

1998

KAISER/MOSAICO NEIGHBORHOOD BUSINESS ANALYSIS

James M. Lamphere
University of Rhode Island

Follow this and additional works at: <https://digitalcommons.uri.edu/theses>

Terms of Use

All rights reserved under copyright.

Recommended Citation

Lamphere, James M., "KAISER/MOSAICO NEIGHBORHOOD BUSINESS ANALYSIS" (1998). *Open Access Master's Theses*. Paper 585.
<https://digitalcommons.uri.edu/theses/585>

This Thesis is brought to you by the University of Rhode Island. It has been accepted for inclusion in Open Access Master's Theses by an authorized administrator of DigitalCommons@URI. For more information, please contact digitalcommons-group@uri.edu. For permission to reuse copyrighted content, contact the author directly.

KAISER/MOSAICO
NEIGHBORHOOD BUSINESS
ANALYSIS

BY

JAMES M. LAMPHERE

A RESEARCH PROJECT SUBMITTED IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF
COMMUNITY PLANNING
UNIVERSITY OF RHODE ISLAND

1998

MASTER OF COMMUNITY PLANNING

RESEARCH PROJECT

OF

JAMES M. LAMPHERE

Approved:

Major

Professor

12 H. Fae /

Acknowledged:

Director

Fahad /

ABSTRACT

In 1977, Kaiser Aluminum left the Town of Bristol, Rhode Island, giving its manufacturing facility to Roger Williams College. Failing to gain zoning approval for a proposed educational/residential/industrial complex, the college sold the property to a private developer. While much of the former mill site was converted to an industrial park, other portions remained vacant and in disrepair. Recognizing the redevelopment potential of this facility, the Town of Bristol initiated a participatory process for the purpose of revitalizing and stabilizing the surrounding neighborhood.

The Bristol Town Council adopted the Kaiser Mill Complex and Revitalization Plan as part of its Comprehensive Plan in 1992 to serve as a guide for the redevelopment of the mill and surrounding neighborhood. Since much of this plan has been completed, or is currently being implemented, the Town of Bristol and the Mosaico Community Development Corporation now wish to broaden its scope beyond physical planning and consider issues relative to economic development. This project will assist the town with their effort.

ACKNOWLEDGEMENTS

It has been an honor to have participated in the Kaiser Mill Complex and Neighborhood Revitalization Plan update as part of a team from the University of Rhode Island graduate program in Community Planning and Area Development. I enjoyed meeting and working with the enthusiastic town administrative staff, appointed commission members, elected officials, and local residents and business owners on this important project and will continue to watch with interest as the town considers the recommendations of this study in charting the future course of development for the Mosaico neighborhood.

I would like to thank my father, Mr. Russell H. Lamphere, for encouraging me to complete my graduate studies. On behalf of all students, I would also like to thank the CPAD faculty and staff for their quality instruction and support. Finally, I would like to thank the following individuals whose contributions were instrumental in the production of this report.

**SHARON BROKAW
J. ALAN CRISMAN
DR. MARSHALL M. FELDMAN
DR. HOWARD H. FOSTER, JR.
JEFFREY A. GOFTON
KRISTINA LAMMI
GEARHARD OSWALD
JOHN A. PAGLIARINI, JR.
PAULA SATMARY
GERRY TURBEVILLE
DIANNE WILLIAMSON**

TABLE OF CONTENTS

List of Table.....	vi
List of Figures.....	vii
Chapter One: Introduction.....	1
1.1. Topic.....	1
1.2. Problem Statement.....	1
1.3. Justification.....	1
1.4. Method.....	2
1.5. Objectives.....	4
1.6. Expected Outcome	4
Chapter Two: Literature Review	6
Chapter Three: The Setting	11
3.1. Study Area Location.....	11
3.2. Historical Background	11
The Town	11
The Kaiser Mill Neighborhood	14
3.3. Demographics.....	16
Present Composition	18
Demographic Trends and Projections	20
3.4. Land Use and Zoning.....	21
3.5. The Business Environment.....	23
The State Economy.....	23
The Bristol Economy	25
Land.....	25
Labor Market Analysis.....	25
Other Considerations	26
Chapter Four: Neighborhood Business Analysis.....	27
4.1. Public Input	27
Surveys.....	27
Kaiser Mill Business Survey.....	27
Kaiser/Mosaico Neighborhood Business Survey.....	28
Eldercare I and II Survey.....	29
Neighborhood Survey.....	30
4.2. Business Inventory.....	30
Kaiser Mill Businesses.....	31
Mosaico Neighborhood Businesses	33
Historical Characteristics.....	38
Vacant Commercial Property.....	41
Assortment of Goods/Services	42
4.3. Market Segment Analysis.....	43

4.4. Strengths/Opportunities	44
Market Niche	44
Market Niche Potential.....	45
Neighborhood Businesses	45
Kaiser Mill.....	46
4.5. Weaknesses/Constraints	46
Parking	46
Lack of Coordination	46
Accessibility	47
Lack of Continuity	47
Chapter Five: Alternatives	49
5.1. Private Organizations.....	49
Collectives	49
Cooperatives.....	49
5.2. Public/Private Partnerships.....	50
Mixed Partnerships.....	50
Limited Partnerships.....	50
Condominiums	51
Economic Development Corporations	51
Downtown Development Authorities.....	51
Nonprofit Corporations.....	52
Centralized Retail Management	52
The Market.....	53
Enlistment	53
Coordination	53
Environment	54
Business Improvement District	55
Alternatives Assessment	58
Chapter Six: Future Direction.....	60
6.1. The Main Street Approach.....	60
Design.....	61
Recommendations	62
Organization	64
Recommendations	65
Promotion.....	66
Recommendations	66
Economic Restructuring.....	68
Recommendations	68
6.2. Conclusion.....	69
References	71

Appendices	73
A Kaiser Mill Business Survey	74
B Kaiser/Mosaico Neighborhood Business Survey	77
C Eldercare I and II Survey	82
D Neighborhood Survey	86
E Mount Hope Enterprise Zone	89
F Study Area Land Use, 1991	91

LIST OF TABLES

TABLE	PAGE
3.1. Bristol Age Distribution, 1990.....	19
3.2. Bristol Household Income Distribution, 1990	19
3.3. Bristol Population, 1960-90.....	20
4.1. Kaiser Mill Businesses	32
4.2. Kaiser/Mosaico Neighborhood Businesses	35
4.3. Kaiser/Mosaico Business Strengths.....	45

LIST OF FIGURES

FIGURE	PAGE
3.1. Study Area Locus.....	12
3.2. Mosaico Community Development Corporation District	13
3.3. Original Bristol Layout	15
3.4. Concentration of Early Development	17
3.5. Study Area Zoning	22
3.6. Rhode Island 1997 Wage and Salary Employment	24
4.1. National Register Bristol Waterfront Historic District	39

CHAPTER ONE

INTRODUCTION

1.1 TOPIC

As part of the Kaiser Mill Complex and Neighborhood Revitalization Plan update, this research project addresses some of the economic development issues of concern to the Town of Bristol, Rhode Island and the Mosaico Community Development Corporation (MCDC).

1.2 PROBLEM STATEMENT

The Town of Bristol, through the combined efforts of Kaiser Mill neighborhood residents, town officials and staff, and private consultants, developed the Kaiser Mill Complex and Neighborhood Revitalization Plan (Neighborhood Plan). On January 22, 1992, the Neighborhood Plan was adopted by the Bristol Town Council as part of the 1991 Bristol Comprehensive Plan and has since served as a guide for development of the area. Since much of the original Neighborhood Plan has been completed, or is currently being implemented, the Town of Bristol and the MCDC now wish to broaden its scope beyond physical planning and consider issues relative to economic development. This project will assist the town with this effort.

1.3 JUSTIFICATION

Technological innovations, particularly in the areas of microelectronics, telecommunications, and transportation, have enabled the formation of global assembly lines. This ongoing transition to an informational mode of development continues to leave a residue of obsolete, abandoned factories and throngs of skilled and semi-skilled

unemployed workers in its wake. The Kaiser Mill complex and surrounding neighborhood serves as an excellent case in point.

For many years, the Kaiser Mill served as a major employer in the Town of Bristol, shaping the development of the surrounding neighborhood as its requirements for labor changed. The 1977 closure of this facility adversely affected neighborhood residents and business owners alike. Since that time, much of the former mill site has come to be subdivided and leased to numerous small businesses while other portions lie vacant and in disrepair. Recognizing the redevelopment potential of this facility, the Town of Bristol initiated a participatory process for the purpose of revitalizing and stabilizing the surrounding neighborhood.

