former U.S. Senator John Chaffee and staff
U.S. Representative Patrick Kennedy and staff
Former U.S. Representative Ronald Machtley

Senator Mary Parella, R.I. General Assembly
Former Representative Charles Millard, R. I. General Assembly

Ted Sanderson and staff, R.I. Historical Preservation Commission
Bristol Historic District Commission, members 1991 to present

Other funders
Local Initiatives Support Corporation - R.I.
Providence HUD Office
BankBoston
Bank of Newport
Fleet Bank
Citizens Bank
Federal Home Loan Bank of Boston

Architect/Designer/Contractors
Ray Menard (Elder Care One) - Providence Partnership
Bruce Kellogg (Elder Care Two and Assisted Living)-Jeter Cook & Jepson Architects, Inc.
Alan Berry (DCYF) Berry Lykins Architects
Richard Youngken (Neighborhood Plan Consultant) - The Newport Collaborative
John Grosvenor - Architect, The Newport Collaborative
Michael Abbott - Architect, The Newport Collaborative
Glen Ahlborg, O. Ahlborg and Sons, Inc. - General Contractors
Professional Consultants

David Ennis (Assisted Living)
Paul Pawlowski, Pawlowski Associates, Inc. - Landscape Architects
Antony Meisti, Siegmund and Associates, Consulting Engineers
Hal Choubah, Siegmund and Associates, Consulting Engineers

Developer

East Bay Community Development Corporation (formerly known as The Bristol Foundation)
Linda Silveira, Executive Director
Matthew White, President, Board of Directors

Board Members from 1991 to present:
David Sylvaria
John O’Brien
Owen E. Trainor III
Ron Silvia
William Whitty
Ann Hollands
John G. Rego
William A. Rego
Gerhard Oswald
Clifton Daniel III
Afonso Da Silva
Marion McCarthy
Charles Tansey
Douglas Gablinske
Anthony Iasiello (deceased)
Mary Moreira
Celeste Kotuby
George Sardinha
Joan Prescott
Mike Budrock (deceased)
E. Jenny K. Flanagan
Muriel Kane
John Day
Liberto Costa
Jim Hutzler
Bette Leonard

Mark Tigan, former Consulting Executive Director, The Bristol Foundation (now known as East Bay CDC)
Community Group

Neighborhood Plan Steering Committee (established April 1991)
Federico Pacheco
Mary Parella
Raymond Rodrigues (deceased)
David Sardinha
Antonio Matos
Bernice Josephs
Thomas Gaska
Manuel Prenda (deceased)
Paula Levine Satmary

Neighborhood Advisory Committee
Mary Mederios
Henrique Mederios
Gaetano LaRoche
Evelyn LaRoche
Andrew Pansa
Fr. Louis Diogo
Alvin Silva
Allie Cordiero
John Almedia
Afonso Da Silva
Isabelle Ianacio
Joseph Moniz
Antonio Martins
Lois Ferreira
Anthony Poissant
George Sardinha
Mary Federico
Frank Federico (deceased)
Lydia Federico (deceased)
Merritt Meyer
Ed Lima
Joseph Vales
Elizabeth Aguiar
Tony Avila
Manuel Peixoto
Manuel Pinheiro

Mosaico Neighborhood Businesses (including but not limited to)

Cafe Central
Bette’s Finishing Touch
Jennifer Neves Photography
Katerina’s
Aida’s Pastry and Coffee Shop
Azorian Butcher
Bristol Fish Market

Nick’s Fish Market
Banda Filarmonica St. Isabel
Golden Shears Beauty Salon
Bristol Picture Frame
Bristol Bakery
Common Pub
Maria’s Restaurant
Mosaico Community Development Corporation
Lisa Milano, Executive Director
Celina Hurley, Americorp Vista
Richard Carreiro, President, Board of Directors
George Sardinha, former Liaison to East Bay CDC Board
Kristina Lammi, former Executive Director
Board members since 1991 to present:
Frederico Pacheco
Merritt Meyer
Antonio Teixeira
Robert Arruda
Tony Poissant
Humberto Careiro
Nancy Jarvis
Herbie Moitosa
Paula Satmary
Andrew Pansa
Cynthia Resare
Michael Smith
Ida Sousa
Bernice Iacovelli
Lydia Federico (deceased)
Linda Costa
Jessica Langlois
Maddy Weaver-Johnson
Dr. Kevin Johnson
George Lima, Jr.
Mary Campbell
Jennifer Neves
Marie Mauricio
Bette Walpole

Historic Interpretive Center
Ida Sousa, Chairperson

Mosaico CDC Oral History Project
Mary Beth Kelley - Americorp member
Mike Kuckowski, Roger Williams University intern
Carly Dean, Mt. Hope High School student
Catherine Drance, Mt. Hope High School student
Jessica Nappi, Mt. Hope High School student
Jasmine Abdul-Khalique, Mt. Hope High School student
Wood Street neighborhood business owners

Other

J. Alan Crisman, Executive Director, Mt. Hope Enterprise Zone
Lyle Fain, former owner of redevelopment site, owner of Bristol Industrial Park
Lawyers

John Rego, Rego and Rego, Bristol, R.I.
Alfred Rego, Rego and Rego, Bristol, R.I.
Andrew Teitz, Ursilla and Teitz, Town of Bristol Solicitor
Michael Ursilla, Ursilla and Teitz, Town of Bristol Solicitor
Frank Williams, former Town of Bristol Solicitor
Sandy Mack, Hinckley, Allen & Snyder, former Town of Bristol Solicitor
Richard Jocelyn, Hinckley, Allen & Snyder, former Town of Bristol Solicitor
Kristin DeKepper, Assisted Living Project attorney
Susann Mark, DCYF Project attorney

*If we are finalists we would appreciate the opportunity to be able to refine this list.
ABSTRACT

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Project Name  Mill Complex and Neighborhood Revitalization Plan and Implementation

Location  Mosaico Neighborhood, Bristol, Bristol County, Rhode Island  02809

1. Give a brief overview of the project, including major project goals.

The Mill Complex and Neighborhood Revitalization Project, at a 19 acre site in downtown Bristol, RI, was designed to rehabilitate an unused portion of the former Kaiser Mill Complex. The factory dates to 1864, when it was the National India Rubber Company, the forerunner of the United States Rubber Company. At its peak in World War II, the rubber factory employed about 6,000 people in the manufacturing of rubber-insulated cable and wiring according to a New York Times article published on the project in 1993. In 1991, a Plan was adopted after nine months of meetings and work sessions with the neighborhood, residents, town staff and officials and private consultants. The Mosaico neighborhood (as it is now called) and the Town of Bristol were equal partners throughout the entire planning process. The focus of neighborhood self-determination was very important goal within the plan and the subsequent implementation. The major goal of the project was to look at the historic complex in context with its surrounding neighborhood addressing concerns through improvement of blighting conditions. The project was done incrementally. The Plan's original bricks and mortars project have been completed. East Bay CDC (formerly The Bristol Foundation) has constructed Elder Care One and Two providing 96 units of affordable apartments to Senior Citizens. East Bay CDC rehabbed a portion of the mill for a regional headquarters of a state agency (RI DCYF) with the Mosaico CDC and a private investor through the newly formed for-profit 530 Wood Street Associates. The East Bay CDC completed in November 2000, a 92 unit Assisted Living Project for predominately low-moderate income senior citizens. This facility also houses an adult day care center. The Mosaico CDC, which grew from the original neighborhood group that created the Plan, has functioned as the overseer of the entire development process. Together with the Town, Mosaico CDC created a streetscape and neighborhood Mini-Park. They are currently implementing a Storefront Improvement Program, finishing the Streetscape Program, and are working on significant neighborhood issues such as economic development and youth programming. The Town of Bristol and the Mosaico CDC has updated the original plan to be more orientated towards social services, job training and community economic development, thus better to meet residents needs.

2. Why does the project merit the Rudy Bruner Award for Urban Excellence? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

We believe that this project merits the Rudy Bruner Award for Urban Excellence for two reasons. The first reason is that a plan was created to redevelop a historic area that had fallen into a very deteriorated condition, give a voice to a vital low-moderate income ethnic neighborhood, and provide hardcore environmental and design solutions relative to the remaining undeveloped mill buildings. The subsequent development truly signifies the Rudy Bruner Award's request for places that incorporate political, community, environmental and formal elements into an inclusive and multidimensional whole. The development that has occurred truly dealt with all of the above to create a place of urban excellence. The second reason we feel that this project merits the Rudy Bruner Award of Urban Excellence is because of the community organizing aspects of this project. The neighborhood worked for nine months to develop this plan. They have also stayed involved for the nine years that it has taken to implement this Plan. Of the neighborhood people involved, some have been there since the beginning in the first meeting in the neighborhood church, others have joined the project just in the last few months. It is impressive that a neighborhood that vehemently opposed redevelopment a decade earlier grew to trust and embrace the Neighborhood Plan. The neighborhood's strong unwavering commitment to this project has been a guiding influence to all of those involved in this project.
Completed Elder Care One
1. What local issues did this project address? How has it affected the local community?

This project was intended to address the local issue of what to do with a blighted negative mill site, that had historical merit, while creating a revitalized area that would serve the needs of a low-moderate income ethnic neighborhood. Additionally, this project was to work on the economic, social service and livability issues of the area with the neighborhood itself guiding its own destiny. This project has affected the local community in many positive ways. By November 2000, the formerly blighted mill site was completely revitalized. The completed projects include two Section 202’s for the elderly, an Assisted Living facility, adult day care, and a commercial office space that houses a regional headquarters of a major State Agency (DCYF) as well as two small firms. An on-going streetscape and storefront façade program is also having a positive effect on the neighborhood business district. Regional social service agencies are targeting their programs specifically to neighborhood residents.

There is a tremendous sense of renewal in the neighborhood that is continuing. A telling effect of this project was the name the neighborhood CDC chose for their name and the neighborhood – Mosaico. This is the Italian and Portuguese spelling of the word “mosaic”. It was thought to befit the new image of the neighborhood. A mosaic is the bringing together of many different parts to form a new, better, whole, unlike a melting pot which diffuses each of the parts to form a new one.

2. Describe the underlying values of the project. What, if any, significant tradeoffs were required to implement the project?

The main underlying value of this entire project was that the neighborhood had to control its own destiny. This was true of the initial planning process as well as any and all subsequent revitalization that occurred within the mill complex and neighborhood. In 1979, when a local college tried to redevelop the mill complex for housing, the neighborhood vehemently fought the proposed project. Twelve years later the revitalization was embraced by the neighborhood. In fact, one of the leading opponents to the original housing proposal in 1979 became the co-chair of the Steering Committee that created the Kaiser Mill and Neighborhood Revitalization Plan. This same individual became the first President of the board of directors of the Mosaico CDC. The biggest trade-off for the neighborhood group was that they resisted the zone change being piecemeal. The neighborhood was insistent that all of Phase I and Phase II be changed to a Rehab PUD zone at the same time. The Town Planner felt this could not be done as they did not have enough information to conduct the master plan review required to change the zoning. The neighborhood had fears that if only one portion of the mill was rezoned then only that portion would be rehabilitated. They did not necessarily understand that just because a parcel of land was rezoned redevelopment does not automatically happen. It took a lot of communication between everyone. The Planner recommended to the Planning Board to go ahead and grant master plan approval contingent on the applicants returning to the Planning Board once they were closer to developing other phases. Another tradeoff was that we had always hoped to have retail within the mill such as a café in the basement and shops on the first floor of the housing. This could not be done as HUD regulations do not allow this within Section 202’s. The first 202’s were the projects that had the initial domino effect on the whole revitalization.
PROJECT DESCRIPTION (CONT'D)

3. Describe the key elements of the development process, including community participation where appropriate.

The citizen participation component of this development process came first. Over 100 people came to meetings in a church basement for nine months. The Neighborhood Advisory Committee was formed, issues and goals were discussed, inventory/analysis was done, a design charrette occurred, and a draft plan was put together. The Neighborhood Advisory Committee endorsed the Plan, the Bristol Planning Board adopted the Plan and the Bristol Town Council unanimously adopted the Kaiser Mill Complex and Neighborhood Revitalization Plan. The adoption proceedings have sanctioned the Kaiser Mill Complex and Neighborhood Revitalization Plan to be included in the Bristol Comprehensive Plan as a guide for future land use decisions and policy for the area. During the planning process, the Executive Director of The Bristol Foundation (now East Bay CDC) began attending the Neighborhood Advisory Committee meetings. When they wanted to apply for the first Section 202 project, the then Executive Director came to the group and sought permission. While that project was underway, the Mosaico CDC and Town began the Mill-Neighborhood buffer at the corner of Shaw's Lane in 1993. The larger Streetscape Project began next in front of Elder Care One and across the street in 1994. The project that would ultimately become DCYF offices was next in the planning process. Elder Care Two was awarded and built. DCYF was completed and opened. Assisted Living Project commenced in December 1998 and was completed in November, 2000. The Mosaico CDC began Storefront Improvement Program in 1997. The continuation of the Streetscape resumed in 1999 and the Oral History Project's premiere was in late 1998.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

The financing for each part of the project is different as the projects were done incrementally. Elder Care One and Two were funded under U.S. Department of Housing and Urban Development's Section 202 Program with additional funding from the Town CDBG funds for partial acquisition and miscellaneous predevelopment costs and furnishings. Acquisition and total development costs were 3.5 million for Elder Care One, with a $76.09 per square foot cost. Elder Care Two was 4.3 million with a $75.00 per square foot. The sources of funding to develop the DCYF space included a conventional first mortgage from BankBoston, a conventional second mortgage from Bank of Newport, capital funds from the Town of Bristol, Town CDBG funds, and an equity investment by BankBoston Community Development which was generated using historic tax credits and a new state tax credit known as the Mill Revitalization and Economic Revitalization Act. The DCYF Project cost 1.8 million at $82.29 per square foot. The major source of funding for the Assisted Living Project will come from equity raised (approximately $6,750,000) through Low Income Housing Tax Credits, Historic Tax Credits, and the State Mill Revitalization Credits. EBCDC was awarded a $250,000 Affordable Housing Program grant from the Federal Home Loan Bank, $500,000 from RIHMFC through the HOME Program, and $200,000 from the Town's CDBG Program. Additionally, RIHMFC has approved a first mortgage of approximately $300,000 and Targeted Loan of $600,000. The Assisted Living Project cost $133.10 per square foot. The Mill-Neighborhood Buffer, Mosaico Mini-Park, and completed on-going Streetscape Projects cost approximately $540,000. These funds have come from the Town CDBG Program, RI Department of Transportation, Chafee Demonstration funds and capital funds from the Town. The EBCDC has also bought and rehabbed three multi-family houses within the neighborhood. The three houses cost $903,626 including acquisition, soft costs and rehab. Funds for these houses came from Town CDBG funds, HOME funds and bank financing. The Mosaico CDC is implementing a storefront façade program. Their first three year commitment was for $84,000, the second three year is for $75,000. Social Services to neighborhood residents in the first three year period was for $50,000, in the second three year plan for $60,000.

5. Is the project unique? If so, how is the model adaptable to other urban settings?

This project is unique for two major reasons. The first is the process of neighborhood resurrection. The Mosaico Neighborhood turned itself around and essentially did a bootstrap revitalization. The mill was dead; the neighborhood dying; and the neighborhood had killed two previous proposals a decade earlier. In 1991, the neighborhood created its own plan. They resolved their conflicts during the process and evolved consensus on goals for the plan.

The second uniqueness is the multiplicity of delightful public-private architectural interfacing. A two-lane tunnel, with sidewalk, was created through an existing building into a courtyard. The courtyard is a modern American version of Moorish precedents: it features an arboretum, a recreation area for the elderly, parking under trees for the elderly and office employees, and a future playground for a day care center. The net effect is to involve the public in and encourage the elderly to go out. Mosaico Mini Park was created in front of Elder Care One; it features mosaics of stones from Bristol's sister city in the Azores and a blue and white Portuguese style tile plaque to celebrate the diversity of cultures enrich Bristol. Historic streetlamps and new landscaped sidewalks line the neighborhood and revitalized mill.