1.4 METHOD

This research project employs a methodology to describe existing business conditions in the Kaiser/Mosaico CDC neighborhood for purposes of applied action research. The Neighborhood Business District (NBD) assessment will utilize existing statistics as well as field research in determining existing conditions in the business district (e.g., types of businesses, historic characteristics, number of empty storefronts, etc.). The underlying assumption of this study is that the business community of the Mosaico neighborhood desires to improve its economic environment and that a survey of those proprietors is the most appropriate means of measuring this perceived sentiment.

Businesses located in the three Mosaico CDC low-moderate income sub-census tracts will be surveyed in two groups: those located at the Kaiser Mill (i.e., Bristol Industrial Park) and those located elsewhere in the study area. Although slightly different surveys will be drafted for each group, neither should take more than 20 minutes to

complete. The manager of the Bristol Industrial Park will distribute a survey form to all businesses at the Kaiser complex along with a stamped, return-addressed envelope. The neighborhood business owners will be surveyed in person as this method generally produces the highest response rates (Neuman 1997, 253) and also allows for the clarification of poorly worded questions (Fowler 1993, 74). The surveys may also be self-administered and will be left along with a stamped, return-addressed envelope at those establishments where proprietors are not available to be personally interviewed. This option allows time for more thoughtful responses. Several questions will be posed to determine merchant willingness to formally organize and to enhance business opportunities by sponsoring special events. Their responses will serve as indicators measuring their degree of proactive sentiment. The final chapter of this report will recommend economic development alternatives which comport with the survey analysis. It is important to point out that those recommendations may not be appropriate for all other communities.

In addition to the survey of local neighborhood businesses, this author will participate in the survey of neighborhood residents. This participation will include drafting several questions designed to measure the level of consumer satisfaction with the goods and services available in the neighborhood as well as actual door-to-door interviewing. The neighborhood has experienced a significant increase in the number of seniors with the recent completion of the Eldercare apartments in two rehabilitated sections of the former Kaiser Mill complex. For this reason, a special survey will be prepared and distributed in order to properly assess the needs of this particular population.

The scope of this research project includes primary and secondary data collection, analysis, and the identification of development options and implementation strategies.

This structure is consistent with the manner in which the information is presented in the final report. The final document consists of six chapters: I. Introduction, II. Literature Review, III. The Setting, IV. Neighborhood Business Analysis, V. Alternatives, and VI. Future Direction.

1.5 OBJECTIVES

The Kaiser/Mosaico Neighborhood Business Analysis will achieve five main objectives. The first objective is the assessment of conditions in the Mosaico NBD. This will entail compiling an inventory of the various types of existing businesses as well as vacant storefronts. Any historic characteristics associated with these commercial properties will also be noted. In addition, this assessment will identify goods and services that residents would like to have available for purchase in the NBD. The second objective is to determine the Kaiser/Mosaico NBD niche and the extent to which this niche may extend beyond the neighborhood market area. The third objective will be to gauge the level of business support for some form of formal organization, if provided with technical assistance. The fourth objective is to identify any special events/promotional activities (e.g., festivals, shopping days, open-air farmers markets, etc.) which may positively contribute to the revitalization of the NBD. The level of business interest in co-sponsoring such special events will also be measured. The fifth objective is to locate any funding sources which may be available to implement desired actions. In addition, other issues that may arise during the course of this study will be addressed.

1.6 EXPECTED OUTCOME

The scope of activities included in this research project will improve the quality of life for area residents as well as prospects for local businesses. Information generated

from this business district assessment will enable the business community to more effectively focus its limited resources on more fully developing its potential while meeting the needs of its customers.

There will be three major beneficiaries from this exercise. First, strengthening MCDC neighborhood businesses will assure residents of the continued convenience of an assortment of local shopping opportunities. Second, the programs inspired by this project will add to the body of empirical knowledge accumulated from numerous other areas undergoing economic restructuring, serving to enlighten other communities as to the possibilities for economic development. Finally, this real life situation is an invaluable and unique opportunity for the planning student to acquire practical problem-solving skills relative to economic development. Its chief lessons include: problem definition and research, identification of suitable alternative solutions, and anticipating problems associated with implementation and evaluation.

This concludes the project introduction. Chapter Two reviews some of the relevant literature. It begins by distinguishing the formal from the informal economy and goes on to explain how the Kaiser Mill move to Portsmouth diminished the level of formal economic activity in the surrounding neighborhood. Next, the chapter describes some of the public/private partnerships that are commonly used in economic development. The chapter concludes with a brief mention of relevant survey literature.

CHAPTER TWO

LITERATURE REVIEW

The literature which distinguishes the formal economy from the informal economy (Ross and Usher 1986) is interesting and of particular relevance to this study. The formal economy consists of large corporations and governments which require agglomerations of specialized skills to produce their final product. The informal economy, on the other hand, is comprised of lower order units (e.g., barter and skills exchanges, volunteerism, household work, illegal activities, self-help, etc.). Ross and Usher explain how during the last century the formal economy has grown to surpass the output of the informal economy with the transformation from agricultural to industrial production. However, they go on to speculate that this trend is not likely to continue.

Kaiser Aluminum moved to newer facilities in Portsmouth, R.I. in 1977; soon thereafter, this plant was also closed. This resulted in a diminished level of formal economic activity in Bristol and Newport counties and is problematic in that it is difficult for workers displaced from the formal economy to find alternative employment. They may lack the necessary skills and financing, or be overwhelmed by regulations. To me, this suggests that action is needed which will encourage and effectively enable a more broad-based participation in the informal economy. Identifying the local business district niche will be useful to MCDC residents interested in developing marketable skills which can be applied in their neighborhood. This research project will consider the suitability of several alternatives encountered during the course of research by which those remaining stakeholders in the Kaiser/Mosaico neighborhood may make this transition.

The rise of the informational mode of development and the restructuring of capitalism is generating “new social and spatial form and processes” (Castells 1996, 73). Castells sees a rise in the informal economy consequent to these changes and is joined by others observing similar phenomena. The transformation to a global economy has brought about the decline of formerly significant manufacturing centers (Sassen 1996, 302) and there is evidence of a significant informal economy present in “world” cities (Knox 1994, 62).

The relevant literature on this subject suggests that the practice of contemporary planning will require deal making in an effort to create, attract, retain, and expand private employment-generating enterprises (Knox 1994, 401). Planners will have to struggle to maintain regulatory standards while striving to preserve the tax base within a conservative, postmodern context. The future of many communities will depend upon the success of negotiated outcomes shaped through public-private partnerships (Morgan and England 1996, 361).

Public-private partnerships involving various types of citizens groups and non-governmental organizations can be effective in dealing with local problems (Habitat 1996, 427). Neighborhood Community Development Corporations (CDCs) are one such form of grass roots citizen involvement. They are useful in coordinating neighborhood revitalization in economically distressed communities (National Council for Urban Economic Development 1994, 4). Much of the success of CDCs may be attributable to their having carefully considered the social barriers to economic development (Blakely 1994, 230). CDCs frequently have few staff persons; most of the work is done by the volunteer board members who assume an active role in everything from decision-making

through project implementation. Appreciating the potential of a CDC is essential as the authority of the MCDC extends throughout our study area.

Public-private partnerships may also include quasi-public government authorities. While these have the advantage of combining public powers with private flexibility, the composition of their boards rarely reflects that of the general public. Examples of such entities are local Economic Development Corporations and Downtown Development Authorities (Lyons and Hamlin 1991, 66-8). Most commonly, Development Authorities direct the improvement of public infrastructure. Their boards, composed of property owners within their delineated areas of jurisdiction, may have the power to tax, issue bonds, or administer a Tax Increment Financing program. They may also realize a surplus from investments in private enterprise (Lyons and Hamlin 1991, 68).

The public sector may also provide assistance to private entities with land acquisition, physical improvements, condemnation by eminent domain, zoning incentives, or the transfer of development rights. Governments have also taken an active role in providing job training and promoting energy conservation. Tax incentives negotiated in the public-private process are another important inducement to economic development (Lyons and Hamlin 1991, 72-108).

While there are a number of public-private partnerships available to assist budding entrepreneurs with producing products, relatively little attention is paid to distributing products (Spitzer and Baum 1995, 16). Getting the product to market and establishing a stream of revenue is critical in order for the start-up company to survive. Public markets provide a vehicle for local merchants and vendors to distribute their wares. They differ from other types of markets in that the sponsoring entity may not exclude.

Public markets serve public purposes such as the improved use of public space and attracting shoppers to other nearby businesses (Spitzer and Baum 1995, 2). Spitzer and Baum also note a function of public markets with particular applicability to the Kaiser/Mosaico neighborhood: the provision of affordable retail distribution space to small businesspersons. Thus, public markets serve to promote informal economic activity.

Centralized Retail Management (CRM) has also been employed to revitalize business districts that have been unsuccessful in attracting new shopping center developments (Cloar, Stabler, and DeVito 1990, 3). CRM emphasizes four principal elements: knowing the local market, bringing together business and property owners with financial institutions and public officials, coordination of leasing and retail promotion, and management of the surrounding retail environment (Cloar, Stabler, and DeVito 1990, 5). The CRM concept has been encouraged by the federal government in partnership with the International Downtown Association (IDA) (Cloar, Stabler, and DeVito 1990, 4).

Business Improvement Districts (BIDs) are another form of public-private partnership which have been shown to be successful in revitalizing commercial areas. There are many variations in the administrative structure and authority of BIDs as they must be consistent with the particular state enabling legislation under which they are formed (Houstoun 1997, 21). However, the concept generally involves a municipally-collected special tax based on assessed property valuations within a legally-specified geographic area to be used solely for the improvement of services and/or public amenities within the BID (Houstoun 1997, 8). Here lies yet another available mechanism for supporting the informal economy.

As a consequence of losing its major employer, the Kaiser/Mosaico neighborhood economy is less formal today than it was earlier in this century. The former site of a major employer is now occupied by an ever-changing collection of small businesses. Although the neighborhood population has returned to the high levels of the 1960's, the neighborhood businesses are still without the large, reliable market of nearby workers for their goods and services. Fortunately, there are many options available to assist small businesses in their effort to survive and prosper.

Surveys are appropriate tools for obtaining information concerning behavior, attitudes, characteristics, expectations, self-classification, and general knowledge (Neuman 1997, 228). They also afford respondents the opportunity to participate in a worthwhile cause (Fowler 1993, 134). This research project will offer suggestions for future action intended to improve business conditions in the Kaiser/Mosaico neighborhood. A survey of local merchants is useful for this purpose in assessing their support for prospective programs (Berk 1976, 8-13).

Chapter Three describes the setting surrounding the study area. It begins by describing the location of the study area and presenting historical background and demographic data. A general overview of the state and local economy follows a brief description of existing land uses and zoning regulations. Finally, the chapter presents several major constraints inhibiting the development of the area.

CHAPTER THREE

THE SETTING

3.1 STUDY AREA LOCATION

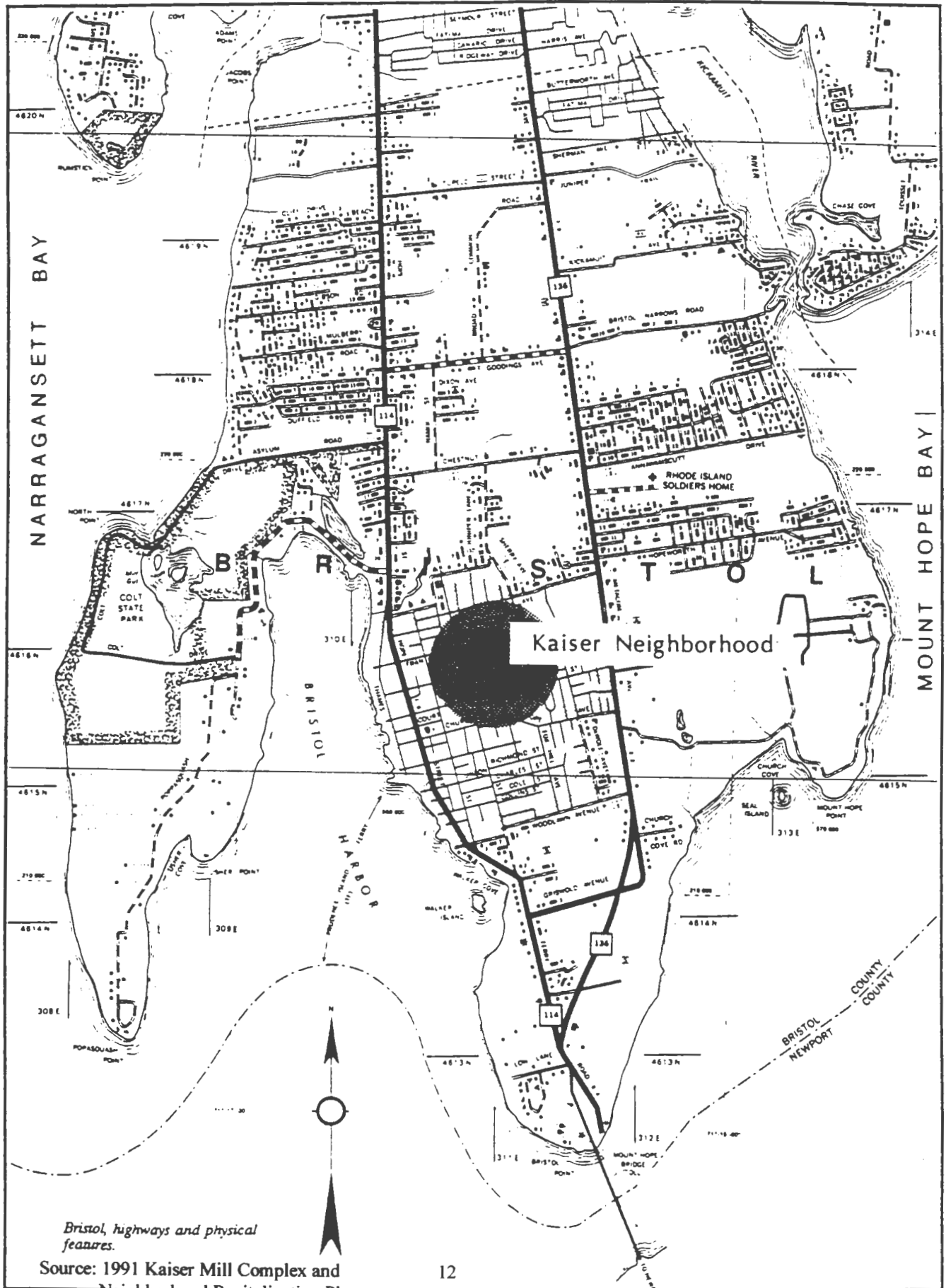
The area under study in this research project is located within the Town of Bristol, Rhode Island. It lies between the two major north-south highways in town: Metacom Avenue (Rt. 136) to the east and Hope Street (Rt. 114) to the west.(See Figure 3.1). It also happens to be adjacent to the Downtown Hope Street Commercial District, less than ½ mile from the eastern shore of Bristol Harbor. To be more specific, the study area consists of portions of three low-moderate income sub-census tracts which are bounded to the north by Bay View Avenue, to the south by Church St. and Mount Hope Avenue, to the west by High St., and to the east by Magnolia St. and Third School St. This entire area is located within the bounds of the MCDC district. (See Figure 3.2).

3.2 HISTORICAL BACKGROUND

The Town

In 1680, at the conclusion of King Phillip's War, King Charles II of England granted a 7,000 acre tract to Plymouth Colony. In January of that year, Plymouth sold a portion of that land to four Boston businessmen, Nathaniel Byfield, Stephen Burton, Nathaniel Oliver, and John Walley, to help pay for its war debts. These "proprietors" and fourteen prospective settlers composed the Grand Articles, which directed that development of the area mirror that most commonly found throughout Plymouth Colony. Under this model, settlements were usually formed around a Congregational Church and a Town Common. Residential development was located near this town center while land on the periphery was reserved for farms. The area surrounding the Bristol Town