This project is very adaptable to other urban settings for the two reasons above, namely the process and the humaneness of the architecture.
PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name: Jeffrey A. Gofton  Title: Supervisor of Community Development
Organization: R.I. Municipal Affairs  Telephone: (401) 222-4410
Address: One Capitol Hill - 3rd Floor  City/State/ZIP: Providence, R.I. 02908-5873
Fax: (401) 222-3809  E-mail: jgofton@doa.state.ri.us

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Signature

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

Rhode Island Municipal Affairs, Community Development manages the Small Cities Community Development Block (CDBG) program. As such, funds were provided to the Mosaico Neighborhood Community Revitalization Project initially to prepare a comprehensive action plan to improve the area. As required under State guidelines, the plan included a significant citizen participation and community organizing effort. Additionally, CDBG funds were awarded for the purpose of predevelopment costs, sidewalk and streetscape improvements, acquisition of properties to be used for community facility and service agencies and for a concentrated housing rehabilitation program. Although MA/CD's role was principally that of a funding agency it also included encouragement and technical assistance to the neighborhood and community organization. The requirements placed by MA/CD on the community relative to the project are those which are generally required of CDBG activities including primary benefit to low/moderate income families. In this instance, the areas selected for revitalization was one of primarily low/moderate income residents based on census information provided by the U.S. Department of Housing and Urban Development. MA/CD operates an annual competitive community development application format. For the Mosaico revitalization effort to be competitive, the community had to demonstrate that the public benefit was greater than similar projects from other communities. In addition, the State places funding priority on community revitalization projects that focuses investment of CDBG and other funds in a delineated areas in an effort to provide demonstrable change in said neighborhood.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

The project was intended to benefit the City principally through the revitalization of the former Kaiser Mill and surrounding neighborhood. This is an industrial building that had been allowed to substantially deteriorate prior to investment of the CDBG and other funding. The program became highly neighborhood based. Previous attempts to revitalization the mill by outside groups had not included neighborhood involvement and had been resisted by local residents to the point where all such revitalization attempts failed. The Town of Bristol realized from the beginning that substantial participation by the neighborhood and, in fact, the establishment of the Mosaico Neighborhood Community Development Corporation was instrumental to the success of the project. The MA/CD participated in this effort and to an extent compromised State CDBG requirements that each annual program stand alone. This office is aware that the local organizing effort required and the investment of time which is often not permissible under the confines of CDBG spending limitations. The MA/CD has now amended the annual grant program to permit comprehensive 3-year efforts largely as a result of the knowledge gained from the Mosaico Kaiser Mill Neighborhood Revitalization program. Focused and logical investments of funds can now be more easily facilitated.
3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

The data gained by this office is more readily available in the community and therefore we trust the Town or the applicant to submit same. What we have observed by the project's impact is a revitalization of the neighborhood and the families that reside in such. The members of the Mosaico Community Development Corporation and of the population in general exhibit confidence in their neighborhood and in themselves that did not exist prior to the initiation of this project. The agency has established relationship with East Bay Community Development Corporation and the Town. The impact of the residents of the area is greater than physical improvements, which have been extensive. However, there is a sense of unified empowerment that had not existed prior to the initiation of this project and this is perhaps the greatest impact of the project.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

As mentioned previously, the project has, in part, led to specific changes in the State's CDBG program design. The program now allows for focused multi-year investment of CDBG funds. Because of the success of this project, similar programs are required to have specific public participation and community organization plans. These efforts encourage public and private partnerships so all voices are heard and all parties have an investment in the project. However, the most instructive aspect of this project to the funding agencies like ours is to realize that local community have the abilities and power to initiate and establish a success program of neighborhood revitalization. In this instance, if the State or if the State government had entered the neighborhood in an effort to create a neighborhood program we would in all probability not succeeded. The local community working with local residents to improve that community's most distressed neighborhood became a team effort. State's participation, in addition to providing the funds, was to assist the community and local agency through the numerous federal regulatory matters. Most importantly the State learned that the local process was an empowerment program that undue influence would have detracted from the success of the neighborhood program.

5. What do you consider to be the most and least successful aspects of this project?

The extensive physical improvements to the area are certainly a significant accomplishment. The most successful aspect of this project is that a neighborhood corporation empowered itself and the residents of a distressed area to work together in cooperation with local and State government and using federal funds, as well as other resources, to improve the physical and social environment in which their families live, work and play. It is difficult to find flaw in a project which has been so successful. The only unfavorable aspect of the program has been the time necessary to implement the improvements and organize the neighborhood. Much of this delay is due to limited financial resources and are inherent to neighborhood projects of this extent/nature.
1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The Town of Bristol, like other communities in Rhode Island, was undergoing a Comprehensive Planning process that was mandated by State law. The blighted condition of the former Kaiser Mill Complex was a source of concern to the neighborhood and Town. Their concern led the Town to apply for CDBG funds to prepare a neighborhood plan. The Town’s roles were those of funding, staff support and equal partner as the Plan was developed. During the time that the Neighborhood Advisory Committee (NAC) became the Mosaico CDC, I continued to provide staff assistance to the group. I have prior experience as a community organizer and working with non-profits. The Plan involved a team approach between the neighborhood and the Town. Public participation was an integral part of the entire process both planning and implementation. Anyone from the neighborhood who attended the meetings was part of the NAC. The neighborhood ran the meetings and controlled the process. The neighborhood agreed to the initial phase of elderly housing. A decade earlier they shot down plans of private developers to rehab the mill into family or elderly housing. Elderly housing at this time was a good choice since it fulfilled a need for the growing older population in the neighborhood and it did not create the density impacts family housing would bring to an already dense neighborhood. The Plan was approved by the Planning Board and the Town Council, and became part of the Town’s Comprehensive Plan. The Town needed to approve a new zoning district for the area to accommodate the re-uses and for each part of the project, the Planning Board, reviewed a specific development plan to ensure that design issues and requirements were being met (such as landscaping and parking).

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

This project was intended to benefit the Town of Bristol by taking a blighted negative site, with historical merit, and creating, with neighborhood control, a revitalized area that would serve the needs of a low-moderate income ethnic neighborhood. These intentions have always remained the same, though the individual projects have changed within the larger scope.

Tradeoffs include the developer wanting to remove an historic stairway to obtain the needed apartment configuration within Elder Care One to make the project work financially. To be able to win their point the developer had to agree to create a Historic Interpretive Center to showcase the mill’s history and the people who worked there. This was a big compromise from a design standpoint but it also was a decision that allowed Elder Care One to be built. The Mosaico CDC for the East Bay CDC ultimately implemented the Interpretive Center. The majority of the tradeoffs were really out of the developers, neighborhood’s or Town’s hands. Design changes were made by consensus. For example, there had to be a dropped ceiling in the Interpretive Center since floorboards could not be saved. However, the decision to go with the dropped ceiling was made by both CDC’s. Funding constraints were also out of everyone’s hands. Rhode Island and the country as a whole were going through fiscal cutbacks. We could not site a federally funded health center within the complex because the local community action agency was denied expansion funds. However, years later we were successful in siting a regional office of a major state agency within the same building. Probably one of the biggest tradeoffs was that the project was done incrementally. The neighborhood wanted the project done as a whole. There was not enough money or capacity to do the project at one time. Doing one project at a time had truly a domino effect.

We were an equal partner with the neighborhood throughout the process, which included consensus on tradeoffs and compromises as they came along. Additionally, the Director of Community Development was a board member of the non-profit housing development Corporation. The CDBG Program Manager staffed the neighborhood CDC until they had funds to hire a director.
3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

This project has had an amazingly beneficial impact on both the neighborhood and the Town. A blighted multi-acre site is now revitalized into housing, assisted living and commercial office space. The transformation of that part of the neighborhood is truly a miracle. Where once there was rubble and weed trees, there is now housing and a regional headquarters of a state agency. The project was able to keep the historic characteristics of the mill intact throughout the revitalization. The revitalization fits into and enhances the neighborhood. The town will have gained $100,000 more in taxes from all the projects by the time the Assisted Living Project is completely rented up.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Yes, this project resulted in new models of public/private partnership. While the first two major projects were funded entirely with federal funds, the last two major projects were not. The Assisted Living Project and the 530 Wood Street Project involved both federal and state tax credits including historic tax credits and the RI Mill Tax Credits. 530 Wood Street Associates, the for profit entity, who owns the project which houses the regional state offices of DCYF and other commercial businesses is a combination of the East Bay CDC, Mosaico CDC and a for profit investor (a RI bank). The 530 Wood Street Project was the first time the then newly created RI Mill Tax Credit was used within the state.

This project could be of instruction to other communities on many different levels: community organizing, historic preservation, comprehensive planning, public-private partnerships etc. Our experiences with the neighborhood revitalization have already been instructive to other communities in Rhode Island. Due to our efforts in Bristol, the RI Small Cities CDBG Program made a policy decision to fund planning and implementation grants for other multi-year revitalization plans in Rhode Island. In 1997, the RI Chapter of the American Planning Association gave an outstanding planning award to the Town of Bristol and the Mosaico neighborhood for the Kaiser Mill Complex and Neighborhood Revitalization. In 1998, the Town of Bristol was awarded a Rhode Island Community Development Best Practices Award, in recognition of the community organizing efforts it has made relative to the Kaiser Mill Revitalization Project, from the National Community Development Association and the State of Rhode Island Office of Municipal Affairs, Community Planning and Development. The East Bay CDC also won an award in 1999 from the Rhode Island Historical Preservation and Heritage Commission for their development of the mill within historical preservation guidelines.

5. What do you consider to be the most and least successful aspects of this project?

The most successful aspect of this project is that the mill has been revitalized, neighborhood projects are ongoing and the neighborhood has remained behind the project for over nine years.

The least successful part of the project is that the two CDCs involved in both the planning and implementation did not always completely understand the importance of each other's role in the overall project.
PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name: Edward F. Sanderson
Title: Executive Director
Organization: RI Historical Preservation & Heritage Commission
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Signature: [Signature]

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

RIHPHC reviewed all aspects of this project because it involved rehabilitation of historically significant buildings that are listed on the National Register of Historic Places. Several phases of the project were approved by RIHPHC and the National Park Service to receive federal tax credits for historic rehab. Other phases of the project received federal or state funds and were reviewed by RIHPHC in accordance with the state and federal historic preservation laws. All of the work met high standards for historic preservation. In addition to specific project reviews, RIHPHC awarded an early planning and feasibility grant to study reuse of the former industrial complex. In April 2000, RIHPHC awarded State Historic Preservation Award to the Kaiser Mill Rehabilitation for the excellent work performed and for Kaiser's exemplary role as a model for the creative and effective reuse of an historic industrial complex as a mixed use project.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

The benefits of the Kaiser project are many. From an historical preservation perspective the project resulted in repair and rehabilitation of historic industrial buildings. Rhode Island has a large number of historic mill complexes which are vacant and deteriorating. The Kaiser project not only preserved individual buildings, but it also preserves the complex as a whole. Kaiser is located within the Bristol Waterfront Historic District. The district preserves local historic sites from before the American Revolution to the early 20th century. The rehabilitation and reuse of the Kaiser complex is a major benefit to the entire historic district, and by its example it benefits the entire state. RIHPHC actively participated in decision-making regarding the physical adaptation of the historic structures for new uses such as housing and offices. We also helped to determine which structural elements were too deteriorated to be repaired, and we assisted in the process of designing spaces for the new uses consistent with functional requirements and sound historic preservation practice.
3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

The project has preserved a significant historic industrial complex in the heart of Bristol's historic district. The new uses in the former industrial complex provide needed housing for elderly citizens and facilities for the RI Department of Children, Youth & Families. The surrounding residential neighborhood has benefitted from stabilization and improvement of the vacant industrial buildings. Rehabilitation of the Kaiser complex is an extremely positive event for the Bristol community.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

One of the most impressive aspects of the Kaiser project is its demonstration of public-private partnerships and its role as a model development which hopefully will show other communities how to approach the task of adaptively reusing and preserving a large historic mill complex. RIHPHC recognized the potential for public-private partnership when we awarded a planning and feasibility grant to the Town of Bristol to study potential rehabilitation and reuse options. The several phases of the project itself have shown the importance of partnerships and alternative sources of funding. Private investment assisted by federal historic rehabilitation tax credits was utilized for some phases, while direct public investment for state agency offices and service facilities was critical to other phases. Throughout the project, the East Bay Community Development Corporation and the Town of Bristol have worked together with the other partners to oversee and manage this large undertaking.

5. What do you consider to be the most and least successful aspects of this project?

The Kaiser Mill rehabilitation project represents a model for community planning and cooperation to develop, in well-planned steps, the overall rehabilitation of a historic mill complex. The ongoing rehabilitation of Kaiser into a variety of residential, commercial, and institutional uses contributes significantly to the vitality of the historic seaside Town of Bristol.
ARCHITECT OR DESIGNER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name Alan Lindsay Berry, A.I.A
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1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

My firm, Berry/Lykins Architects, was chosen to be the architects for the DCYF Project. We are also working as historic preservation consultants for the Assisted Living Project that will occupy adjacent vacant buildings, and are the architects for the renovations of five additional mill buildings for an apparel and fashion accessories import business. The DCYF buildings were the leftover portion of an early 19th century mill facility. The portions that were easily renovated encompass Bristol Industrial Park. Remaining buildings needed major structural work, a new roof, the basements were flooded, etc. The mill complex is surrounded by a residential neighborhood. People in the neighborhood have a really unique sense of community and affection for these mill buildings, a personal attachment. Along with Elder Care One, the Neighborhood Plan had been adopted, the streetscape had started. Within the Plan was the idea of using three buildings sandwiched between Elder Care One and the Industrial Park for social services. We interviewed potential groups wanting to lease and occupy but money was an issue. We ended up with a lease to the State Agency utilizing historical tax credits. We were also the first project to use RI Mill Rehab Tax Credits. The mill is in a National Waterfront Historic District so all changes as well as tax credit applications must go through local, state, and federal levels of approval. A key issue is that the complex had to be looked at as a whole. If construction was done improperly in one phase that would negate receiving tax credits for the next phase. Each step of the entire process from Elder Care One on had to be considered and done carefully. We were able to recreate an open air internal courtyard from 1964, that had been roofed over in the 1960’s. We were able to keep the exposed stonework of the original mill entrance tunnel through the main building and glass it in rather than cover it over. There was a discussion, when minor buildings were torn down, about the use of stucco vs. stonework in the interior courtyard. We were allowed to use stucco as it had been used in previous repairs.

2. Describe the most important social and programmatic functions of the design.

The State Agency that occupies the buildings provides service to the community, especially to families. The staff of DCYF was excited to relocate in a community where they served the population. We met with staff and toured other facilities to create the internal spaces. Interview/visiting rooms were created for people with children. The internal open air courtyard that we were able to recreate worked out very well as a supervised area for family visits or children. It provides security as it is within the building with access only through the building. Neighboring retail shops on Wood Street are pleased to have more activity on the Street, as opposed to looking at abandoned buildings. The neighborhood mini-park always has people sitting out on the benches when we drive by.
3. Describe the major challenges of designing this project and any design tradeoffs or compromises required to complete the project.

A building had to be taken down in the outside courtyard to be able to create parking lot for DCYF buildings. This was true of earlier parts of the project also. In early 18th century mill complexes, people walked to work. This was a positive design aspect years ago, but a major hurdle to re-use of the buildings. There was not enough parking to begin with, hence as the small amount of additional commercial space is rented in the DCYF buildings, they must find tenants who do not have a lot of need for parking. Earlier when the Plan was developed, it was assumed that Elder Care Two would have a second tunnel that would lead to the Assisted Living Complex. This tunnel was not possible, but ultimately the decision not to create the tunnel benefited the Assisted Living Project as it provides for more privacy and security for Assisted Living clients. As architects, we regret not having enough money in the project to rebuild the bell tower and the historic cupolas. Although no longer functional, they would have returned a higher level of architectural character to the buildings. There had been talk earlier to tearing down one of the buildings to be used for Assisted Living as the roof had collapsed to the basement. If that building had been torn down, the historic tax credits would have been lost for DCYF and the Assisted Living Project. Instead a truss was put on the roof and the building temporarily sealed (and mothballed) against further damages until a tenant can be found. Discussions are ongoing with a rock-climbing club and outdoor adventure company in hopes of using the multilevel space for an indoor climbing gym. The climbing gym would be open off-hours and weekends adding night security to the housing complex, while not competing for limited on-site parking.