FIGURE 3.1



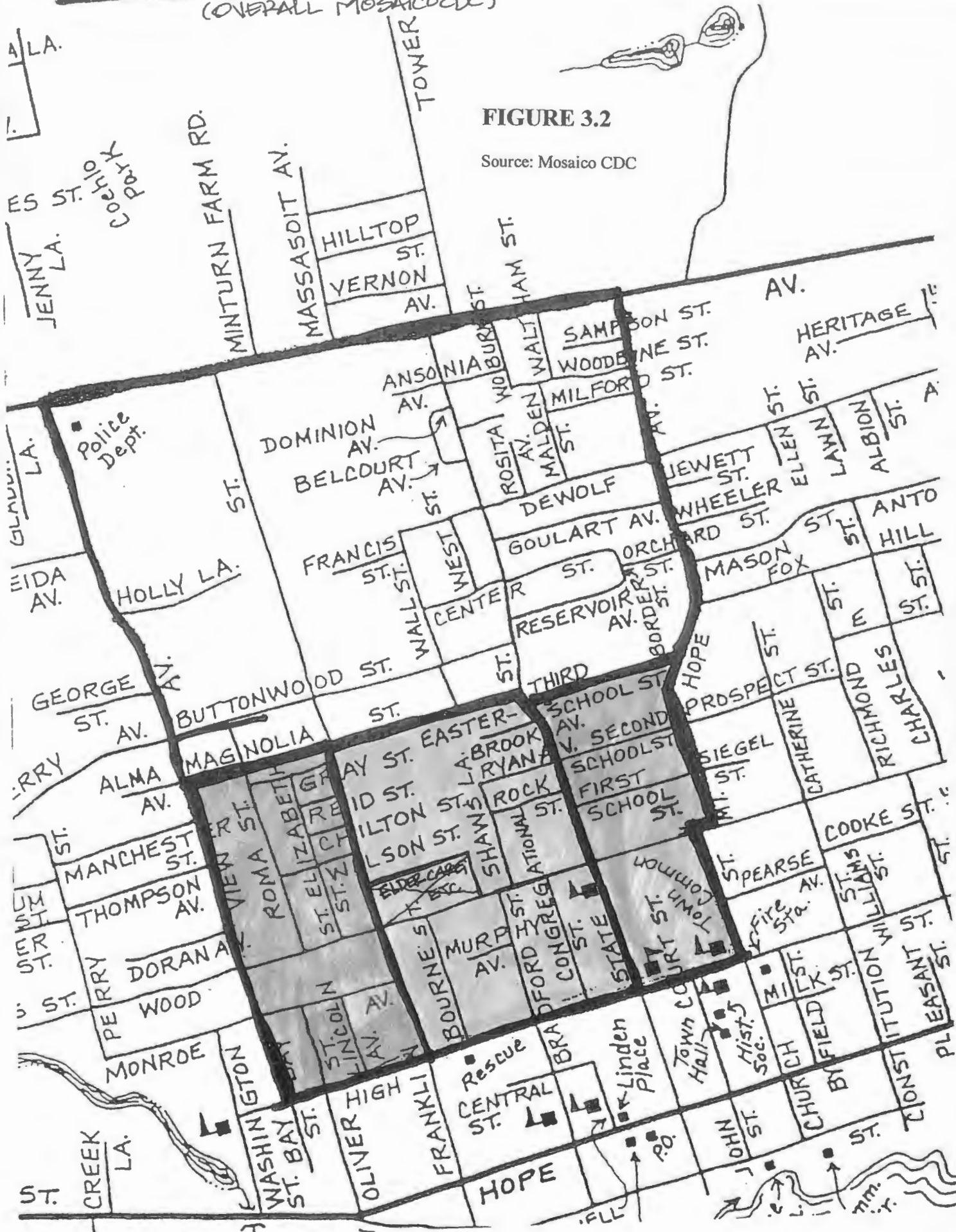
Bristol, highways and physical features.

Source: 1991 Kaiser Mill Complex and Neighborhood Revitalization Plan

NEIGHBORHOOD
(OVERALL MOSAICO CDC)

FIGURE 3.2

Source: Mosaico CDC



030700
LOW MOD TRACT

030700
LOW MOD TRACT

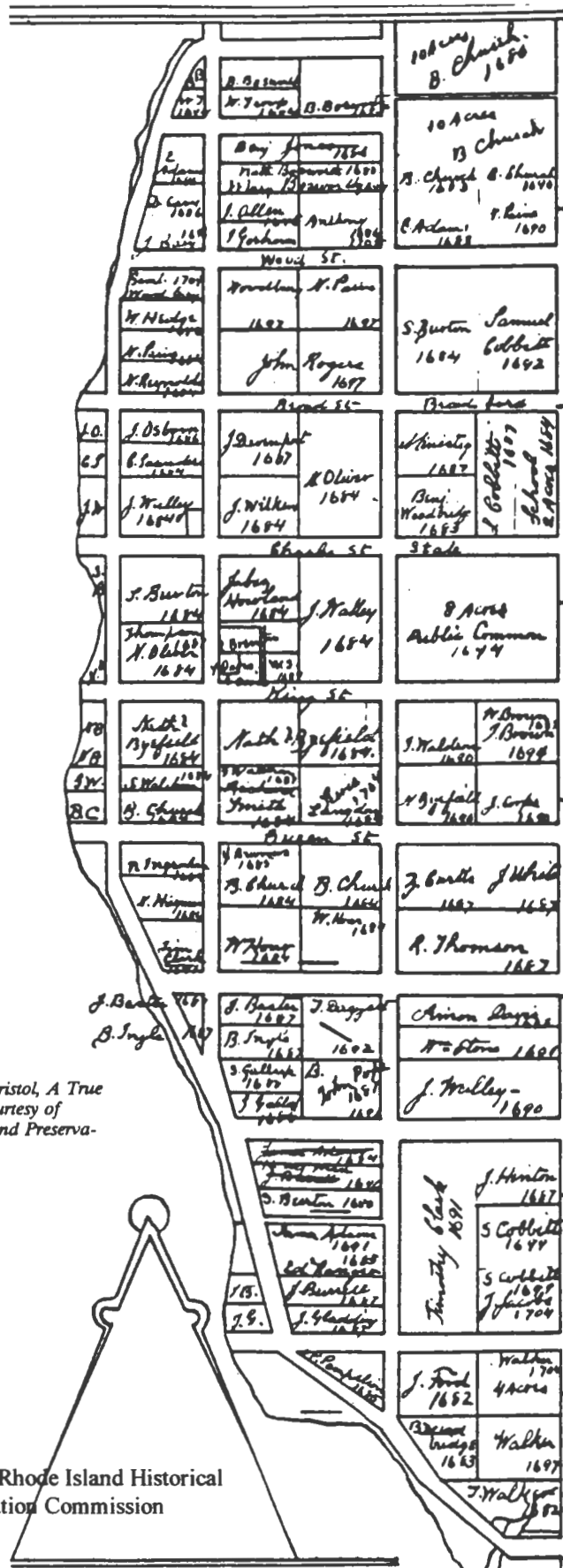
030700
LOW MOD TRA

Common soon came to be divided in a rectilinear pattern consisting of eight-acre blocks formed by the intersection of four streets running north to south (now named Thames, Hope, High, and Wood) with nine streets running east to west (now named Oliver, Franklin, Bradford, State, Church, Constitution, Union, Burton, and Walley). (See Figure 3.3). This grid-like settlement pattern that continues to define the downtown Bristol landscape is not found to such a degree in any other city or town of Rhode Island. (Rhode Island Historical Preservation Commission 1990, 6-7).

England settled a long-standing claim in 1741 by ordering the transfer of the Town of Bristol to Rhode Island from Massachusetts, which had acquired it in a 1691 merger with Plymouth Colony. This transaction was consummated in 1747. Throughout the eighteenth and much of the nineteenth centuries, the local economy in Bristol centered on agriculture, fishing, shipping, and other harbor-related activities. Due to the lack of sufficient water power, industry did not come to town until after the invention of the coal-powered steam engine. With the steady decline of manufacturing since World War II, the town has become more of a bedroom community for those commuting to work in the Providence area. (Rhode Island Historical Preservation Commission 1990, 10-11)

The Kaiser Mill Neighborhood

A portion of the Mosaico neighborhood lies within the area between Wood Street and High Street from Bay View Avenue on the north to Church Street on the south. This densely built area, which includes the Bristol Town Common, was part of the original plan for the area between Wood Street and the waterfront developed in the seventeenth century. Up until the mid 1860's, most of the buildings in the vicinity of the town common were constructed west of Wood Street; indeed, there were less than 50 houses in



Source: Rhode Island Historical
Preservation Commission

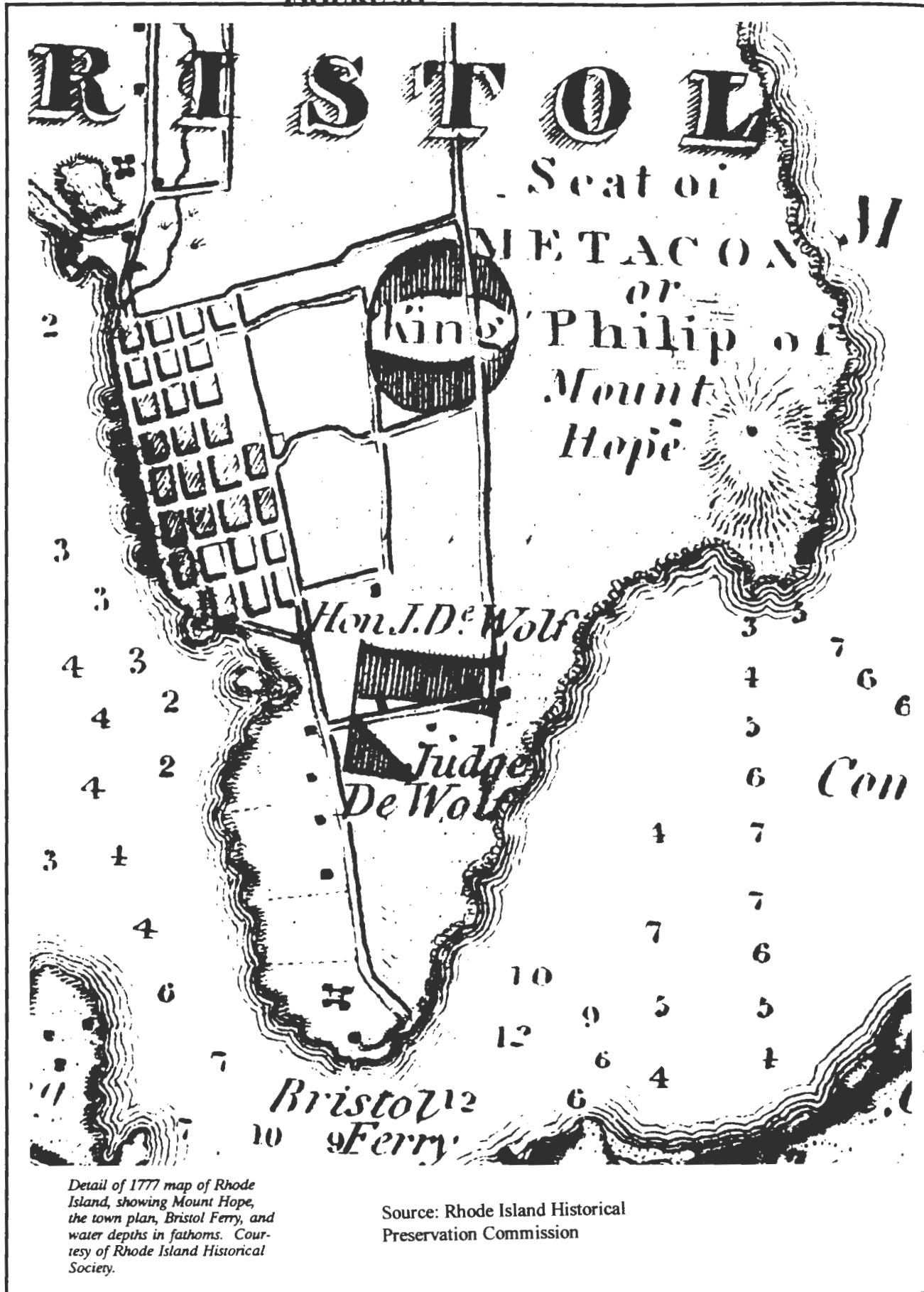
existence east of Wood Street at that time (Rhode Island Historical Preservation Commission 1990, 21). This was primarily attributable to the location of most commercial and industrial activity near the waterfront. (See Figure 3.4).

Settlement patterns began to change with the founding of the National Rubber Company in 1865 on the east side of Wood Street at Franklin. This was the first major manufacturing facility in town that was not located close to the waterfront. As this complex expanded, employment increased from 650 workers in 1870 to approximately 4,000 workers during the years of World War I. By 1900, half of the Bristol population was foreign-born as a large number of these positions were filled by immigrants, many of whom came from Italy and Portugal. Local street construction provided frontage for additional house lots to accommodate the burgeoning population, which had increased from 6,091 in 1900 to 11,375 by 1920. By this time, there were an approximately equal number of buildings on both sides of Wood Street. Although many of the homes in the neighborhood surrounding the Kaiser Mill are multifamily, none of them were constructed and owned by the company. (Rhode Island Historical Preservation Commission 1990, 20-21)

3.3 DEMOGRAPHICS

Demographic data are important for defining the various groups within the market area of particular businesses (Jackson and Nichols 1995, 8). This study relies upon the local merchants of the Kaiser/Mosaico neighborhood to define their primary market areas. Of the 24 respondents to the survey of local businesses, 21 of them (88%) described their primary market area as the Town of Bristol. Consequently, most of this section will discuss demographic data aggregated at that level of analysis. Of particular interest is the

FIGURE 3.4



Detail of 1777 map of Rhode Island, showing Mount Hope, the town plan, Bristol Ferry, and water depths in fathoms. Courtesy of Rhode Island Historical Society.

Source: Rhode Island Historical Preservation Commission

total market area population, the size and number of households, distribution of ages, racial/ethnic composition, and household and per capita income (Jackson and Nichols 1995, 8).

Present Composition

According to the 1990 U.S. Census, the population of the Town of Bristol was 21,625 persons, ranking it 15th among the 39 cities and towns in Rhode Island. Of this number, 11,005 persons (50.9%) were male and 10,620 persons were female. Whites constituted 98.8% of the population; blacks amounted to only .5% of the total. Approximately 42% of the population was of Portuguese ancestry. They are followed by Italians (22%), Irish (15%), English (14%), French and French Canadian (13%), and Germans (6%). The median age was 33.9 years. While 20.3% of the total population was under 18 years of age, 16.3% were 65 years or older. See Table 3.1 for Bristol age distribution. Of those persons at least 25 years of age, 4,884 persons (35%) have not completed high school. The top five occupations by number employed are: (1) administrative support/clerical (1,689, 15.7%), (2) professional specialties (1,554, 14.4%), (3) precision production craft, repair (1,274, 11.8%), (4) machine operators, assemblers, inspectors (1,224, 11.4%), and (5) sales (1,185, 11.0%).(RIEDC 1998).

There were 1,818 persons living in group quarters in 1990. Adjusting the total population of 21,625 persons by this amount reveals 19,807 persons living in households. Dividing this number by the 7,455 households identified through the Census yields an average household size of 2.66 persons. Table 3.2 presents 1990 U.S. Census data for Bristol household income. Although the 1990 median household income was \$34,165, more than one third of the households have incomes less than \$25,000. There were 1,152

Table 3.1. Bristol Age Distribution, 1990.

Age	Number of Persons	Percent of Total
Less than 5	1,332	6.2
5-17	3,048	14.1
18-24	3,273	15.1
25-44	6,325	29.2
45-64	4,127	19.1
65 and above	3,520	16.3
Total	21,625	100

Source: 1990 U.S. Census

Table 3.2. Bristol Household Income Distribution, 1990.

Household Income	Number of Households	Percent of Total Households
Less than \$10,000	924	12.5
\$10,000-\$24,999	1,585	21.4
\$25,000-\$49,999	2,888	39.0
\$50,000-\$74,999	1,369	18.5
\$75,000-\$99,999	372	5.0
\$100,000 and above	261	3.5
Total	7,399	99.9

Source: 1990 U.S. Census

(5.8% of total) persons living below the poverty level. Per capita income was measured at \$14,108. (RIEDC 1998).

Demographic Trends and Projections

The 1990 Bristol population of 21,625 persons represents an increase of 1,497 persons (7.4%) from the 1980 population of 20,128 persons (See Table 3.3). Although the population of Bristol has grown by 7,055 persons (48.4%) since 1960, the rate of growth has been steadily declining. From 1960 to 1970, the town population grew by 22.6%; this contrasts with the 5.4% growth from 1980 to 1990. R.I. Statewide Planning projects the town population to total 22,392 persons by the year 2010.

Following the national trend, the percentage of Bristol's population comprised of seniors appears to be increasing. In 1980, 18.9% (3,798 persons) of the town population was at least 60 years of age. By 1990, there were 4,583 persons in this group, accounting for 21.2% of the town total. Rhode Island Statewide Planning projections call for this percentage to increase to 22.5% by the year 2010.

Table 3.3. Bristol Population, 1960-90.

<i>Year</i>	<i>Persons</i>	<i>Difference</i>	<i>Percent Change</i>
1960	14,570	NA	NA
1970	17,860	3,290	22.6
1980	20,128	2,268	12.7
1990	21,625	1,497	7.4

Source: U.S. Bureau of Census

The Mosaico neighborhood lies within Census Tract 307, which encompasses most of the densest part of Town. Although the population of this tract in 1990 (5,539 persons) was not much different than it was in 1960 (5,517 persons), it had dropped to 4,700 in 1980. This temporary population loss was probably due, in part, to the Kaiser Aluminum move in 1977.

3.4 LAND USE AND ZONING

There are 16 major planning areas within the Town of Bristol; the Downtown Core is one of six such areas covering the land between Routes 114 and 136, known as the Central Corridor. That part of the Mosaico CDC district presently under study lies entirely within the Downtown Core planning area. Of the 249 total acres of the Downtown Core, 227 acres are developed and 22 acres are protected. There is virtually no vacant land available for building in this area. The Downtown Core is densely populated; on average, each developed acre contains 21.3 persons dispersed among 8.5 households (Town of Bristol 1990, 39).