4. Describe the way in which the project relates to its urban context.

The DCYF buildings face onto two interior courtyards, one shared with the Phase Two mothballed buildings, and one shared with the elderly housing complex. The main entrance utilizes the original administrative building for the mill and fronts onto the main commercial street of the neighboring community. Neighboring properties include a credit union, fish market, bakery, hardware store, and various small retail shops. The rehabilitation of these buildings has stimulated commercial activities with formerly board-over storefronts renovated for new tenants. The Mosaico Minipark also helped create a relationship between the former mill buildings and neighborhood. Both the Elder Care and neighborhood residents can sit and enjoy the urban scene.

5. Describe the strengths and weaknesses of the project's design and architecture.

The early designs for the project proposed more entrances from the street, welcoming the community. The original mill design was composed of buildings facing onto interior courtyards versus fronting onto the surrounding streets of the neighborhood. The RI Historic Preservation and Heritage Commission encouraged us to maintain this relationship of limited access from the neighborhood, indicating that changing this character defining aspect of the buildings could jeopardize our historic tax credits essential to funding the renovations. The buildings today still look like early 19th century mill buildings. They are compatible to the neighborhood and were rehabbed with only minor exterior changes. The team approach of architects, town hall, and the two community development corporations, was at times tedious, but in the end resulted in a stronger project of which the community was truly involved in and a part of.
DEVELOPER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name: Linda Silveira
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1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

East Bay Community Development Corporation (EBCDC) is the developer/sponsor of Elder Care One & Elder Care Two, a 98-unit facility for low income seniors, and Franklin Court, a 92-unit assisted living facility of which 68 units are reserved for low income persons. In addition, EBCDC was a co-developer/co-sponsor with Mosaico CDC for a commercial project which is now home to The Department of Children Youth & Families (DCYF). On all projects, EBCDC prepared the financial packages, coordinated the development team, and was involved in all aspects of construction from design development to construction oversight.

2. What, if any, modifications were made to the original proposal as the project was developed? What tradeoffs or compromises were required during the development of the project?

There were some modifications made to the original proposal. For example, the original neighborhood plan called for an adult day care center where the DCYF project is now located. The reason for the modification was that EBCDC was awarded the proposal to develop office space for DCYF which was a stable and guaranteed source of income and which would allow sufficient funds to rehabilitate the property according to historic preservation standards. The adult day care instead was developed adjacent to Franklin Court Assisted Living which is more conducive to the adult day care activities as the participants may purchase meals directly from Franklin Court. From the inception, the original plan as written was extremely well thought out which included the needs and desires of the entire community.

3. How was the project financed? What, if any, innovative means of financing were used?

Elder Care One & Elder Care Two (98 units) were funded under HUD's Section 202 program with some additional funding from Community Development Block Grant (CDBG) funds for partial acquisition and miscellaneous furnishings. In addition, Local Initiatives Support Corporation (LISC) provided a recoverable grant for predevelopment costs.

The DCYF project (approx. 25,000 sq. ft.) included a conventional 1st mortgage from BankBoston, a conventional 2nd mortgage from Bank of Newport, capital funds from the Town of Bristol, CDBG, and an equity investment from BankBoston Community Development Corporation generated from the use of Historic Tax Credits. In addition, this was the first project in the State of Rhode Island which used a newly formed state tax credit legislatively formed under the Mill Revitalization & Economic Revitalization Act.

The major source of funding for Franklin Court Assisted Living (92 units) was raised through equity ($8,025,000) using Low Income Housing Tax Credits, Historic Tax Credits, and Rhode Island's Mill Revitalization Tax Credits. EBCDC was awarded a $250,000 Affordable Housing Program grant from the Federal Home Loan Bank, $500,000 from Rhode Island Housing Mortgage & Finance Corporation (RIHMFC) through the HOME program, $200,000 from CDBG, and a $340,000 loan from EBCDC developer fees. In addition, RIHMFC provided a 1st mortgage of $3,000,000 as well as 2nd mortgage of $600,000 funded through their Targeted Loan Program.

First mortgage from BankBoston, a conventional 2nd mortgage from Bank of Newport, capital funds from the Town of Bristol, CDBG, and an equity investment from BankBoston Community Development Corporation generated from the use of Historic Tax Credits. In addition, this was the first project in the State of Rhode Island which used a newly formed state tax credit legislatively formed under the Mill Revitalization & Economic Revitalization Act.

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4. How did the financial benefits and economic impacts of this project compare with or differ from other projects you have been involved in?

Because we received funding for and developed the first project, Elder Care One, it forced funders to seriously view the plan for future development as a real potential and vital revitalization project with significant neighborhood and economic benefits. The development of Elder Care One compelled funders view both the positive influence of funding this project and the potential negative impact turning away.

Impacts:
* The construction cost of this entire project was approx. $17,500,000 which filtered through local business and provided employment opportunities.
* Approx. 50 jobs were created as a result of the relocation of DCYF into our community and the creation of Elder Care One, Two & Franklin Court.
* As a result of the rehabilitation of a vacant and blighted building, families in the neighborhood are once again experiencing pride in the homes and are improving their own properties.
* Due to the improved physical appearance of the neighborhood and a new perceived vitality, local businesses are once again moving back into the neighborhood.

5. What about this project would be instructive to other developers?

The most important aspect of this project is that the development precipitated as a result of the creation of the Neighborhood Plan, a plan that was discussed, researched, and developed created by the citizens of the neighborhood. It was a project that incorporated the community, rather than forcing a project onto a community. The participation with the neighborhood residents and town officials created support for the project instead of opposition. Communication and interaction with vested parties are very important factors to a successful project.

6. What are the most and least successful aspects of this project?

The most successful aspect of this project is that EBCDC was able to transform approximately 205,000 square feet of vacant and blighted buildings into a vital resource for the neighborhood and the community. In addition, the support we received from the community was uplifting when we were faced with challenges and obstacles. This project created a true neighborhood with common interests and goals whereby the residents feel empowered to lead their community in their desired direction.

The least successful aspect of the project involves the lack of parking. Although we have sufficient parking to accommodate all our facility residents and employees, we do not have sufficient parking to accommodate the needs of the people in the neighborhood. On occasion, neighborhood residents park in our lot which causes an uprising among our elderly residents.
COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

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1. How did you, or the organization you represent, become involved in this project? What role did you play?

In Colonial times Bristol, Rhode Island developed four main north-south streets parallel to the waterfront. Immigrant working families settled along Wood Street, the last of these main streets to be built. By the late 1700s a neighborhood had formed. Wood Street served as the commercial/residential spine that fed several side residential streets. After the Civil War a large mill opened on a twenty-acre parcel on the east side of Wood Street. Many area residents worked in this 700,000 square foot complex until it closed in the early 1980s. By this time the built-up area had numerous buildings in need of major repairs. For years the Kaiser mill complex stood vacant; its decline seemed to reflect the neighborhood. By the late 1980s a small group of people, including this writer, who worked or lived on or near Wood Street, came together informally to try to develop a feasible adaptive reuse for the mill buildings while addressing other area needs as well. After two years of intense work, a feasible multi-million dollar plan evolved. The informal group that initiated and lead the planning process elected to operate on a more formal basis. They formed Mosaico Community Development Corporation (Mosaico) to help guide and implement the ambitions plans for the phased redevelopment of the Kaiser complex and the entire neighborhood.

2. From the community's point of view, what were the major issues concerning this project?

The obstacles to creating and implementing a successful plan were enormous. Many local residents were wary of change; they feared that the plans would bring about unwanted results. Some speculated that the neighborhood character would change so much with the influx of new, modestly prosperous residents that they would no longer identify it as their home. Others feared that a major plan might fail financially and that empty, incompletely rebuilt structures would further depress property values. In terms of financing in the early 1990s, Rhode Island real estate was in a depression. Private financing for major redevelopment in a working class area did not exist. No private developer was able and willing to assume the risks of a multi-million dollar project in an untired, financially limited market. Zoning also had to be changed. Environmental problems and thorny issues of historic preservation had to be addressed. Several prominent local officials even claimed that the historic, decaying Kaiser complex posed serious safety hazards to local residents and that it should be demolished. Time was also a problem. As each month passed further deterioration occurred. This, of course, resulted in greater costs and increased resistance from area residents, politicians, bankers, and developers.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

To help motivate the owner of the Kaiser complex, who lacked funds for redevelopment, Mosaico elected early to relinquish narrow control of the planning process to a larger body. We aggressively sought the participation of neighborhood residents, businesses and officials in the planning process. Mosaico helped to select a local not-for-profit developer, East Bay CDC. This overcame most community fears and gained strong support for the plans, which called for conversion of the best mill spaces into a residential use. To accommodate the minimum number of dwelling units and related parking needed for financial feasibility, some buildings of lesser architectural value were demolished. To gain approval for limited demolition of structures, the RI State Historic Preservation Office required that the developer create a display of photographs, plans and artifacts of the former Kaiser mill. This exhibition was mounted and maintained for several years by Mosaico in the common space of Elder Care I. Reduction in mill floor area provided room for additional parking, landscaping, and other amenities. By reducing the size of the development, project costs became more manageable, and necessary regulatory approvals were easier to secure. The biggest tradeoff, however, was giving up private control of the project in return for funding from public sources such as CDBG (Community Development Block Grants). Mosaico made key planning and initial funding decisions for the $20 million redevelopment of the Kaiser complex, and we selected the project developer and contractor as well.
COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

The 10-year revitalization of the dominant building complex and nearby areas in the Mosaico neighborhood has had many direct and indirect benefits to the community. The direct benefits are plain. During the phased multi-year construction many local workers and subcontractors were given much-needed competitively bid work. Upon completion, the residential adaptive reuse of the former mill buildings provided nearly 200 new residences to the area while eliminating a major hazard and eyesore in the process. Most of the new residents at Kaiser are from the neighborhood; in fact, many worked at the mill. The former administrative building at the mill was converted into modern office and work space in a joint venture between Mosaico and East Bay CDC. This space is fully utilized on a long term lease by a state agency, RI DCYF—Department of Children, Youth and Families. Several indirect benefits have also occurred. Mosaico has received additional funding, which, in turn, has been used in numerous street front improvements, such as sidewalk repaving, dozens of new trees, about twenty cast-iron street lamps, new benches and mosaic artworks. Physical improvements have fostered a stronger, more positive sense of place, which has increased local civic pride. Existing businesses have prospered. With the assistance and guidance of Mosaico many merchants on Wood Street have made building improvements such as new painting, awnings, and signs. The work on Wood Street has also had a similar and intended impact on residential side streets where structures today are better maintained than they were ten years ago. Instead of shrinking, stable neighborhood population has grown in the last decade. Another benefit of Mosaico’s efforts is that the organization itself is stronger than at any time in the past. Mosaico has a staff of two, a permanent office on Wood Street, an active board, and a modest endowment. In the past Mosaico survived on grants and private support given on an annual basis. Today we benefit from multi-year funding for our program. This support helps the community, but it is also a fair indicator of how we are perceived within our own community.

5. What would you change about this project, or the process you went through?

Nothing.
COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

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Signature Lisa Milano

1. How did you, or the organization you represent, become involved in this project? What role did you play?

The Kaiser Mill, formerly owned by the India Rubber Company was abandoned in the 1970's become a collection of desolate and decaying buildings. The main section of the Kaiser Mill was once a source of tremendous controversy for the neighborhood as the developers and the Town of Bristol had plans for the mill that made the residents of the neighborhood apprehensive. A large group of residents and business owners began meeting in the basement of Saint Elizabeth's Church to discuss the fate of the mill. A steering committee was formed and with help from the Town of Bristol and Newport Collaborative, they put together the Kaiser Mill Revitalization Plan. That plan gave birth to Elder Care One and Two that now house two section 202's for the elderly consisting of 98 units and a soon to be opened 92 unit Assisted Living and Adult Day Care facility. The plan was successfully developed and executed by our neighborhood affiliate, East Bay CDC. With their main office housed in the mill, East Bay CDC continues to make great strides in bringing affordable housing to the entire East Bay area. The steering committee for that plan became incorporated in 1994, and named themselves Mosaico CDC. Mosaico is the Portuguese and Italian word for Mosaic which means bringing the best pieces together to create a new whole greater than the sum of its parts.

2. From the community’s point of view, what were the major issues concerning this project?

The physical location of the Kaiser Mill is literally positioned at the core of the Wood Street neighborhood. Visualize this blighted collection of massive, mill buildings at the center of a densely populated working class, predominately immigrant, community. The streets are generally narrow, lined with a moderate amount of multi-family housing, with much of the commercial and residential spaces mixed together. The mill was a dominate force in how the Wood Street neighborhood developed, with much of the housing built to accommodate the growing mill workforce back at the turn of the century. The mill and the neighborhood coexisted, depending on one another for vitality and growth. Due to this interrelationship between the mill and the neighborhood, future plans regarding the mills’ fate became of deep interest to the surrounding community. The major issue for everyone concerned was what would become of this massive, abandoned mill complex that had become such an eye sore in the neighborhood. Once the idea of housing had been proposed it sparked a more heated controversy about what kind of housing it would be. Section 8 was originally proposed for the mill, however adamant opposition from the neighborhood resulted in an alternative form of low-income housing which was section 202 for the elderly. This project was well received and the mill is now, once again, a vital part of this unique neighborhood. It is interesting to note that a large number of Elder Care residents are former employees of the Kaiser Mill.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

The main compromise of the project was the loss of a beautiful, cast iron staircase that was in the mill. The staircase had to be moved to accommodate new elevators; this became of great concern to the Rhode Island Preservation and Heritage Commission who was reviewing the project for Historic Tax Credit eligibility. As a compromise, the State Historic Preservation Office at the time asked that some kind of interpretive center be created to educate visitors about the history of the mill and its workers. Mosaico CDC became responsible for researching the history of the mill and interpreting it through photographs, artifacts, and books that were all donated by residents, business owners and the Bristol Historical Society.

Mosaico CDC created The Historic Interpretive Center in the new community room at the Elder Care Complex and designed a beautiful photo exhibit on several of the walls. In the past six years, Mosaico CDC board members have taken turns opening the Historic Interpretive Center on Sunday afternoons in the summer. Mosaico CDC will often host summer lectures on various subjects presented by history scholars and enthusiasts from the community.
4. Has this project made the community a better place to live or work? If so, how?

YES! Without the restoration of the mill, this neighborhood would not have turned around the way it has in the last six years. The project empowered the residents and business owners to have some control in the future plans for their neighborhood. A domino effect has occurred throughout our entire community. Mosaico CDC has installed new sidewalks, trees and street lamps, greatly improving the neighborhood streetscape. Since the Elder Care project, other sections of the mill complex have also been restored. Prior to 1991, only about one-quarter of the mill complex had been modestly rehabilitated into a small industrial park and housed several small manufacturing companies. Today, the Bristol Industrial Park is home to twenty-nine businesses, where small workshops and industrial spaces are independently transformed by craftsman, artists, and even a ballet school. The Industrial Park continues to grow as more of its large spaces are rehabilitated and become incubators to new businesses that need homes or places to start. In 2000, Mosaico CDC launched a comprehensive outreach program that includes social service partnerships and informative lectures on subjects such as domestic violence, elderly abuse, positive parenting and a new money management course for low-income women. In the spirit of The Historic Interpretive Center, we are now developing a new educational program for elementary school children that will include a short lecture and slide presentation, followed by a walking tour around the neighborhood and mill. Our vision is that children will become more aware of their physical environment and develop a sense of pride and appreciation for the history of where they live. We have also developed a Storefront Improvement Program with the help of CDBG funds and award small grants to businesses to make improvements on the buildings. Without this project it's unlikely that Mosaico CDC would have ever been organized and become the source of hope and help for a neighborhood that had long been forgotten.