There are five zoning districts within the 54 acre portion of the Mosaico CDC neighborhood presently under study. (See Figure 3.5). Lying in the central portion of the neighborhood is the former Kaiser Mill facility, zoned for Manufacturing (M). Abutting this site is a Limited Business (LB) zone that extends southward to State Street and westward, along much of Wood Street and Bradford Street. Two restaurants operate in a small General Business (GB) zone located across from the Kaiser Mill complex on the north side of Franklin Street. The northern and southern sections of this neighborhood contain a total of approximately 29 acres zoned R-6 (Residential, 6,000 sq. ft. minimum lot size). The fifth district within the study area is a small block of land and buildings

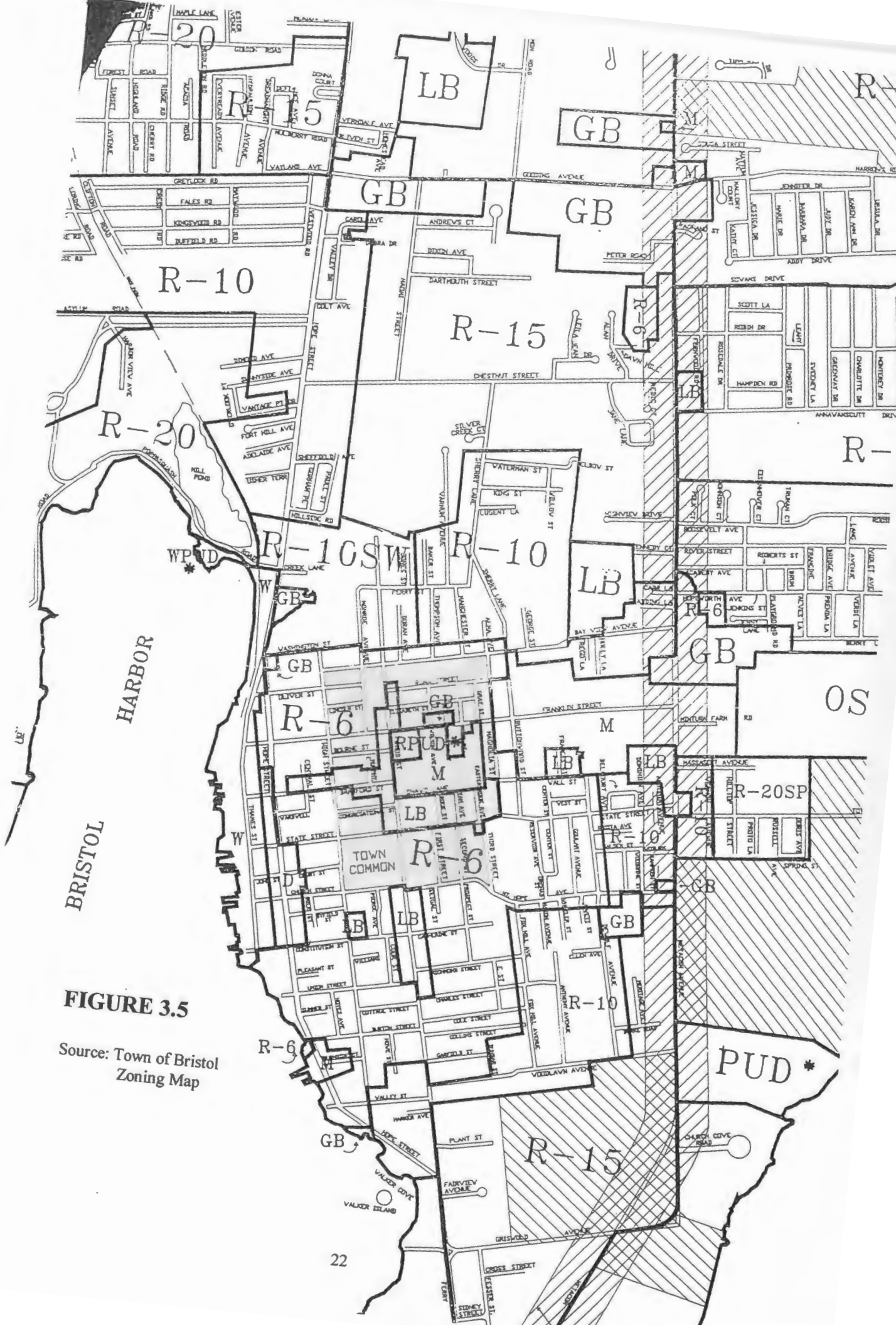


FIGURE 3.5

Source: Town of Bristol
Zoning Map

occupying the northwest corner of the Kaiser Mill Complex that was rezoned as a Rehab Planned Unit Development (RPUD).

The purpose of a RPUD is to rehabilitate deteriorated, underutilized, or inefficient historic and/or non-conforming structures of conservation concern for their importance to the health, safety, welfare, and economic well-being of the citizens of Bristol (Town of Bristol 1996, 68). Permitted uses in a RPUD include residential, institutional and governmental services, office uses, service, retail and wholesale businesses, as well as some industrial and recreational uses (Town of Bristol 1996, 69). While two of the buildings belonging to the Kaiser Mill RPUD have already been converted to apartments for seniors, another is scheduled for conversion to assisted-living housing.

While single family housing on individual lots dominate the landscape of Bristol, the Kaiser Mill neighborhood consists mainly of multifamily structures on smaller than average size lots. Located principally on the north, south, and west side of the mill complex, most of these structures were built either prior to the adoption of zoning in 1968, or were since constructed after obtaining variances or special exceptions (The Newport Collaborative 1991, 20). Approximately 80% of neighborhood families reside in multifamily housing (The Newport Collaborative 1991, 22). The present neighborhood form reflects the incremental growth since 1865 which occurred in response to the need for labor at the mill. (See Appendix F).

3.5 THE BUSINESS ENVIRONMENT

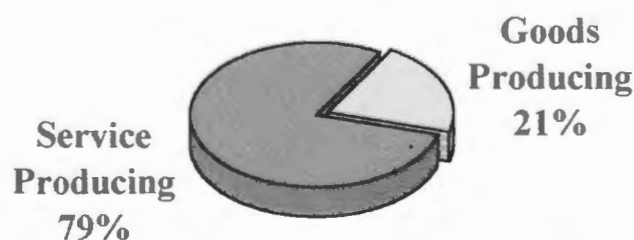
The State Economy

The Rhode Island economy reflects the United States economy in that more people are employed in the service sector than in any other sector. (See Figure 3.6). The Rhode

Island Service Producing Sector employed 345,700 persons in 1996, accounting for 78% of the state's total wage and salary employment. Since 1986, employment within this sector has increased by 12.9%. The Service Producing sector includes employment in five divisions: (1) Transportation, Communication and Utilities; (2) Wholesale and Retail; (3) Finance, Insurance and Real Estate; (4) Services; and (5) Government. The Services Division is the single largest division in the state, representing 33% (146,100 persons) of total employment. This is a 52% greater amount than the 96,100 persons employed in the entire Goods Producing Sector of the state economy. The most significant groups in this division include the health, business, and educational services.

Tourism is an important part of the Rhode Island economy. In 1993, Rhode Island had more people employed in tourism-related occupations than it had in manufacturing. Over 25,000 Rhode Islanders in more than 4,150 companies are currently employed in tourism. (RIEDC 1996). In 1994, total sales receipts for the travel and tourism industry amounted to a record \$1.49 billion (Tyrrell 1995).

**Figure 3.6 Rhode Island
1997 Wage and Salary Employment**



Source: RIEDC Research Division

For the year 1996, while Rhode Island had the 17th highest per capita income among the fifty states, it ranked a mere 4th among the six New England states. The per

among the fifty states, it ranked a mere 4th among the six New England states. The per capita incomes of the states of Connecticut (\$33,189), Massachusetts (\$29,439), and New Hampshire (\$26,520) were all higher. The Rhode Island per capita income of \$24,765 was 2% higher than the national average of \$24,231 and 14% below the New England average of \$28,633 (RIEDC 1997, 1-16).

The Bristol Economy

Land

The Town of Bristol has an adequate supply of commercially and industrially zoned land; it is classified as a sub-regional shopping area, having 4.9% of its land area in commercial use. This amount falls within the 4.5% to 5.5% range which is common in towns having regional shopping malls. Bristol has zoned 443 (7.3%) of its town total of 6,054 acres for industrial use; this compares to 5% on a statewide basis. Almost 15% (66 acres) of the land in town zoned for manufacturing remains undeveloped.