5. What would you change about this project, or the process you went through?
Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Name: Oryann Lima
Title: Casework Supervisor II, Vice-Chair HDC
Organization: DCYF, Bristol Historic District Comm.
Telephone: (401) 254-7090 w, (401) 253-5691 h.
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Signature: Oryann Lima

1. What role did you play in the development of this project?

1) As a member of the Bristol Historic District Commission, I have reviewed all of the aspects of the entire project including Elder Care I & II, DCYF and the new assisted living complex as well as buildings in the industrial park. All exterior work was reviewed by the HDC including roof materials, windows, stone and brick work as well as exterior landscape and signage. I was able to vote on all of the work as presented. (As a DCYF employee [state] I had requested a ruling from the RI State Ethics Commission -- the Commission agreed that I could vote.)

2) As an employee of DCYF we were notified that the Dept. planned to regionalize and I circulated the RFP to Bristol and Warren developers as well as to EBCDC. I followed the RFP and application process and contacted state and local officials to request their support for the project. I followed the project until the final decision was made for DCYF region II to consolidate offices in Providence, Warren and Newport in Bristol at 530 Wood Street.

2. Describe the impact that this project has had on the neighborhood and the city. Include any data or supplementary materials that support your conclusions.

1) We do have clients who can walk to the office from home and bus stops. We also have walk-ins with general child welfare questions. The office is utilized for Independent Living Skills Classes for DCYF-involved youth in the region. The Bristol-Warren School Department has established a gallery for school children’s artwork in our reception, conference and visiting area. The artwork is changed every 6 months. East Bay Mental Health Center conducts counseling sessions in the building, and private therapists have also scheduled and held sessions in the building. A state-wide adoption conference was held in the DCYF and Elder Care meeting rooms. Foster and adoptive parent training is held at night in the building. DCYF as used the community room at Elder Care for regional meetings. Also DCYF has offered the use of reception area to Mosaico CDC for workshops, etc.

2) Workers at DCYF (about 55) frequent neighborhood merchants and walk through the neighborhood and town during lunch. The workers also have learned what other services are available in Bristol. It is easier to have your car inspected, use the state-wide library system, bank, go to the post office during the work day in Bristol rather than after 4:00 p.m. At least half of the workers live 30 minutes away from the office. Workers have asked Bristol resident DCYF employees to recommend florists, bakeries, etc. and often ask for directions to Bristol’s “treasures.” Business people, who know that I work at DCYF, are aware that my co-workers eat at their restaurants, buy their bread, have keys made at the hardware stores, etc. When we have meetings or celebrate at office functions, we purchase food and beverages locally.
3. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

Most of the tradeoffs and compromises occurred before the HDC. I did participate in that aspect. I was not, however, part of the State of RI Dept. of Administration, DCYF, East Bay CDC and contractor negotiations for interior specifics.

Windows were part of the HDC application and original windows on west side of building (Wood Street) were restored and storm windows were placed on the interior.

The stone work in reception area was retained.

Lighting in parking lot as well as roof treatment of HVAC system and stone work on building, landscaping and signage was also reviewed by HDC.

4. What are the most and least successful aspects of the project?

Most successful -- Reuse of abandoned mill and integration of a state agency into a neighborhood. Workers are very satisfied working in the building and in the town.

Least successful -- Many of the residents of Elder Care and immediate neighborhood use DCYF designated parking areas.
5. Visual Representation of Project

Computer photographs from 1991 - through today
Completed Elder Care One with Mosaico Mini Park in the Foreground
Mosaico Mini Park Dedication Ceremony
Mosaic Tiles at Mosaico Mini Park
Nicholas Retsinas, Assistant Secretary for the US Department of Housing
At Elder Care Ground Breaking
Portion of the Mill which is Elder Care 2 - Before and After
Portion of the Mill which would become Elder Care 2
Before Revatilization
Revitalization of the Mill for Elder Care One
Under Construction
Portion of the Mill to be Converted to Assisted Living Units
Before Construction
6. Supplemental Information

a. Kaiser Mill Complex and Neighborhood Revitalization Plan pp. 1-10
INTRODUCTION

Through a citizen participation process based upon the organization of a Neighborhood Advisory Committee, Kaiser neighborhood residents and the Town of Bristol have developed a plan to revitalize their neighborhood. Long a source of pride, the Kaiser Mill Complex (in the heart of the neighborhood) is now seen by many in Bristol both as a blighting influence over adjacent property and as an area of great redevelopment potential. The Plan that has evolved is a vision and a guide for decision makers, neighborhood residents and developers on a bold strategy to revitalize the mill and stabilize the neighborhood. Because the community developed the Plan and supports its implementation, there is every reason to believe in it's successful implementation.

Neighborhood Needs

At a meeting of the Neighborhood Advisory Committee held on May 15, 1991, the following KEY local neighborhood issues were voiced:

- JOBS
- TRAFFIC
- PARKING
- TAXES
- COMMUNITY SERVICES
- CHARACTER
- HOUSING
- RETAIL SPACE

Clearly a major concern was for Jobs, not only for the community as a whole, but specifically for the neighborhood. The residents have a strong desire to remain living in the neighborhood as well as to work there. This requires employment and reasonable wage rates. Equally important to the residents are continued opportunities for young adults to remain in the area if they so choose. This too requires employment and stable wage rates.

Bristol has a well developed traffic pattern influenced by daily commuting and seasonal peak loads, due to attractions such as Colt State Park. Traffic, then is a very real concern for any proposed increase in development in the Town. This must be carefully analyzed so that an intolerable situation is not created for the sake of more jobs. The very amenities which may attract business to Bristol could be lost due to careless traffic planning.

Equally important and related to traffic is Parking. Adequate, relatively convenient, and inexpensive parking is vital for any business to thrive. Since the area surrounding the Kaiser Mill Complex is densely built, it is a challenge to provide sufficient
parking without degrading the neighborhood.

**Taxes** and increasing the tax base is a major concern for most communities. Increasing the tax base, particularly in the Industrial and Commercial sectors, is key to providing a more healthy fiscal situation. Too much of a reliance on the Residential sector will incur a significant burden on the residents of a community. This would have a direct effect on the residents of the neighborhood. Thus, a successful redevelopment of the Kaiser Mill Complex will have a positive impact on the tax base and the taxes passed on to the public.

Providing **Community Services** such as child care, senior care, and an emergency medical care facility were the central interests of the neighborhood group. These services support a local work force and are most beneficial when located close to employment centers. Also mentioned was the possible location for a mill-related heritage museum in the Complex. This could serve to provide a central locale for storage and presentation of the significant contributions of millworkers and the Portuguese and Italian Americans in Bristol.

The **Character** of the neighborhood is as meaningful to its residents as good employment. People are proud of their cultural and ethnic heritage, and usually display these characteristics in the manner in which they maintain their properties. What is ultimately chosen and implemented for the Kaiser Mill Complex will have a direct influence on the retention of the quality of the existing neighborhood "character".

Another major issue is **Housing**. There is real concern by the citizens that both low income and high income family housing could have detrimental impacts on the neighborhood, for different reasons. They would prefer any new housing to encourage only adults, so that one and two bedroom units should be designed. They also would prefer to not utilize subsidized housing, unless managed by a non-profit housing corporation or authority. Other options deemed acceptable are retirement housing and a convalescent center.

The final major need identified by the group is for additional **Retail Shopping**. Most individuals would prefer convenient shopping to their homes. Kaiser Mill Complex, if designed with a mix of uses including Retail, could provide these services for the neighborhood.
Vision Plan

The revitalization plan that we have developed and which is described in this document is called The Consensus Plan because it is the community's expression of agreement among a range of individual and collective interests on how these needs and concerns may be met.

The Consensus Plan has been formulated by addressing these concerns and discussing in an open forum alternative strategies and recommendations which are realistic and provide the most likely avenues now for constructive change.

The vision we see is a rehabilitated Mill Complex hosting a variety of uses related to the needs of the surrounding neighborhood. These uses include elderly housing and support services for elderly housing including elder day care and elder life care facilities, a community center, child day care facilities, neighborhood retail space and the continued enhancement of facilities of the Bristol Industrial Park. Revitalization of the Mill Complex is key to the stabilization of the surrounding neighborhood.

Revitalization of the Mill Complex alone will not satisfy all the needs of the neighborhood. Simultaneous with rehabilitation of the Mill, the Plan calls for landscape improvements to Wood Street and Shaw's Lane. The Plan calls for the designation of the entire neighborhood as a Conservation District with future zoning to enhance the character of the area. This includes strict density and parking requirements. The uses called out for the Mill Complex are low intensity uses which will not aggravate current traffic and parking problems. These uses will, however, provide service sector jobs and property tax revenue. This truely is our vision for the future.

November 1991

Town Council
Kenneth Marshall
Richard Ruggiero
Mary Parella
Lou Cirillo
Michael Mello

Steering Committee
Federico Pacheco
Mary Parella
Raymond Rodrigues
David Sardinha
Antonio Matos

Planning Board
Carmine Punieioso
James Farley
Thomas Gaska
Sam Celone
Kathy Bazinet
Mark Daponte
Paul Olean

Neighborhood Advisory Committee
Mary Mederios
Henrique Mederios
Gaetano LaRoche
Evelyn LaRoche
Andrew Pansa
Fr. Louis Diogo
Alvin Silva
Allie Cordiero
John Almeida
Afonso Da Silva
Isabelle Ianacio
Joseph Moniz
Antonio Martins

Bernice Josephs
Thomas Gaska
Manuel Prenda
Paula Levine

Lois Ferreira
Anthony Poissant
George Sardinha
Frank and Mary Federico
Lydia Federico
Merritt Meyer
Ed Lima
Joseph Vales
Elizabeth Aguier
Tony Avila
Manuel Peixoto
Manuel Pinheiro
The Consensus Plan proposes that elderly housing be in the forefront of uses for the Kaiser Mill. The Plan takes the entire complex into consideration in a way that meets neighborhood concerns through improvement of blighting conditions. It also addresses the concerns of the owners of the Bristol Industrial Park through stabilization and enhancement of the existing uses of the Park.

The Plan calls for a phased redevelopment of the Kaiser Mill Complex. It focuses on the northwest corner of the site between Wood and Franklin Streets because it is the most blighted area of the mill complex. Uses proposed include housing for the elderly and social service functions.

PHASE I

The northwest corner of the Kaiser Mill Complex, which currently remains abandoned, will be the site of initial rehabilitation. During Phase I, an entrance into the mill via Wood Street will be constructed, and the interior buildings demolished. This will then form the west courtyard providing a green space and an area for parking. Once these steps have been completed, BUILDING 66 will be rehabilitated and used for elderly housing. (See map: Kaiser Mill Complex: Revitalization Plan, Phase I with building locations.)

The northwest corner will also be the site of the social services center. BUILDINGS 56 and 52 will be utilized for such purposes, with selective landscaping done to the exterior of the buildings.

Shaw's Lane, on the southern boundary of the mill complex, will be cleaned up and landscaped with the intent to screen the parking areas within the mill complex from homes on the south side of the street.

Selected areas, within and adjacent to the mill complex, will be utilized for parking purposes, including: the west and east parking lots (fronting Franklin Street); the west courtyard; along Wood Street; the southwest corner beside the gate house; and along the interior fence line of Shaw's Lane.

PHASES II and III

Phase II of the Consensus Plan will involve establishing additional elderly as well as market rate housing in the northwest corner of the complex.
Some long-term neighborhood goals expressed in Phases II and III of the Plan include:

- The widening of Franklin Street;
- A pedestrian access route into the complex via Franklin;
- A second vehicular entrance, either by means of Shaw's Lane or the already existing entrance besides the I Shalom Building;
- Upkeep and enhancement of the entire complex to ensure future viability of the complex and continued good relations between the residents of the complex and its owners.

Funding will be procured via several sources including federal, state, local and private sectors.

The Consensus Plan has been developed as a scenario which meets the test of reality. Based upon initial funding for elderly housing from HUD, the plan utilizes available market interest and dollars for near term rehabilitation of the northwest corner of the complex. Elderly housing and the social service functions proposed in Phase I provide acceptable low intensity neighborhood-oriented uses to kick off redevelopment. Other revitalization solutions, such as commercial retail and industrial reuse which could have generated more neighborhood jobs were discounted because of considerable associated parking and circulation impacts or, more importantly, the reality of little, if any, market potential. Family housing was likewise considered to have an adverse impact on already serious neighborhood parking and circulation problems.

Parking for the uses of the Consensus Plan can be provided without substantial demolition or impact to the surrounding neighborhood. Likewise vehicular circulation needs for the initial phases can be provided without substantial change. Improvements to the buffer areas between the complex and Shaw's Lane are affordable. Subsequent phases include enhancement of the Bristol Industrial Park's (BIP) circulation systems. Overall, however, the Consensus Plan acknowledges that the BIP now contributes to the area and is developing in a positive way as a small business incubator. Enhancement of the BIP includes providing a suitable climate for the existing tenants to remain and flourish. (More details of the Consensus Plan follow in Part III of this report.)
The Plan calls for Town actions designed to benefit and stabilize the Kaiser Neighborhood in addition to the revitalization of the Kaiser Mill itself:

- Designation of the area including the Mill and Kaiser Neighborhood as a redevelopment and conservation district.

- Acquisition of appropriate vacant lots in the neighborhood for additional off-street parking for residents only.

- More stringent zoning performance standards for density and parking within the neighborhood, including the minimum requirement of 2000 sq ft/dwelling unit and off-street parking for a minimum of 2 cars per dwelling unit. More detailed standards will assist the Zoning Board of Review in making decisions on applications.

- Street improvements within the neighborhood for better circulation and safety, including new sidewalks in appropriate areas.
Phase One:

Elderly Housing
36 units

NAC

Elderly Housing
13 units (upper floors)

THE NEWPORT COLLABORATIVE

Retail Space
(lower floor)

Landscape & Screening
of Shaws Lane

Day Care

Health Facility

Community Services

Fitness Center

Phase Two & Three Proposed Possibilities
Additional Elderly Housing
Congregate Care Facility
Community Services
Fitness Center
Kaiser Mill Complex: Revitalization Plan, Phase I
Streetscape Improvements on Wood Street
Sidewalk repair, landscaping, benches
Kaiser Mill Complex and Neighborhood Revitalization Plan

contributing buildings, (cleanup of hazardous areas), improved circulation access, and sufficient off-street parking.

- Existing businesses which occupy portions of the mill should be included in the master plan. Develop a phased approach to rehabilitation and redevelopment such that growth and change occurring within the complex and neighborhood as a result of redevelopment can be absorbed over time. Buildings in desperate need of protection and stabilization should be taken care of now as a priority.

- Zoning regulation and permit guidance for the area should be provided in the mill and neighborhood revitalization plan as amendments to the Town's Comprehensive Plan and Zoning Code so that neighborhood and community goals will guide the project and have a significant influence on any developer's plans for the area.

- The neighborhood supports and will participate in efforts to clean up the Kaiser Mill Complex and the neighborhood and in efforts to control crime through a Neighborhood Crime Watch Program.

  - For these two programs, two subcommittees were formed by the NAC. These subcommittees will be responsible for further investigation and participation in future activities regarding Clean-up and Crime Watch.

The Consensus Plan meets the neighborhood goals and policies:

- The Consensus Plan for the Kaiser Mill includes three phases, of improvements for the Kaiser Mill Complex, and the surrounding neighborhood.

- The scope of the redevelopment for the Kaiser Mill, mirrors that in the neighborhood. Given the parameters of building reuse, mixed uses proposed in Phases I and II are broken into segments of scale and include the use of a variety of public and private funding sources.

- Redevelopment of the mill complex is geared toward retaining existing jobs, and providing additional Service Sector employment. There will be a need for support service personnel at the elderly housing, congregate care and social service facilities. Temporary employment will occur as a result of the construction jobs created during the mill's rehabilitation. Contractors will be required to give preference to local subcontractors and the hiring of local
workers. The Service Sector is predicted to grow as a job category in the future, and therefore, the introduction of jobs in this sector may secure future stable employment opportunities for the residents of the neighborhood.

- Scheduled redevelopment of the Kaiser Complex is geared toward stabilizing the neighborhood overall. Although non-profit housing and social service entities are programmed for large portions of the redevelopment area, overall the complex, including the Bristol Industrial Park, will contribute more tax revenue after rehabilitation than it does now. The Bristol Foundation will contribute property tax revenues for properties it owns in the complex. Additional privately owned retail/office development in Phase I will contribute more property tax revenue than the abandoned properties do currently.