Labor Market Analysis

Employment in Bristol has followed state and national trends. From 1984 to 1994, goods producing sector employment in Bristol declined 28%, from 2,474 persons to 1,789 persons. This includes an almost 33% decline in manufacturing employment (702 jobs). During the same period, there were an additional 844 jobs added in Bristol's service producing sector, amounting to an overall gain of 42%. The top five industries by number employed are: (1) retail trade (1,899, 17.7%), (2) manufacturing, durables (1,750, 16.3%), (3) manufacturing, non-durables (1,214, 11.3%), (4) education (992, 8.9%), and (5) health (957, 8.9%). (RIEDC 1998).

Other Considerations

Although the circulation pattern within Bristol is good, the town is at a competitive disadvantage with respect to interstate transportation access. However, offsetting this somewhat are the many natural and cultural amenities which make the town an attractive business location. The town offers a range of housing alternatives, an average school system, and should have ample sewer and water capacity for the foreseeable future (Town of Bristol 1990, 104-5). The tax rate for the Town of Bristol for the fiscal year 1998 is \$17.35 per \$1,000 of assessed valuation, ranking it in the lower third of the 39 municipalities of the state (RIECD 1998).

Chapter Four contains the Neighborhood Business Analysis. Existing businesses are categorized according to their type of function for the purpose of identifying the neighborhood market niche. Their potential for serving a wider market area is also assessed. The chapter concludes by discussing the strengths and weaknesses of the NBD.

CHAPTER FOUR

NEIGHBORHOOD BUSINESS ANALYSIS

4.1 PUBLIC INPUT

Surveys

In order to achieve the objectives of this research project, it was necessary to solicit public input through surveys. Data derived from four separate surveys querying business owners and residents will be used to describe existing conditions and guide decision-makers in planning: (1) Kaiser Mill Business Survey, (2) Kaiser/Mosaico Neighborhood Business Survey, (3) Eldercare I and II Survey, and (4) Social Service Survey. Some of the more interesting findings of these surveys are discussed in this section.

Kaiser Mill Business Survey

Of the 34 businesses located at the former Kaiser Mill facility, 9 responded to the survey. This amounted to an overall response rate of 26%. Of those respondents, 6 classified themselves as manufacturers and 3 as service providers. Their physical size ranges from 385-100,000 sq. ft., with a median of 1,750 sq. ft.. The average length of time at the mill among them is 6.5 years.

Several survey questions were designed to gauge their solidarity with the local business community and commitment to the neighborhood. When asked of their interest in working with neighborhood businesses to improve sales, 4 said “yes” and 4 said “no”, with 1 deeming this question not applicable. Two of these firms were interested in attracting shoppers from outside the area by retailing their products in a local outlet; they were divided on the issue of whether to locate this outlet at the mill or out in the

neighborhood. There was interest shown by three firms interested in co-sponsoring special events with neighborhood businesses. This survey suggests that there is a only a slight interest in activities outside the mill among the Kaiser Mill businesses. See Appendix A for complete survey results.

Kaiser/Mosaico Neighborhood Business Survey

Disregarding those located at the Kaiser Mill, there were 45 businesses identified within the bounds of the study area. The survey of these neighborhood businesses, conducted partly in person and partly self-administered, culminated in a collection of 24 completed forms, for an overall response rate of 53%. Of those responding, 8 classified themselves as retailers and 16 as service providers. They range in size from 325-40,000 sq. ft., with a median of 1,092 sq. ft.. Their average length of time in business in the neighborhood among them is 28 years.

The main purpose of surveying the business owners was to assess their sentiment regarding organizational and promotional activities. It was found that 54% (13) of the respondents would be interested in joining a merchant's association. There were also 25% (6) expressing no interest and 21% (5) undecided; the lack of time was often mentioned as a reason. Better than two thirds (16) of those responding believed special events would be successful in attracting shoppers, with near equal support among them for festivals, shopping days, and a public market. Only 10 of those believing in the success of special events expressed an interest in co-sponsorship, with six of them joining the ranks of the undecided. See Appendix B for complete survey results.

Eldercare I and II Survey

There are a total of 98 apartments located at the Eldercare complex. Survey forms and instructions were distributed to each of those households. The return of 74 thoughtfully completed forms enabled an excellent 76% response rate to be realized. As previously discussed, important knowledge was gleaned from this population concerning the assortment of goods and services available in the neighborhood. In addition, respondents candidly provided data concerning their shopping habits and neighborhood likes and dislikes.

Seniors tend to spend small amounts in stores and restaurants relative the rest of the population. On a weekly basis, approximately 57% (42) senior households at Eldercare spend less than \$50 and 38% (28) spend between \$50 and \$100. Only 4 households spent more than \$100 per week. On average, approximately 25% of all these expenditures went to neighborhood stores and restaurants.

The survey asked seniors what neighborhood businesses they regularly shop. The four neighborhood businesses most frequently mentioned included Campagna's Pharmacy (32), The Azorian Butcher (23), Goglia's Market (20), and Nick's Fish Market (17). Respondents cited convenience to shopping (42%) and church (35%) as being what they liked most about living in the neighborhood. While 58% of the Eldercare residents had no complaints, 20% were bothered by the late night noise and trash associated with the local bars. Also, it is interesting to note that exactly half of these households (37) did not have an automobile. See Appendix C for complete survey results.

Neighborhood Survey

Several questions relative to consumer behavior were composed by this author and incorporated into the Neighborhood Survey. The responses to these questions, tabulated by Reena Epstein and Owen O’Neil, are presented in Appendix D. Residents were asked how much they spent weekly in the Mosaico neighborhood, what products they would like to have available for purchase in the neighborhood that are currently not offered, and what products they usually purchase outside the neighborhood. The answers to these questions seem to support the validity of the Eldercare I and II Survey findings.

It was found that the average weekly amount spent in stores and restaurants was \$103. Approximately 41% of that amount (\$42) was spent in the Mosaico neighborhood. Despite the abundance of grocery stores in the neighborhood, 10 residents expressed a need for at least one more of them. A total of 41 respondents said that they purchase most of their groceries outside the neighborhood. These results suggest that the neighborhood grocery stores are under-serving the local market.

4.2 BUSINESS INVENTORY

The focus of this research project is on businesses located within the bounds of the Mosaico CDC neighborhood. The following inventory of those businesses consists of two parts: (1) businesses which are located at the site of the former Kaiser Mill complex, and (2) businesses which are scattered throughout the remaining portion of the Mosaico CDC neighborhood. While both of these groups of businesses contribute significantly to the local economy, it is important to discuss and analyze them separately as their roles and needs differ.

Kaiser Mill Businesses

That part of the former Kaiser Mill facility which is still devoted to allowable manufacturing uses is now more properly referred to as the Bristol Industrial Park (BIP). It presently serves as home to a diverse collection of 34 businesses which are listed in Table 4.1. This represents a net increase of ten businesses from the number reported in the original 1991 Neighborhood Plan. Approximately 80% of the current businesses use the BIP site for manufacturing and/or storage. The other 20% consist mainly of small-scale entrepreneurs skilled in such areas as sculpting, sign carving, furniture repair, and cabinet making.

Although the number of businesses located in the BIP has increased since 1991, there has also been a moderate amount of turnover there as well. Indeed, 9 (37%) of the 24 businesses listed in the original Neighborhood Plan have been replaced by other firms. Most of this change has occurred among the large number of small start-up businesses.

Virtually all of the goods and services produced at the BIP are exported beyond the Kaiser/Mosaico neighborhood. Neighborhood residents primarily rely on merchants and service providers outside the BIP for their consumer items. Despite the weak consumer relationship between the neighborhood and BIP businesses, there is a strong producer relationship as the neighborhood serves as an important source of labor.

Table 4.1. Kaiser Mill Businesses.¹

BRISTOL INDUSTRIAL PARK, INC.

500 Wood Street

Bristol, RI 02809

American Custom Embroidery	Manufacturer of embroidered clothing
*Boggs, William	Artist
*Brian T. Construction	Outside Storage
*Butter & Toast	Storage
Clarke Signs	Manufacturer of carved, wooden signs
Coastal Products	Wooden boat repair
*Corrugated Pallets	Manufacturer of corrugated pallets
*Country Heirlooms	Manufacturer of country furniture
*Custom Fiberglass Fabrications	Boat and fiberglass repair
*DiBella, Terry	Manufacturer of stain glass
East Bay General Contractors	Storage of building equipment
East Bay Rubber	Manufacturer of rubber products
Full Channel TV	Storage
Going, Geoffrey	Furniture repair and artist
Karew	Manufacturer of vanity trays
*Land Tech	Storage of lawn equipment
*Linacre, Peter	Furniture repair
Luther's Welding	Manufacture and repair of tanks
M & L Traps	Manufacture of lobster pots
*Mechanical Contractors	Storage of plumbing supplies
*New Homar Company	Storage of boat molds
Ocean Bird	Repair and manufacture of boats
*Primeco	Painter
*Resolute Racing Shells	Storage of racing shells
*Russell, T. J.	Janitorial supplies distributor
*St. Angelo Hardwoods	Lumber distributor
I. Shalom	Fashion apparel distributor
*Shartle, Len	Sculptor
*Steel Maintenance	Painter of water tanks
Sweeney/ J J Webb	Mayflower movers
*Todd Construction	Storage of construction equipment
U. S. General	Manufacturer of automotive glue
*Yorks, Jeffrey	Cabinet maker
ZRL	Manufacturer of computer software

*New to BIP since 1991

¹ Tenant List Revised 3/15/98

Source: Paula Satmary, Manager, Bristol Industrial Park

Mosaico Neighborhood Businesses

The neighborhood surrounding the former Kaiser Mill complex contains a diverse mix of businesses capable of satisfying most of the needs of local residents. Table 4.2 contains a reasonably complete list of those establishments. Among them are several grocery stores and bakeries, two fish markets, two hardware stores, a credit union, florist, and a pharmacy. A variety of services are also available such as auto, boat, and shoe repair, hair cutting and styling, and saw blade sharpening.