- Community services and facilities benefitting the neighborhood will be provided in Phase I.

- The Plan presents a unified approach to the entire complex and surrounding neighborhood. The Plan schedules a phased implementation over time to accommodate growth.

- The Consensus Plan will be implemented, in part, by a special PUD zoning designation for the Kaiser Mill and the designation of a neighborhood Conservation District. The Planned Unit Development (PUD) zone change for the Kaiser Complex will determine more explicitly the types of uses zoning will allow, as well as standards, such as performance and design standards, which these uses must meet. The neighborhood Conservation District should provide additional performance standards and design criteria which protect neighborhood character and preserve property values.

- Industrial performance and design standards will be an integral part of the PUD zoning. These standards will be aimed at compatibility with surrounding residential and commercial uses. They will also retain the architectural design integrity of significant character-defining features of the complex such as the Wood and Franklin Street fronts.
Key to the success of the Kaiser Mill Complex and Neighborhood Revitalization Plan is the process by which the Plan was developed.

A fundamental component of the planning process was the formation of a Neighborhood Advisory Committee (NAC) and a project Steering Committee. The project was funded by a Small Cities Community Development Block Grant (CDBG) award by the state office of Intergovernmental Relations. It was administered by the Town of Bristol's Office of Community Development. The Newport Collaborative, Inc. was selected by the Town of Bristol to assist in developing the Plan.

The NAC developed out of an organizational meeting to which the entire Kaiser neighborhood was invited. The Town Council appointed a Steering Committee consisting of nine (9) members from among those interested. Both the NAC and the Steering Committee met on a regular basis to set goals, review technical reports, discuss policies and reach a consensus on planning recommendations. These recommendations formed the basic building blocks of the Plan and have been articulated in the Goals and Policies listed on page 6. A field office was opened within the mill complex and staffed on Saturdays throughout the spring and summer for neighborhood residents to discuss planning options and areas of concern with consultant staff. Notification materials were translated into Portuguese (the predominate language of the neighborhood) and at many NAC meetings discussions were translated into Portuguese to facilitate participation of this group in the planning process.

A field trip was organized for interested NAC members to see various mill revitalization projects.

A profile of conditions within the Mill Complex and neighborhood was prepared by The Newport Collaborative and discussed by the NAC.

Case studies of mill revitalization projects were reviewed and a mill rehabilitation specialist, Simeon Bruner, AIA, was retained by the Town of Bristol to review, with the Steering Committee and staff, key revitalization recommendations. Mr. Bruner's valuable insight was incorporated into the Consensus Plan.

The following charts depict the Plan development process and the overall management of the project. From the very beginning of the process the neighborhood has been guiding the project and providing direction. This involvement has ensured that the Plan reflects the desires and wishes of the neighborhood and is indeed the Kaiser Neighborhood's plan for revitalization of the area.
Kaiser Mill and Neighborhood Revitalization Plan

Management

Town Council

Steering Committee

Planning Board

Department of Community Development

Project Team
R.C. Youngken
Project Manager

Economic Planning
J.D. Lombardo

Citizen Participation
Neighborhood Studies
R.C. Youngken
E. Pimental

Architectural Feasibility
J.K. Grosvenor, AIA

Housing Feasibility
J.M. Abbott, AIA
6. Supplemental Information

Area residents to study plan by college for Kaiser plant

By DAVID McCARTHY
Journal-Bulletin Staff Writer

BRISTOL — Neighbors of the former Kaiser Aluminum & Chemical Corp. complex on Wood Street have formed a committee to look into plans by Roger Williams College to convert a portion of the complex into housing for the elderly.

Frederico Pacheco, the Kaiser Neighbors Committee president, said the newly formed committee "is not at war with the college. In fact, we're very glad it is here. "We do not have a commitment toward or against the college," Pacheco said. "We just want to determine if there is a need for this housing."

If the committee determines there isn't a need, Pacheco said, "We're going to offer alternative solutions for the (Kaiser) area." He said the committee will meet again on Feb. 25 at a place to be announced.

The committee was formed and officers elected Sunday night at the Lincoln Hall. A spokesman for the college said yesterday that the school was ready "to cooperate with the committee 100 percent."

Wood Street residents to probe college's plans

By DAVE McCARTHY
Journal-Bulletin Staff Writer

BRISTOL — Neighbors of the former Kaiser Aluminum & Chemical Corp. complex on Wood Street have formed a committee to look into plans by Roger Williams College to convert a portion of the complex into housing for the elderly.

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If the committee determines there isn't a need, Pacheco said, "We're going to offer alternative solutions for the (Kaiser) area." He said the committee will meet again on Feb. 25 at a place to be announced.

The committee was formed and officers elected Sunday night at the Lincoln Hall. The committee is an outgrowth of an informational meeting held the previous Sunday at Lincoln Hall at which the college's president, William H. Rizzini, faced tough questioning from neighbors of the Kaiser complex.

A spokesman for the college said yesterday that the school was ready "to cooperate with the committee 100 percent. We feel it is important for the college to respond to the committee's questions and concerns."

The other committee officers elected Sunday are Ralph DeLuca, vice president; Mary Ann Sylvia, secretary, Mary Lou Rossa, corresponding secretary, and Salvatore Rossi, treasurer.

THE COLLEGE WANTS to sell five buildings at the 46-building, 18-acre Kaiser complex: to Bristol Acres Associates for $600,000. Bristol Acres Associates, a new firm consisting of the E. Turgeon Construction Corp. of Cranston and Consultants, Inc., of Providence, would convert the buildings into housing units for the elderly at an estimated cost of $8 million.

The proposal, however, needs the approval of the Town Council because it would require a zoning change from manufacturing.

The Kaiser complex was deeded to the college by Kaiser in October, 1977.
Kaiser neighbors ask college to join them in group to develop the complex

By ANN-MARY CURRIER

BRISTOL — Residents in the area of the abandoned Kaiser Chemical and Aluminum plant have asked the owner, Roger Williams College, to join them in a corporation to develop the property.

The Kaiser Neighbors' Committee Inc., which opposed earlier plans by the college to build housing for the elderly and handicapped on the Wood Street site, also suggested that the town and the Chamber of Commerce be partners in the corporation.

The committee made the proposal in a letter to William H. Rizzini, president of the college.

The committee doesn't want the college to sell or lease the property, as Rizzini has recommended since the Town Council rejected zoning changes which would have allowed the college to develop it for non-manufacturing purposes.

Rizzini said yesterday that the college has received several offers.

Ralph C. DeLuca, vice president of the committee, said the members believe they would get less cooperation from a private developer and the college has "some wonderful ideas" for developing the property.

The college has proposed to use the site for housing, community centers and educational facilities.

THE COMMITTEE MEMBERS haven't yet agreed on what they want done with the property, except that they want assurances that it won't be used for low-income housing, and that they want to use the existing buildings, DeLuca said.

Rizzini said he will present the committee's proposal, along with offers from parties interested in selling or leasing the property to the board of trustees. The board will meet by Friday, Rizzini said, but a specific time hasn't been set.

Rizzini said he will recommend that the board sell or lease the property which was given to the college in 1977.
Kaiser group rejects Fain bid for Section 8

Neighbors cite lack of plan for the rest of the 19 acre complex.

The Kaiser Neighbors' Committee voted unanimously this week to reject a proposal that it recommend a zoning change to allow the building of a Section 8 housing project at the former Kaiser plant.

"It would not be feasible for us to propose any zoning change," said Frederick Pacheco, spokesman for the Kaiser group, after meeting Sunday at the Bristol County Medical Center with Lyle Fain and his associates.

The group met to discuss a request on the part of Bristol Industrial Park Inc, of which Mr. Fain is president, that the Kaiser neighborhood group recommend a zoning change to build the Section 8 housing project for the elderly, a controversial government subsidized program which is being eyed by President Reagan's budget cutting team.

"There was no comprehensive plan for industry," Mr Pacheco said of Mr Fain's proposal for the 19-acre parcel in the center of town. The neighborhood group has insisted on

'The door is open. We don't want to be accused of being against progress in Bristol' Frederick Pacheco

bringing light industry to the complex as a number-one priority.

Mr. Pacheco said the neighbors learned at the meeting that Mr. Fain has, for the past five months, run advertisements in the Providence paper for available space to rent for industrial purposes at the plant.

The only other bit of news to the committee was that a brochure had been prepared by Mr. Fain on the property, and that it would soon be sent out to all areas of the country to try and attract industry, Mr. Pacheco said.

"This did not convince the committee to go ahead with anything," Mr. Pacheco said. "We see nothing but a hope to rent there." The meeting lasted about two hours.
Council hasn't done Kaiser homework, Pacheco charges

"You people should have your homework done and it doesn't seem you have," an unhappy Frederico Pacheco told the Town Council at the close of last night's meeting.

Mr Pacheco, president of the Kaiser Neighbors Committee said he is sick of the way the council continues to put off a decision on whether or not a senior housing project should be allowed at the Kaiser complex. The Kaiser Neighbors Committee has been strongly opposed to the idea.

A hearing is scheduled for May 17 on a revised zoning amendment. The amendment, which would allow "Manufacturing Improvements Planned Unit Development Zone," in town must be passed before the Kaiser housing can be considered.

The so-called PUD zone would allow conversion of deteriorating factory buildings to be converted to housing for people 62 years of age and older or who have a handicap.

The latest changes provide for a second review by the zoning and planning board if they do not at first approve the idea. The developer must also explain how the project fits into the town's comprehensive plan.

The ordinance would also require that the "sole" residents of such a complex be over age 62 or handicapped.

A date for a hearing on the Kaiser housing will not be set until the May 17 meeting on the zoning amendment.

"From the very beginning, this whole thing stunk," Zoning Board of Review chairman Lucien Montaro declared. "Nothing can be done in the town of Bristol that doesn't stink." Mr Montaro said he was upset that council members had not attended a recent zoning board meeting to talk about the matter, as they had said they would.

Mr Pacheco called the zone amendment "tailor made" for Roger Williams College's Kaiser proposal. "I think it's a waste of time to hear this all again," Mr Pacheco said. "The people have already expressed their opinions and you should reject it now."

"It doesn't seem you (the council) know where you are going on this," Mr Pacheco said.

"You're right, it is very vague where I am going," Councilman Thomas DaPonte responded. "But I am sure where I am coming from and that is a 19-acre hell-hole."

"We have received a runaround," Mary Ann Silvia added, adding that if the council approves the housing, "there is a possibility the council will be buying itself a lawsuit."
Kaiser neighbors hope to recapture a longtime friend, enliven complex

By Steven Loewenthal

Bernice Josephs remembers when, as a young girl, she would run to a fence just yards from her house and toss a bag lunch over a barbed-wire fence at the Kaiser mill to the waiting hands of her father.

Decades later, Ms Josephs and a group of neighbors tour the former Kaiser complex on Wood Street hoping to guide the building and neighborhood back to a vibrant existence.

Ms Josephs is vice chairwoman of the Kaiser Mill Neighborhood Steering Committee, which is looking into ways to find new uses for the complex and revitalize the surrounding neighborhood.

"This is where my family lived and where I grew up," Ms Josephs said of the family home set in the shadows of the mill on Rock Street.

"My father, Nicholas Iacovelli, worked 35 years there until he retired in 1975. My first job was at Kaiser from 1968 to 1971."

Many workers through the years lived next door to the plant, binding not only the people to the company but also forming a bond among the neighborhood, Ms Josephs said.

"I walked through the facility recently," Ms Josephs said. "And I could still hear all of the voices—all of the machinery. It reminded me of how vital the complex was. There's still something left. I'd love to see it going again."

The committee is listening to neighbors' concerns and ideas. Members hope to have a plan worked out by October.

They meet once a month with neighbors at St Elizabeth Church auditorium.

See KAISER page 4 >
The next meeting is scheduled for 7 pm on Tuesday, June 25. By October, the group hopes to have a working plan to direct the future of the area.

"There are important issues that concern the whole town," said Assistant Town Planner Joan Lamar. "But we're focusing our energies on getting the neighborhood, including businesses, involved. They are the ones who will have to live with whatever changes are made."

Ms Lamar said the Comprehensive Town Plan suggested that the future of the Kaiser complex be mapped out as it relates to the neighborhood.

The land is zoned manufacturing, which neighbors say is fine as long as the use meets the Zoning Code, Ms Lamar said. Neighborhood and town control on what other uses might go into the complex comes to play if zone changes, special exceptions or variances are needed, she said.

Owner Lyle Fain, who purchased the property about seven years ago and developed the East Bay Industrial Park, currently leases space to about 26 businesses, said property manager Paula Levine.

About eight of the buildings, most three stories tall, remain vacant. The businesses include an artist studio, computer firm, lobster trap maker, machine shop, welder, marine products and a moving and storage company. Since purchasing the property, Mr Fain has approached the town or entertained proposals that would open the complex to uses other than private business, Ms Levine said.

"There's cooperation among everyone involved," Ms Levine said. "Nothing is going to happen until the town and the townspeople determine what the future should be for the complex," she said. "And it involves everyone in the surrounding area. They are the key to everything." Ms Josephs agrees.

"We must keep the neighborhood as part of the plan," Ms Josephs said. "The workers lived around it and cared about it. It has to reflect the neighborhood. That's the bottom line."

Neighbors at the first three meetings said they want any future use of the complex to create jobs, Ms Lamar said. Traffic and and parking concerns must also be addressed.

More community services

"The feeling I'm getting from the neighborhood is that they want a mixture of uses," Ms Lamar said.

Neighbors said they would like to see more community services, such as child and adult care and medical services, based at the complex.

Elderly housing again surfaced as a possible use, Ms Lamar said. "But it would not be federally subsidized housing," she said. Previous attempts to place Section 8 housing in the complex met with strong opposition from residents, Ms Lamar said. The neighbors feel, and she agrees, that local control is lost when federal housing is developed. The study is funded through a $17,000 federal Community Development Block Grant, Ms Lamar said. A consultant was hired from the Newport Collaborative Architect and Planning Firm.

Committee members are Chairman Frederico Pacheco, Ms Josephs, Manuel Prenda, David Sardinha, Raymond Rodrigues, Antonio Matos, Paula Levine, manager of the Industrial Park and liaison between and the committee, and Town Council member Mary Parella. The Planning Board will also appoint a members from its ranks.
Change in HUD’s funding plan worries Kaiser’s proponents

By Emmett Linn

Greater competition for federal money has support of the Kaiser Neighborhood and Mill Rehabilitation Plan less optimistic than they were a week ago.

It appeared that $3.5 million to construct 49 units of elderly housing would be awarded either to the Bristol plan or to a similar plan proposed by the Baptist Church in Exeter.

The Kaiser plan was withdrawn, which could have let Bristol the winner by default. But Caesar Koleski, manager of the Providence office of the Department of Housing and Urban Development (HUD), said Monday that funding now will be distributed regionally, rather than within the state. Funding is available for 200 units of elderly housing in New England, and the regional HUD office has received applications for 910 units.

Is that bad news for the Bristol plan? “Not necessarily,” said Mr. Koleski, “but it does make the competition stiffer (Bristol’s) is a good application, so hopefully it will be competitive.”

The change to regional awards was made because Congress appropriated less money to HUD than anticipated. The announcement of awards is due late this month or early next month.

Gerhard Oswald, director of community development, who viewed Bristol’s prospect of securing the money “90-95%” a week ago, was less optimistic upon hearing the news, citing a greater number of external decisions to which the plan would be subjected.

Mark Tigan, executive director of the non-profit Bristol Foundation, which would oversee the project, said, “It’s also bad news because we could have asked for more than 49 units.”

The local plan was submitted with the idea that funding for just 49 units would be available.

The plan will be submitted to neighbors for final approval tonight, Jan 9, at 7 pm at St Elizabeth’s Auditorium. See KAISER page 3 for plans to rehabilitate the rest of the complex.

Garry Gerber, Bristol’s Community Development Block Grant coordinator, said, “We’d really love for there to be a billion dollars to use it all in one shot, but this being the 90s…”

An exact plan would be formulated later, said Mr. Oswald. Planners recommendations would be based on the response to the first stage. To what extent should it be more elderly housing, to what extent should it be mixed living, to what extent should it be a nursing home?”

Local support needed

Even if the HUD money doesn’t come through now, Mr. Oswald said, “I don’t really anticipate a problem getting the funding the next couple of years, given the new (federal) programs coming up.”

More challenging, he said, would be gaining local support. “It’s not going to be automatic,” Mr. Oswald said. “All of us have to demonstrate that it’s going to be good for the community. If we can’t demonstrate that it’s going to happen…”

If everything proceeds accordingly, Bristol will go on
Proposal for shops, housing for elderly endorsed

By BOB MELLO
Journal-Bulletin Staff Writer

BRISTOL — "A plan to turn the vacant Kaiser Aluminum complex on Wood Street into housing units for the elderly and retail shops moved closer to fruition last night with approval by the Planning Board of Review.

"I think this is probably the best thing that has happened to Bristol in a long time," board member James Farley said. But, while endorsing the plan, the board did raise questions about the project.

A three-phase plan for the former mill complex has been put together

by the Newport Collaborative and the Neighborhood Advisory Committee, which consists mainly of residents who live near the 18-acre complex.

The recommendation from the board goes to the Town Council. The council will hold a public hearing on the project Wednesday.

The council has told the neighborhood group that its members like the project, according to Richard Youngken, planning director for the Newport Collaborative.

Youngken said the project planners received good news recently that the federal Department of Housing and Urban Development had opened housing grant money to the New England area.

Before that notice, Youngken said, only two projects were in the running for a $3.5 million grant from HUD. And, when the other project pulled out, it looked like the Kaiser project would end up with the money.

"Youngken said HUD is expected to decide on the grant by the middle of next month. The Bristol Foundation announced last week that it would provide low-cost housing for the grant.

"If the Foundation gets the grant and the proposal goes along as scheduled, Younken said some activity on the complex by summer, Youngken said.

"In spring the Newport firm was hired by the town to put together a plan for the complex. It came up with three plans and the neighborhood group picked out the one it members liked most, Youngken said.

"In the first plan, the industrial park of the Kaiser complex will be converted to residential units.

"Paula Levine-Murphy manages the park, said the owner, Lyle Fain, has agreed to sell part of the complex to the Bristol Foundation.

"She said the businesses at the industrial park include artists, an automotive repair company, a lobster pot maker and computer businesses.

"Levine said the Kaiser plant left town about 40 years ago.

"To go a question from the board about the possibility of hazardous materials at the complex, Levine said Fain has spent "millions" removing asbestos and PCBs from the buildings.

"Fred Pacheco, who along with Bernice Josephs headed the neighborhood group, said he led opposition to a plan to renovate the complex 10 years ago. But, Pacheco said, the present plan is different.

"Josephs, who worked at the Kaiser plant, as did her father, said nearly all neighbors of the complex favor the project."
Kaiser plan gets neighborhood OK

By Emmet Linn

Those against the former Kaiser Aluminum plant being turned into elderly housing were vocal, but very much the minority Jan 9 at the St. Elizabeth's Auditorium.

A crowd of nearly 75 attended the final presentation of the Newport Collaborative Architects, and only two voted against the project.

Monday, the Town Council gave a unanimous but unofficial endorsement to the project. The next steps for the project's passage are a meeting with the Planning Board tonight, Jan 16, at 7 pm, and a public hearing Wednesday, Jan 22, at 6:30 pm. Both meetings are in Town Hall.

The announcement as to whether the project will receive $3.5 million from the Department of Housing and Urban Development is due late this month or early next month.

Fred Pacheco, chairman of the Neighborhood Advisory Committee and also of its steering committee, said that he remains optimistic. "We are better organized to get these funds than anyone else," he said.

Nonetheless, the proposal had its detractors at the Jan 9 meeting with neighbors. Peter Benevides, who runs the Casual Inn on Franklin Street near the Kaiser Complex, argued that a trade school be put there instead.

"We know it would be ideal to have just small industry in the Kaiser Complex," Mr. Pacheco said. "Impossible."

Another neighbor, Ray Rodrigues, who said he had been opposed to proposals for Kaiser in the past, said, "If you think we can get industry there, tell us how, because we tried."

Mr. Pacheco said such topics have been discussed since April 1990, and that there then would have been the time for debate.

Mr. Benevides said he made his intention known back then but couldn't attend meetings. "You're excused," Mr. Pacheco said. "You're excused. I'm as busy as you if not busier, and I was here."

Later, Edward Borges, chairman of the Democratic Town Committee and a former fire chief, charged that the complex would be a fire hazard. "I wish my father and mother were living," Mr. Borges said. "They wouldn't be put in there. I'd rather go on welfare."

When Mr. Borges argued that a vote should not be taken that evening, Mr. Pacheco ruled him out of order.

Mr. Borges had arrived to the meeting late, and "All the things he said had been said before he came," Mr. Pacheco explained.

In the end, only Mr. Borges and Sal Rossi, a regular devil's advocate at town meetings, voted against the project.

The minority: Edward Borges, chairman of the Democratic Town Committee, makes a point.
The plan for the Kaiser Mill Complex Revitalization Plan includes 49 apartments for the elderly, a community center, a health facility, landscaping improvements and the proposed possibilities of retail space, a fitness center, a congregate care facility and additional senior housing.

**Kaiser**

From page 1: The plan for the Kaiser Mill Complex Revitalization Plan includes 49 apartments for the elderly, a community center, a health facility, landscaping improvements and the proposed possibilities of retail space, a fitness center, a congregate care facility and additional senior housing.

+ 48 one-bedroom units and one two-bedroom unit
+ Seller - Bristol Industrial Park, Lula Fair, PA
A dozen gold shovels littered the wet earth.

In a festive atmosphere, the shared warmth of spirit offset the chilly air and cold rain as about 100 officials and residents of Bristol's downtown Wood Street neighborhood used those tools to break hard Kaiser factory ground on Saturday.

Gov. Bruce Sundlun and his wife Marjorie were there, mixing with U.S. Congressman Ron Machtley, a slew of Bristolians and curious passersby.

What they turned over was new leaf for about 50 to 100 of Bristol's elderly and disabled who, within eight months, will see the empty, unused Kaiser mill become their new apartment complex home called "The Mosaic (Mosaic)."

"This is my day in Bristol and I'm enjoying it," said Mr. Sundlun, who clasped his wife's hand tightly in the cold. Mrs. Sundlun, showing progress from a near-fatal automobile accident, whispered occasionally to her husband, who would not consent or dissent.

Arriving from his speech up the road at Our Lady of Mount Carmel parish hall for the 25th Anniversary luncheon of the Rhode Island Preservation Society, the governor said, "I've just let an artillery train shown to me by the state Preservation Society. I never knew it existed here."

He held up what looked like a large ball bearing in a plastic wrapper. "Look at this. I'm told that this is a 750 millimeter musket ball. Can you imagine being hit with one of these things? (11x) have the primary election against (Mayor) Flaherty," he said to laughter.

"I love to build things," added Mr. Sundlun, referring to the factory renovation behind him. "He said that granting state money to help partially fund the restoration of the old Kaiser plant was "sort of fun (pause) even in a Republican town."

Town Administrator Halsey C. Herreshoff later corrected the governor, telling him that Bristol was predominantly a Democratic town and that he knew "because he was a Republican."

When Mr. Herreshoff mentioned his work on the project that he believes must proceed quickly to give Bristol's fast track to occupancy of the building, Mr. Sundlun chided to laughter, "You brag as much as I do."

The event was held under a makeshift tent at the corner of Wood and Franklin streets and speakers were seated and introduced by Bristol Foundation President Ann Hollands. The Foundation is the sponsor of the mill conversion into low income housing.

First to speak was Fred Pacheco, who equated the

Sundlun, Machtley, break up the dirt (and the crowd) at Kaiser ceremony
Bristol

Antigas instalações do Kaiser Mill Complex transformadas em lar da terceira idade

- Previsto também um centro cultural português

A histórica US-Rubber — Kaiser Mill Complex, na Wood Street, em Bristol, nas proximidades da igreja de Santa Isabel desencadeada desde 1974, vai ser transformada em lar de terceira idade, projeto, avaliado em 3,5 milhões de dólares, que será subsidiado com fundos federais.

A “Bristol Foundation”, presidida por Ana Hildan, informou que a antiga fábrica, que por longos anos do trabalho a antigos portugueses da vila de Bristol, será transformada num lar para a terceira idade e, provavelmente, num centro cultural português.

Esta decisão recebeu o parecer favorável dos residentes da área, que por várias vezes negaram o pedido de autorização para a construção nos terrenos da velha fábrica de um complexo habitacional.

“The Mosaic” será o nome adotado para o lar dos idosos que virá valorizar a área através da renovação do velho edifício que será dividido em 49 apartamentos individuais para pessoas com 62 anos ou mais e de baixos recursos económicos. Sendo um projeto com o apoio direto de fundos federais, o “US Department of Housing and Urban Development” estará com uma verba individual para cada residente.

“The Mosaic Neighborhood Development Corp.”, organiza como chefiado por Frederico Pachecho, servirá para terceira idade a mais moderna na East Bay e o primeiro passo para a reabilitação de estruturas históricas, diz o mestre Frederico Pachecho durante o símbolo do lançamento da primeira pedra do “The Mosaic”.

O diretor, executivo da “Bristol Foundation”, Mark Tighe, informou que o projecto deverá estar terminado em Janeiro de 1994, havendo planos para o edifício, independentemente de residências para idosos.

Clínicas médicas e jardins escolares podem ser incluídos no mesmo complexo assim como pequenas lojas comerciais.

A renovação do edifício irá custar cerca de 2,7 milhões de dólares. Um adicionamento de $181,940 trará o custo para 3,5 milhões. O funcionamento do complexo irá rondar os 191,400 dólares anuais.

Centro Cultural Português

Está um plano de Frederico Pachecho, com o apoio do governo de Portugal, em Providência, para a construção de um Centro Cultural Português no Complexo Mosaic. “Não me resista dívida que o governo português propôs uma inicinativa desta envergadura. Vamos ter oportunidade de ter instalações próprias para exposições. Uma iniciativa deste género só virá valorizar ainda mais a nossa presença em Rhode Island”, disse Laranjeira de Abreu ao PT.


O governador Bruce Sundblom e o conselheiro John Kimball encerraram o lançamento da primeira pedra do centro de idosos. Frederico Pachecho fez a representação lusa nas cerimónias.
Bristol, R.I.
Reincarnating An Old Plant

Ground was broken here 10 days ago for the first phase of the renovation of about half of the 800,000-square-foot, 18-acre former Kaiser Aluminum and Chemical Corporation complex, which now houses an industrial park leasing space to 26 companies.

The Bristol Foundation, the nonprofit developer, plans housing for the elderly, an assisted-care facility, a clinic, shops, and possibly a Y.M.C.A. in the one-, two- and three-story buildings, as well as a "Historic Interpretive Center."

The center will feature exhibits on the history of the factory and the residents of this town of 20,000 who worked there, most of whom were Portuguese and Italian immigrants, said Mark Tigan, the executive director of the foundation. The factory dates to 1864, when it was the National India Rubber Company, the forerunner of the United States Rubber Company.

The first phase of the project will be 48 one-bedroom apartments and one two-bedroom apartment, financed with a $3.5 million grant from the Federal Department of Housing and Urban Development. It is expected to be ready for occupancy by January 1994, Mr. Tigan said.

The architect is the Providence Partnership. The contractor is O. Ahlborg & Sons of Cranston, R.I.

The timing of the second phase, a 50,000-square-foot assisted-care facility, depends on the availability of financing, Mr. Tigan said.

Frederico Pacheco, owner of a local travel agency, led a committee of neighbors that worked over the last year with town officials to come up with a plan for the old complex. At times, more than 100 people turned out for meetings of the committee, which later changed its name to the Mosaic Neighborhood Development Corporation to reflect the town's diverse ethnic heritage.

Mosaic is Portuguese for mosaic, a term that perfectly describes Bristol's ethnic mix, Mr. Pacheco said.

To be eligible for an apartment in the Mosaic, the development's new name, a tenant must be at least 62 years of age and have an income half or less than the median income of $29,200 for Bristol residents. Tenants pay rent equal to about 30 percent of their income. The H.U.D. grant will make up the difference, Mr. Tigan said.

At its peak in World War II, the rubber factory employed about 6,000 people in the manufacture of rubber-insulated cable and wiring.

Kaiser took over in 1957, manufacturing aluminum cable until it closed the plant in 1977. Lyle Fain, a Providence developer, bought the complex in the early 1980's and developed the Industrial Park.

Elizabeth Abbott

Portland, Me.
Changing Look On Main Drag

Two major real estate transactions on stately Congress Street, this city's main street, are contributing to a change in its character.

The Maine College of Art has bought the once regal six-story Portheus, Mitchell & Brawn department store and plans to renovate the 148,000-square-foot Beaux-Arts classical-style building, putting in an auditorium, classrooms and gallery by late next year. This will double its space and the college hopes to increase its student population of 350.

A block away, two local developers recently bought the 125,000-square-foot former Maine National Bank complex, which covers an entire city block, for $251,000 from Recoil Management, a marketing arm of the Federal Deposit Insurance Corporation. Having paid cash for the three-building complex, the developers, Arthur Girard and Michael Scarks, plan to rent out the office space at $4 to $5 a square foot, undercutting the area's current commercial rental rates of $10 to $12 a foot.

Real estate and shop owners suggest that Congress Street, which has been down on its luck and losing retail and office tenants to malls for years, may be reinventing itself and emerging as the new Bohemian and business start up district of town.

Already, funky clothing stores, new wave jewelers and bookshops have opened, taking advantage of lower rents and filling previously vacant storefronts (late last year the street's commercial/retail vacancy rate was 39 percent). Two to three years ago, those shops would have gravitated to the fashionable Old Port section near the waterfront.

Joseph M. Malone, owner of Malone Commercial Brokers, which played a role in both the Portheus and Maine National Bank sales, predicts the two transactions will do wonders for downtown Portland.

"I think the art school work continues a counter-culture movement on that end of..."
By Ted Hayes

Linda Silveira, executive director of the Bristol Foundation, thinks an affordable, all-inclusive assisted living facility for Bristol's elderly population is an idea whose time has come, finally.

Right now, Ms Silveira is exploring the feasibility of opening such a facility in a building owned by the Bristol Industrial Park which skirts the Foundation's Elder Care One housing complex.

In assisted living, residents receive such services as 24-hour emergency medical care, meals, laundry and other services.

Until now, those costs have been a premium that not many of Bristol's aged population could afford.

"Right now," she said, "there really are no assisted care facilities in Rhode Island that cater to low- to moderate-income citizens."

The average income of a resident living in a private, assisted living facility in the state, she said, is about $30,000.

"When you think that the average income for the residents of Elder Care One is only about $9,000," she said, "you can see how there are very few options for these people if they need special or individualized care at some point in their lives."

And that's a problem, she added.

For those residents who can't afford assisted living, the only option, in many cases, has been entering a low-cost nursing home.

Bristol Foundation officials hope to utilize part of the Bristol Industrial Park abutting Elder Care One as an assisted care facility for Bristol's elderly residents.

"That's been the trend," she added. "So you find people that really don't belong in nursing homes going there anyway because they have no alternative."

Several weeks ago, the Bristol Town Council approved the foundation's Community Development Block Grant request for $100,000 in acquisition and pre-development money for the site.

If that approval is ratified and the foundation receives the money, Ms Silveira says she'll be able to "get the ball rolling."

But she said funding the project once — and if — the site is developed could be a problem.

"We won't have any trouble developing the site," which has the capacity to support 70 units but would probably end up having about 50, she said.

"But we're going to have to get as many funding sources as possible to make running it possible."

She explained that in order to receive Medicare credits and other incentives, the facility would be able to charge no more than 30 percent of a resident's income for rent; also, services would be paid for by no more than 45 percent of the same percent's rent.

Based on the average Elder Care One resident's income, that would bring yearly payment from a resident to about $7,750.

"Looking at the numbers, that wouldn't be enough to make running the facility doable," said Ms Silveira. "There would have to be other sources of money other than the residents to keep the place going."

To that end, the Rhode Island Housing and Mortgage Finance Corp (RIHMFC) has been very supportive.

"They're really pushing for this (facility) to happen," said Ms Silveira. "They've offered to do all they can to help us along on the way."

Ms Silveira has said it's her "mission and goal" to get the facility up and running. And if all goes as planned, she added, Bristol could have affordable, comprehensive services and comfortable living for its elderly in as little as three years.

"That's what we're aiming for. It's something that needs to be available to Bristol."
Assistant HUD Secretary Nicolas P. Retsinas says the housing for the elderly at the old mill is a place that "is now thriving again."

By KEREN MAHONEY JONES
Journal-Bulletin Staff Writer

BRISTOL — The curtains tell the story.

On the completed portion of the former Kaiser mill complex on Wood Street, curtains — a sure sign of domesticity — frame new windows.

Across the courtyard lies the yet-to-be-remodeled space — and boarded-up windows.

"There is a phoenix-like quality to this place," said Nicolas P. Retsinas, assistant secretary for housing with the U.S. Department of Housing and Urban Development.

"It is a place that was once thriving, experienced blight and is now thriving again," Retsinas told residents and members of the various community boards who have made Elder Care I and the planned Elder Care II a reality.

Retsinas, a Rhode Island native and former executive director of Rhode Island Housing and Mortgage Corporation, was back in the state to look at another planned mill renovation — Parkin Yarn in Pawtucket.

He made a side trip to Bristol to tour Elder Care I and get a preview of Elder Care II.

In large part, Retsinas' stop at the site was to affirm that the teamwork of the Bristol Foundation, Mosaic, community groups and major grants from HUD led to the renovation of the site — and affordable housing for the elderly.

"This rebirth doesn't happen on its own," he said.

He talked about the particular nature of the community.

"Bristol is what Rhode Island is all about," Retsinas said.

"Its strength is the strong impact of immigrants who came to this country to work."

Many of the elderly now living in the renovated brick structure grew up working there.

Josephine Providente, who will be 74 by the end of this week, started working at the mill when she was 16. She worked there for 36 years.

"We worked in this room right here," she said, waving a hand across the expanse of the meeting room. "This was a stitching room."

"I'm so glad they used the building here," she said. "I grew up here. I went to church at St. Elizabeth's, right across the street. I was baptized there. Now I live here."

There are a few requirements for eligibility at the elder care facility, according to manager Janet Thivierge.

"They must be over 62; they need to fill out an application and meet certain criteria," she said.

A single person's income must be $14,980 or less, for two people that number is $17,100. While the rent is officially set at $407 a month, HUD kicks in some money so that "I have some people paying as low as $88, but I would say the average rent is about $170," she said.

There are almost 40 people on the waiting list for Elder Care I, and 12 of those are on something known as the "preferential list," which means that they are being displaced from their homes or are paying more than 30 percent of their income on their current rent.
Michael Mello, who is US Rep Patrick J Kennedy's (D-RI) representative and a member of the Bristol Town Council, speaks with Nicolas P Retsinas, assistant secretary for HUD, and Bristol Foundation President Doug Gablinskie.

HUD official visits Elder Care One

Nicolas P Retsinas, assistant secretary of housing with the US Department of Housing and Urban Development (HUD), visited Elder Care One and the proposed Elder Care Two, two senior affordable housing sites both financed by HUD.

Mr Retsinas, a Rhode Island native and former executive director of the Rhode Island Housing and Mortgage Finance Corp, met with residents and toured the 48-unit Elder Care One on Wood Street which opened in March 1994.

He also viewed the site of the soon-to-be-constructed Elder Care Two in the adjacent historic Kaiser Mill Complex. HUD awarded a $3.9 million grant to the non-profit Bristol Foundation to develop the property into 49 units.

In addition, Doug Gablinskie, chairman of the Bristol Foundation board, and Linda Silveira, the executive director, provided an overview of the program. Also in attendance was Michael Mello, US Rep Patrick J Kennedy's representative and Bristol town councilman.
Participating in the Elder Care II groundbreaking were (from left to right) Nicholas Retinas, assistant secretary for the US Department of Housing and Urban Development; Barbara Fields, senior program director, Local Initiatives Support Corp; Douglas Gablinske, president of The Bristol Foundation; Bruce Kellogg, project architect, Jeter Cook & Jepson Architects Inc; Glen Ahlborg, vice president and general manager of O Ahlborg & Sons Inc, the project's general contractor; and Bristol Town Administrator Joseph Parella.

Part II of senior housing project to begin soon

The official groundbreaking for the Elder Care II housing complex was held Friday, May 24, on the grounds of the former Kaiser Mill complex on Wood Street.

Local officials, the project's architect and general contractor, and Nicholas Retinas, assistant secretary for the US Department of Housing and Urban Development, were on hand for the ceremony.

Elder Care II, like its predecessor Elder Care I, is a senior housing complex that is made possible by the adaptive re-use of the former manufacturing facility at the corner of Wood and Franklin streets.

The finished project will contain 49 single- and double-unit apartments for the supervised care of mature adults. The $3.2 million project will be completed by early 1997.

Like the first building which opened in 1995, Elder Care II was built with federal monies and was developed by the Bristol Foundation, the complex's non-profit owner.
Students trace the roots of slavery in Bristol

Fourth-graders and college students create brochure on history of blacks in town

In the 19th century, this house at 698 Hope St belonged to Carrington Palmer Munro, a well-to-do African American and one of a scarce few blacks to do well in Bristol.

By Ted Haynes

It used to take Faricke Andrews, 8, about five minutes to walk to school from his home near the Essex Mill complex on Wood Street. That trip will probably take a lot longer from now on.

"I'm going to stop and look at the building more," he said. "I want to think about what went on in there."

For about a month, Kevin, his twin sister, and a few college students have uncovered a town few Bristolians knew existed — a town where slavery was an integral part of life and the economy.

"There was a lot of it going on," said Kevin, his twin sister. "It didn't go on until we started reading about it."

But Bristol has a long slave history. Before there were hair salons, jewelry stores and bank offices, there were customs houses, black churches and slave pens.

Before the National Rubber Co took over a large piece of land on Wood Street in the 1900s, "New Greens," a black town, long since forgotten, was home to hundreds of indentured servants and freed slaves.

And long before the Emancipation Proclamation became law in 1863, there are records of Bristolians being valued as little as "British Property."

"When slavery was going on, it was a bad thing," said Elizabeth Puhon, 7, "but when it ended, they were happy and got to live free. A lot of them ended up working for us."

In about a month, Kevin, Elizabeth and their classmates will put the finishing touches on a slick guide to the last physical remains of Bristol's long and not always proud African American history.

The brochure, which is being produced with the help of teachers, town historians and historic preservation students from Roger Williams University, will guide readers on a tour of more than 20 sites left from Bristol's days as a hilly of the slave trade. It also traces the story of subsequent generations, when freed blacks settled down as citizens with futures of their own.

About 14 buildings and other sites will be included in the guide, and different students are responsible for researching a short history on each site.

"What we're trying to do is give students a taste of what it was like here a long time ago," said Ms. Vendiluoli. "This is for African American Heritage month, and we're trying to impress on the kids that Bristol's history wasn't proud of a bad way, but that it should be remembered."

One of the first things students learned was the history of the "slaves trade," the criminal business pattern that enabled Bristol and other early American towns to stay in the lucrative slavery business for generations.

Bristol, tied in with merchants in the Caribbean and Africa, bought and sold slaves for tobacco and rum, staples in the US economy and slaves. "It was coming to Bristol's development," said Ray Bacher, a town historian who's been helping students with their classwork.

"Thousands of slaves came through Bristol and Newport. In fact, he said, almost 4,000 slaves, who would eventually end up in the south, crept through Bristol between 1803 and 1827, more than were brought through Newport."

"Bristol's history shouldn't be shamed how little value was placed on the lives of these humans."

Mrs. Vendiluoli had students taste samples of molasses to impress upon them how little value slaves had in the eyes of their white masters.

"It was sad," said Kenny Watson, 10. "They weren't worth anything. Molasses is bad stuff."

Regardless, the practice continued in Bristol even after slave importation became illegal in 1807. The financial incentive, said Mr. Bacher, was too high.

"It continued for many years, he said. Today, three early days receive little publicity. But they live on, at least in Bristol's architecture. On Thomas Street, signs of slavery are everywhere. At the former EJ O'Connell site, there still stand several buildings, including a necessary warehouse used for receipts and payment of cash, a site where many slaves were brought in.

The Bristol Sports Club at 417 Wood St was the first black church and school in Bristol, and merchants would payunning fees in a building at 61 State St.

Up the road at 617, evidence of several run-down buildings is all but gone, but traces remain.

When National Rubber came along, blacks had been free for some time, and several had become well-to-do Bristolians. One such was Carrington Palmer Munro, who built a handsome home at 698 Hope St. Many other free blacks ended up in New Greens.

"In Elizabeth, which working as a rubber at the factory, she said.

"She wanted them to buy her more land and make a house for her and for her son across the street," she said.

"After it became apparent the women wasn't going to back down on her demands, she company moved in and gave the woman what she wanted, said Elizabeth.

"She didn't give up. She was strong."

The woman's house is still there, along with those of other African Americans.

For more information on the brochure, which will be available at various locations throughout town, call the Carrington Andrews School at 533-6900.
Tax relief sought for Kaiser site

The complex has been designated to house the East Bay DCYF office.

By KEREN MAHONEY JONES
Journal-Bulletin Staff Writer

BRISTOL — The group that owns and operates the former Kaiser building, already nominated for a tax credit under the Mill Revitalization Act, has asked the Town Council for a 10-year tax stabilization plan. The East Bay Community Development Corporation, which runs ElderCare One and is putting together ElderCare Two, and the Mosaico CDC have joined forces under the name 530 Wood Street Associates.

Last summer the state selected the Kaiser complex as the site for the East Bay office of the Department of Children Youth and Families and said it was working with the East Bay CDC to get the project going.

Turn to KAISER, Page C-2

Kaiser

Continued from Page C-1

The Wood Street group presented a letter to the Town Council last week stating that because of delays and changes demanded by the DCYF, the process has become difficult.

Joanne Lehrer, DCYF chief of staff, said there have been no major changes requested by the agency. "It has been an ongoing negotiations process," she said.

DCYF will go before the State Properties Committee for approval on the site, and after that, she said, East Bay CDC officials have told her that they can get started on construction.

Linda Silveira, East Bay CDC director, was not available for comment.

In the meantime, the Wood Street group has asked the town to grant them a 10-year tax stabilization plan for the stone buildings next to Elder Care One along Wood Street. The current taxes on the now-decrepit property are about $2,500 a year.

The group asked to pay $2,500 in the first year of the 10-year plan and $5,000 for each of the remaining nine years.

Once the building is fixed up, the owners would ordinarily owe about $18,000 annually in taxes, according to Tax Assessor John Pagliarini.

"I have a lot of questions about this," Councilwoman Kathleen Bazinet said at last week's meeting.

The Town Council has scheduled a workshop on the issue for this week.
New Mosaico Park

Town Administrator Joseph Parella greets Roberto Medeiros, the vice mayor of Bristol's Açorean sister city Lagoa, during the dedication of Mosaico Park Tuesday. The park, which has been planned for years, sits at the corner of Franklin and Wood streets. Its centerpiece is two large stone mosaics, each handmade by craftsmen from Bristol and the Açores. They depict an anchor surrounded by a circular wave and a galleon. Despite the 90-degree weather, at least 60 Bristolians turned out for the dedication.
Mosaico offers cash grants to Wood Street area businesses

The Mosaico Community Development Corporation will soon offer free cash grants to businesses in the Wood Street area that want to clean or refurbish their storefronts.

Earlier this week, Mosaico kicked off its Storefront Improvements Program, a three-year project offering $84,000 to businesses that fall within the Mosaico community's boundaries. With the money, which was appropriated this year through the federal Community Development Block Grant program, Mosaico hopes to "have a positive impact on the look of the neighborhood and the sense of pride in the neighborhood," Mosaico program coordinator Kristina Lammi said.

Grants, she said, can be used for anything that physically enhances stores or other commercial properties — painting, new signs, remodeling — "anything that improves appearances."

Although the project is intended for the entire Mosaico neighborhood — Bayview Avenue south to Church Street and Mt Hope Avenue, bounded west and east by High Street and Metacom Avenue — grant awards initially will be concentrated around the Wood Street area. In the entire Mosaico area, Ms Lammi said, there are at least 45 businesses that could benefit.

Besides the Storefront Improvement Program, Mosaico will offer $90,000 during the same time period for its Streetscape Improvement Program. This money will not be available for grants, but Mosaico officials hope to get ideas from area business owners and residents about how to spend the money.

"The money is there for us to make improvements on our own," Ms Lammi said. "But we want input into how to spend it."

She said it could be used for beautification projects, including installing window boxes, large flower pots along the boundaries of the Industrial Park or anything else that the community sees as a need.

Both programs were discussed during a lunch Monday, Nov 3, at Elder Care One's community room on Franklin Street. Close to a dozen business owners showed up to hear how they — and their businesses — could benefit from the program.
Making a neighborhood work

Mosaico works to revitalize the Kaiser Mill neighborhood

By Victor Paul Alveraza

Vencett Campa的人生 was as busy as his family's. His parents had opened the store in 1909 as a Portuguese pharmacy on Wood Street. Today, Mosaico Community Development Corp. is the successor to that store.

Mosaico Mission Statement

The Kaiser Mill neighborhood is one of the oldest, most diverse, and most economically diverse neighborhoods in the city. Mosaico Community Development Corp. is dedicated to creating a neighborhood that is safe, healthy, and vibrant.

Mosaico has been working with the community to revitalize the neighborhood since its inception in 1979. The neighborhood has seen a lot of change over the years, and Mosaico has been there every step of the way.

Andrew S. Pansa, owner of the Union Commercial Co. that was founded by his father, Andrew A. Pansa, in 1910, takes care of regular customer Arthur Menezes.

Mosaico, from page 21

Currently, the group has five applications for storefront improvement money.

"We're doing a lot of physical improvement to the neighborhood," said Mosaico executive director Kira Lammi.

"Along with the lobbying for street improvements, we're working with the Mosaici park, making the corner of Franklin and Wood Street safer, the planting of trees, and we're kicking off a storefront grant program," Ms. Lammi said.

"It's a rather unique community," Mosaico executive director Gerhard G. Oswald said. "The mill is an old mill, and the neighborhood is an older neighborhood.

It is from this intention that Mosaico was born. The word means mosaic in Italian and Portuguese. To the people of the neighborhood, it means to create a new whole that is greater than the sum of its parts.

"Mosaici brings the good parts of all cultures together to create another whole," Ms. Turbeville said.

And so far, it seems to be working. Not only are the neighborhood residents supportive of Mosaici's efforts, but they also receive recognition from those outside the town.

"The Rhode Island Planning Association gave an Outstanding Planning Award to the town and Mosaico for the Kaiser Mill neighborhood revitalization program," Ms. Turbeville said.

In April, the town also received a Rhode Island Best Practice Award from the National Community Development Association and the black grant program, she said.

But perhaps most importantly is the praise Mosaico has garnered around the old neighborhood.

"This neighborhood is very nice. The people are quiet, the kids are quiet, the people are Portuguese, Italian," said Manuel Pinheiro, owner of the Portuguese butcher shop on Wood Street.

For the past 20 years he and his wife, Connie, have made their own chourico and marinated blade meat at the little shop. Like the rest of the shops in town — the hardware stores, hairdressers, convenience stores and bars — they know your name here in the butcher shop and they welcome Mosaico to do the same.

"These people (Mosaico) want to make the neighborhood nice," Mr. Pinheiro said.

"Do that must be good."
View of the Kaiser mill complex, circa-1901. The complex and its workers are the subject of a new documentary by the Mosaic Community Development Corp.

Down at the mill

Oral history project records Kaiser's past

By Ted Hayes

When George Sardinha, now 60, first heard of a plan to turn the Kaiser Mill complex on Wood and Franklin streets into a series of apartments for elderly residents, he was dead-set against it.

Like hundreds of other Bristolians, Mr Sardinha had grown up working in the Kaiser mills. The massive brick buildings, which had been operating in some form since the National Cash Register Co built them in 1865, were too close to his heart to see them stripped of their history and turned into housing. Even when the mills' doors closed for the last time in 1977, he still loved them, still remembered the old days.

"Working there was like a family," he recalled with a faint smile, "It wasn't even like a job. When they closed down completely, the party was over. It was very sad."

But now, just as work by the Bristol Foundation and the Mosaic Community Development Corp saved the mill complex from crumbling in on itself a decade ago, efforts by an Americorps volunteer working for the Mosaic Community Development Corp are ensuring that the old days Mr Sardinha and others remember as well are not forgotten.

Mary Beth Kelley, who began working as an Americorps volunteer at Mosaic last December, has completed an ambitious project dedicated to preserving memories of Kaiser. Working out of a small office on Court Street, Ms Kelley and a small staff of volunteers sought out Bristol residents who remember the days when the mill was the town's lifeline. Their stories, recorded on video by Mt Hope High School student volunteers, Mr and workers from Full Channel Television, recall the days when you could set your watch by the morning work bell. They recall Bristol in World War II, when Kaiser mill workers had to walk past armed soldiers to get to work and could avoid military service if they had a job at Kaiser that could help the war effort.

On Sunday, Ms Kelley and her volunteers—Roger Williams University interns Mike Kuckowski and high school volunteers Carly Deans, Catherine Driscoll, Jessica Nagi and Jasmine Abdul-Khalil—who unveiled the fruits of their efforts, a half-hour documentary detailing the memories of five Bristol residents who grew up in the mills and still hold it close to their hearts. The documentary drew a crowd of close to 30 to the Elder Care Community Room, in the heart of the old mill.

"It was a good showing," said Ms Kelley. "The people who worked on it were glad to see it. The volunteers and I had worked very hard on it."

Mr Sardinha, who once opposed Elder Care but later ended up as one of its staunch supporters, is typical of the Kaiser worker.

Though he was born a stone's throw from the mill, on Grey Street, his parents were part of the massive wave of Portuguese immigration that flooded Bristol beginning in the late 1800s and early 1900s. They settled in Bristol in 1916, and eventually raised eight children. Two others died in infancy.

His first job at the plant was as a tin-dye operator. He would work the rubber machines, feeding raw material in so it could be coated with coloring. Proud of the job he and his fellow workers did, he is quick to add that when pioneer astronaut John Glenn went to space for the first time, many of the wires used in his capsule were made in Bristol.

"A lot of people don't know that, but it's true."

The oldest of the five participants, 80-year-old Ida Sousa also grew up in the Kaiser neighborhood. For her, the plant and surrounding neighborhood were a melting pot where Italians, Portuguese, and some French blended together in harmony. Her father worked there for more than 20 years in the "Haste," one of the hardest places in the plant to work.

"That was where the boots and things were put in and treated," she said. "It was very hot."

The influence of the large plant on Bristol, she said, was enormous.

"We were a community of many nationalities, especially Italian and French. It was at one time quite a French area, but that has died out quite a bit. Today we are all just Americans."

Maria Mello, 60, and Angelina Manchester, 69, also had family in Portugal and were proud of the small Portuguese community that grew up around Kaiser.

"People were very nice, very friendly," recalls Ms Mello, who emigrated from the Azores after the island's devastating 1957 earthquake. "I learned how to adjust with the people here. There was a lot of Portuguese in Bristol, so it was not very hard for me. I never felt out of place when I came."

"It was a close community," added Ms Manchester. "I was close to the house and we didn't have to walk too far to get to work."

Her father, cousin, uncle and two sisters also worked at the plant.

Born in a small house at 140 Bayview Ave, 64-year-old Joseph Mello grew up when Kaiser was a key strategic plant in the US war effort. Like the Herreshoff Boatworks just down the road, the plant produced crucial supplies for the war effort.

The plant "was very important because it gave a lot of people a livelihood, not only in Bristol but in Warren and Barrington, Swansea, Somerset, Fall River, Foster," he said.

As a child — long before he himself began working at Kaiser — Mr Mello would walk past the large plant on his way to school.

"I used to come down Franklin and along Wood because I used to go to school on the common. I went to four schools there. What I do remember distinctly were the soldiers patrolling with their guns."

When he was old enough to work, he took a job as a service boy at the plant. In his time there, he would hold many different jobs — service boy, braiding machine operator, office worker.

"Working here was nice. Everybody did make money. It was good for not only this neighborhood, it was good for the town and the county."

Note: Though Ms Kelley will soon be leaving Mosaic, she hopes the project, funded up until now by a grant from Citizens Bank, will continue. The documentary is available at the Historic Interpretive Center, Rogers Free Library, Mosaic offices and the Roger Williams University library.
6. Supplemental Information

c. Prospectus for Franklin Court Assisted Living
Residential Amenities

Franklin Court is a residential assisted living rental community offering seniors a comfortable, secure and independent lifestyle. Residents enjoy the privacy of their own apartment and benefit from the convenience and companionship of living within a larger community. A variety of comfortable indoor and outdoor areas at Franklin Court enhance opportunities for residents to participate in group activities and entertain family and friends.

The residence is located in the newly renovated, award-winning Kaiser Mill Complex in Bristol’s historic district. Its convenient location close to the heart of Bristol, between Routes 114 and 136, affords residents and their families easy access to the area’s restaurants, shopping, medical facilities and religious services.

Residence Features

- Main dining room overlooking the open-air courtyard
- Private dining room for special occasions
- Formal library with attached quiet reading room
- East Bay Community Room for large gatherings, social events and exercise classes
- Cheerful Country Kitchen
- Charming Mt. Hope Cafe
- Arts and Crafts Activities Room
- Game room with card and chess tables
- Billiard Room
- Several comfortable living rooms and parlors
- Large sunroom, furnished in wicker, overlooking the outdoor courtyard
- Wellness Center with exam room and private office for doctor visits
- Enclosed outdoor courtyard featuring lovely landscaping, comfortable seating, walking paths and patio area for cookouts
- Small sundries/general store
- Private mailboxes
- Therapeutic spa
- Complimentary resident laundry facilities
- Computer station with internet access
Apartment Features

Franklin Court offers a variety of attractive apartments, each featuring a full bath and kitchenette. All of our apartments are designed to provide comfortable living space and privacy. Residents add a personal touch with their own furniture and treasured belongings.

- Comfortable studio and one-bedroom apartments
- A variety of apartments with lovely courtyard views
- Kitchenette with refrigerator-freezer, two-burner cook top, microwave and sink
- Large bathroom featuring shower with built-in seat and safety grab bars
- Wall-to-wall carpeting and lovely window treatments included
- Cathedral ceilings with attractive lighting and ceiling fan fixture
- Wired for cable television and telephone service
- 24-hour personal emergency call response
- Individually controlled heating system
- State-of-the-art fire/smoke detectors and sprinkler system throughout
A Full Program of Services

Franklin Court offers residents a full range of assisted living services in a socially active community. We provide the independence, privacy and companionship seniors desire with peace of mind knowing that assistance is available 24 hours a day. Freed from the burdens of maintaining a home, handling daily tasks and managing medications, residents enjoy the company of their neighbors and a full program of social, cultural and wellness activities.

The monthly residency fee for our Enhanced Services Plan includes the use of your apartment and numerous common areas, PLUS:

- Three delicious meals prepared daily by our Executive Chef, served in our gracious dining room
- On-site staff available around the clock
- 24-hour personal emergency response system in every apartment
- Personalized Wellness Care Plan and semi-annual health assessments by our Registered Nurse
- Personal Care Assistance* with Activities of Daily Living (ADLs), as indicated on the resident's Wellness Care Plan, including dressing, bathing, evening care, and escorts to meals and social activities
- Medication Management Assistance*, as well as assistance with Instrumental Activities of Daily Living (IADLs) as indicated in the resident's Wellness Care Plan
- A full calendar of social, recreational and cultural activities
- Wellness Program, including exercise classes and regularly scheduled health clinics
- Assistance arranging transportation to medical appointments and social activities
- Weekly apartment housekeeping and bed linen laundering
- Complimentary laundry facilities
- Resident and family council meetings

* Includes up to one hour daily of combined personal care, medication management and IADL assistance (assistance determined in 15-minute increments)

Additional Services Available

- Private telephone and cable television
- Hairdressing and barber services
- Meal tray service to apartments
- Guest meals and catering for private parties
- Outside services including temporary third-party skilled nursing, physical therapy, occupational therapy, speech therapy and podiatry
Distinctive Assisted Living at an Affordable Cost

How Affordable is Franklin Court Assisted Living?
Franklin Court, an assisted living rental community, is designed to be affordable for average seniors and their families. It is a residential community based on a monthly rental fee. There is no purchase of real estate involved, and no entrance fees or long-term obligations required.

How does Franklin Court Compare to Nursing Home and Home Health Care Costs?
For seniors who need a helping hand but do not require around-the-clock skilled nursing care, Franklin Court is much more affordable than the average nursing home. At Franklin Court, monthly rates are less than 50% of prevailing nursing home rates.

Our monthly Enhanced Services Plan which assures the availability of our services 24 hours per day, seven days per week, is comparable to what a home health agency, on average, charges for four to six hours of daily assistance by a home health aide, and we are also much less expensive than live-in health care services.

A Comparison of Costs

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Cost Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Homes</td>
<td>$5,000 - $6,000</td>
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<tr>
<td>Home Health Care Live-in*</td>
<td>$10,000+</td>
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<tr>
<td>Average Cost of $330-360 per day</td>
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</tr>
<tr>
<td>Home Health Care per hour*</td>
<td>$1,800 - $2,700</td>
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<tr>
<td>4-6 hours per day, average cost of $18 per hour</td>
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</tr>
<tr>
<td>Franklin Court</td>
<td>$2,250 - $2,550</td>
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</tbody>
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*Home care does not include housing costs, utilities, meals, social activities, etc.
A Cost of Living Comparison

This chart may be utilized to calculate a comparison of your current monthly living expenses and the monthly rate for housing and services at Franklin Court. We think you may be surprised at the outcome!

<table>
<thead>
<tr>
<th>Monthly Expenses</th>
<th>Your Present Cost</th>
<th>Your Cost At Franklin Court</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgage/Rent</td>
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<tr>
<td>Local Property Taxes</td>
<td>$______</td>
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<tr>
<td>Property Insurance</td>
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<tr>
<td>Household Utilities (electricity &amp; heat)</td>
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<tr>
<td>Water &amp; Sewer</td>
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<tr>
<td>Yard Maintenance</td>
<td>$______</td>
<td>Included</td>
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<tr>
<td>Rubbish/Garbage Removal</td>
<td>$______</td>
<td>Included</td>
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<tr>
<td>Snow Removal</td>
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<td>Home Repair &amp; Maintenance</td>
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<tr>
<td>Housekeeping Services</td>
<td>$______</td>
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<tr>
<td>24-Hour Emergency Response</td>
<td>$______</td>
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<tr>
<td>Scheduled Van Transportation</td>
<td>$______</td>
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<tr>
<td>Recreational &amp; Social Activities</td>
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<tr>
<td>Wellness/Fitness Program</td>
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<td>Computer/Internet Access</td>
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<tr>
<td>Bed Linen Service</td>
<td>$______</td>
<td>Included</td>
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<tr>
<td>Dining (3 meals daily)</td>
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<tr>
<td>Personal Care Services</td>
<td>$______</td>
<td>Included</td>
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<tr>
<td>Medication Management</td>
<td>$______</td>
<td>Included</td>
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<tr>
<td><strong>Monthly Total</strong></td>
<td>$______</td>
<td>$______</td>
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</tbody>
</table>
Sample Studio Apartment

LIVING/BEDROOM

CLOSET

KITCHENETTE

BATHROOM

SQUARE FOOTAGE RANGE - 308 - 334
Sample One Bedroom Apartment

SQUARE FOOTAGE RANGE – 415 - 591
Residency Application

Part I: General Information

Thank you for your expression of interest in residency at Franklin Court. Please complete and return this application at your earliest convenience. Upon receipt of this form we will contact you to arrange a personal meeting at a time convenient to you. We look forward to hearing from you!

Applicant Name ____________________________ Social Security# ____________
Address ____________________________________ Town/City________________
State ____________ Zip ____________ How long at this address? _____ yrs
Telephone where applicant can be reached ________________________________
Birth Date ____________ Birth Place ____________________ Sex (circle one) Male Female
Current or former occupation or profession ________________________________

Contact information on the person assisting you as you consider Franklin Court
Name ____________________________ Relationship ______________
Address ____________________________________ Town/City________________
State ____________ Zip ____________ Phone ____________________________

Part II: Current Living Situation

Do you own or rent your home? ___Own, Is home listed in applicant's name? ___Yes ___No ___Rent
What type of housing do you live in? ___Apartment ___Single Family ___Multi-family ___Condo ___Other: _______________________
Current monthly rental rate? ________________________________
Name of Landlord/Owner/Manager ____________________________ Telephone ______________
Do you own an automobile? ___Yes ___No Make ____________________________ Year ____________
Do you drive yourself regularly? ___Yes ___No Do you intend to maintain a car? ___Yes ___No
Are there any problems or concerns which our staff ought to be aware of, or any special support you might need to live in our community? ________________________________
Do you require someone (friend, relative, or other person) to live with you at the present time? 
___Yes ___No If so, who ________________________________
Reason for the need ________________________________
If not, do you require someone to visit you during the day? ___Yes ___No
If yes, reason for visit? ________________________________
How long is the visit? ________________________________
Are you considering other housing alternatives? ___Yes ___No
If so, which ones? ____________________________________
Part III: Medical and Insurance Information

Physician's Name ______________________________
Address ______________________________ Telephone Number __________________
Hospital Affiliation ______________________________
How would you describe your present health? ________________
How often do you see your doctor? ________________ When was your last visit? ________________
Are you on any medications at the present time? ___Yes ___No
If yes, please list the medication(s) and condition(s) being treated:
Medication ______________________________ Condition ______________________________
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### Part V: Financial Information

The following worksheet is necessary to determine how your financial resources will cover the monthly living costs at Franklin Court (this information will be kept confidential):

<table>
<thead>
<tr>
<th>Income Type</th>
<th>Amount per month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Income</td>
<td>$_________</td>
</tr>
<tr>
<td>Social Security Income</td>
<td>$_________</td>
</tr>
<tr>
<td>Employer Pension</td>
<td>$_________</td>
</tr>
<tr>
<td>Interest &amp; Dividend Income</td>
<td>$_________</td>
</tr>
<tr>
<td>Annuity Income</td>
<td>$_________</td>
</tr>
<tr>
<td>Life Insurance Benefits</td>
<td>$_________</td>
</tr>
<tr>
<td>Support from Family</td>
<td>$_________</td>
</tr>
<tr>
<td>Rental Income</td>
<td>$_________</td>
</tr>
<tr>
<td>Other</td>
<td>$_________</td>
</tr>
</tbody>
</table>

**Total Monthly Income**: $_________

Is the value of your total assets (including home ownership, savings, CDs, etc.) below or above two thousand dollars ($2,000)?

- [ ] Below
- [ ] Above

Estimated Value: $_________

Is there any additional information we should be aware of when reviewing your financial resources?

______________________________

______________________________

I understand and agree that this application is neither a contract, nor a reservation for residency. Nothing contained in this document is legally binding to myself or Franklin Court until a Residency Agreement has been signed by all parties involved.

______________________________

Signature of Applicant

______________________________

Date of Application

**Completion of this section is voluntary:**

In order to help us carry out our responsibilities under the Fair Housing Laws, we ask that you identify yourself by one of the following designations:

(Please circle one only)   White   Black   Asian   Native American   Hispanic   Other
An aggrieved person may file a complaint of a Housing Discrimination Act with:

R.I. Housing and Mortgage Finance Corp.
44 Washington Street
Providence, Rhode Island 02903
TEL: 401-751-5566

U.S. Dept. of Housing and Urban Development
10 Weybosset Street
Providence, Rhode Island 02903
TEL: 401-528-4855

For Staff Use Only

F ________________________________

C ________________________________

Apt. Preference ________________________________