Businesses are often located in groups or “clusters”. These may consist of businesses which sell the same types of items or items which complement those sold by other businesses in the cluster. A cluster may also target a particular segment of the market. The identification and analysis of these patterns will enable a better understanding of the factors influencing business survival, guiding decision-makers in their economic development efforts. (Joncas 1995, 6).

Most of the Mosaico neighborhood businesses are located in a Limited Business (LB) zone along Wood, State, and Bradford streets within a comfortable walking distance from the homes of most neighborhood residents. Although this entire area is identified as a business cluster (Town of Bristol 1990, 78), most of the commercial activity is concentrated around Wood Street, between the entrance to the Kaiser Mill complex and State Street. The neighborhood-wide parking problem is attenuated in this area by a privately-owned parking lot which is shared among several of the businesses.

The businesses in this cluster serve overlapping markets. Workers from the Kaiser Mill complex can walk across Wood Street to the credit union, get a haircut, or pick up office supplies and hardware items. There are at least six alternatives within this cluster

for lunch as well as several spots for an after-work drink. This business assortment is particularly well suited for the large, nearby senior population. There is a pharmacy, hairdresser, and specialty markets for meat and fish. In addition, there is a local pub and gift shops catering to a younger market. This cluster also benefits from its close proximity to the Town Common.

There is another small cluster of businesses on Wood Street, north of Franklin. This consists of a first quality infant's clothing store, photographer, florist, hairdresser, and two barber shops. A market and bar, located at the intersection of Wood and Franklin streets, are also part of this group. Unfortunately, this cluster benefits little from the higher volume of people who shop in the vicinity of the Wood/State street intersection, being isolated by an approximately 1,000 foot uninteresting walk. Another factor discouraging shoppers from this cluster is insufficient parking; there are only a small number of on-street parking spaces available. Consequently, these businesses end up being independent destinations rather than part of a more complete shopping experience. There have been recent changes which may indicate the difficulty of doing business in this cluster: Mary's Dress Shop was replaced by a photographic studio and Dave's Variety was replaced by a first-quality infant clothing store.

Table 4.2. Kaiser/Mosaico Neighborhood Businesses.

HIGH STREET		
Business Name	St. No.	Business Type
CURLS, CUTS & MORE Wednesday-Saturday 9am-Closing varies according to customers	276 High St.	Hairdresser
JC AUTOMOTIVE Monday-Friday 8:30am-5pm	319 High St.	Automotive Repair
LIMA FUNERAL HOME	367 High St.	Funeral Parlor
BRISTOL PICTURE FRAME Tuesday-Saturday 10am-5pm	379 High St.	Picture Frames
CHURCH BROTHERS	385 High St.	Painting/Paper Hanging
THE BRISTOL FISH MARKET Monday 7am-5pm Tuesday, Wednesday 7am-6pm Thursday 7am-7pm Friday 7am-9pm Saturday 7am-5pm Sunday 7am-12pm	413 High St.	Fish Market
WOOD STREET		
Business Name	St. No.	Business Type
MAKIN' WAVES Monday-Friday 9am-7pm Saturday 9am-4pm	346 Wood St.	Hairdresser
VACANT	346 Wood St.	New/Used Items
THERESA M. CAPUANO	356 Wood St.	Consulting Engineer
VAN'S SPA Monday-Thursday 6am-2pm Friday 6am-6pm Saturday 6am-11am	359 Wood St.	Restaurant
MELLO'S SHOE SERVICE Tuesday-Friday 9am-5pm Saturday 9am-12pm	359 Wood St.	Shoe Repair
WOOD STREET BAKERY Monday-/Thursday 8am-9pm Friday, Saturday 8am-11pm Sunday 8am-9pm	366 Wood St.	Bakery, Pizzeria
GOGLIA'S MARKET Monday-Friday 9am-6pm Saturday 8am-5pm	374 Wood St.	Variety Store
HOPE HARDWARE Monday, Tuesday, Thursday, Friday 7:30am-5:30pm Wednesday 7:30-1pm Saturday 8am-3pm	391 Wood St.	Hardware Store

Table 4.2(Cont.). Kaiser/Mosaico Neighborhood Businesses.

WOOD STREET		
Business Name	St. No.	Business Type
BRISTOL SPORTS CLUB Everyday 7am-12am	417 Wood St.	Bar
THE COMMON PUB	421 Wood St.	Bar
THE SPECKLED BIRD Tuesday-Saturday 10:30am-5:30pm	429 Wood St.	Gift Shop
COVENTRY CREDIT UNION Monday-Thursday 9am-4pm Friday 9am-6pm	435 Wood St.	Credit Union
NICK'S FISH MARKET Tuesday-Thursday 7am-5:30pm Friday 7am-7pm Saturday 8am-3pm	465 Wood St.	Fish Market
BRISTOL PRODUCTS Monday-Friday 8am-5pm	469 Wood St.	Office Equipment
UNION COMMERCIAL HARDWARE Monday-Saturday 8am-6pm	479 Wood St.	Hardware Store
DePALMA's BARBER SHOP	513 ½ Wood St.	Barber
THE AZORIAN BUTCHER SHOP Monday-Saturday 7:30am-6:30pm Sunday 7:30am-12pm	529 Wood St.	Variety Store
GOLDEN SHEARS BEAUTY SALON Monday, Wednesday-Saturday 9am-Closing varies according to customers	570 Wood St.	Hairdresser
DAVID'S BARBER SHOP Tuesday-Friday 3:30pm-6:30pm Saturday 8:30am-5pm	572 Wood St.	Barber
BETTE'S FINISHING TOUCHES Monday-Friday 10am-5pm Saturday 10am-4pm	576 Wood St.	Florist
BEL-ART STUDIO	578 Wood St.	Photo Studio
KATERINAS Monday-Thursday 10am-6pm Friday 10am-7pm Saturday 10am-6pm	580 Wood St.	Baby Clothing

Table 4.2(Cont.). Kaiser/Mosaico Neighborhood Businesses.

BRADFORD STREET		
Business Name	St. No.	Business Type
SAM'S PIZZA Everyday 10:30am-10pm	149 Bradford St.	Restaurant
PIMENTAL'S BAKERY Monday-Friday 6am-5pm	170 Bradford St. Saturday 6am-2pm	Bakery, Breads, Cake Sunday 6am-1pm
CAFÉ CENTRAL Everyday 11am-10pm bar 12am	173 Bradford St.	Restaurant
FRANKLIN STREET		
Business Name	St. No.	Business Type
BATISTA BAKERY Everyday 6am-8pm	75 Franklin St.	Bakery
CORNER GALLEY Everyday 12pm-1am	125 Franklin St.	Bar
THE CASUAL INN Everyday 11am-12am	170 Franklin St.	Restaurant
VINCENT'S Currently Closed For Renovations	195 Franklin St.	Restaurant/Bar
STATE STREET		
Business Name	St. No.	Business Type
CAMPAGNA'S PHARMACY Monday-Friday 8am-8pm	173 State St. Saturday 8am-5pm	Pharmacy Sundays and Holidays 8am-12pm
OLIVEIRA'S MARKET Monday-Thursday 8am-6pm	219 State St. Friday 8am-7pm	Variety Store Saturday 8am-12pm
KINSMAN TAVERN Everyday 12pm-1am	241 State St.	Bar
WATKINSON AUTOMOTIVE Monday-Friday 8am-5pm	255 State St. Saturday 8am-12pm	Auto Repair
BAYVIEW AVENUE		
Business Name	St. No.	Business Type
MET PLASTERING	93 Bay View Ave.	Plastering, Drywall

Table 4.2(Cont.). Kaiser/Mosaico Neighborhood Businesses.

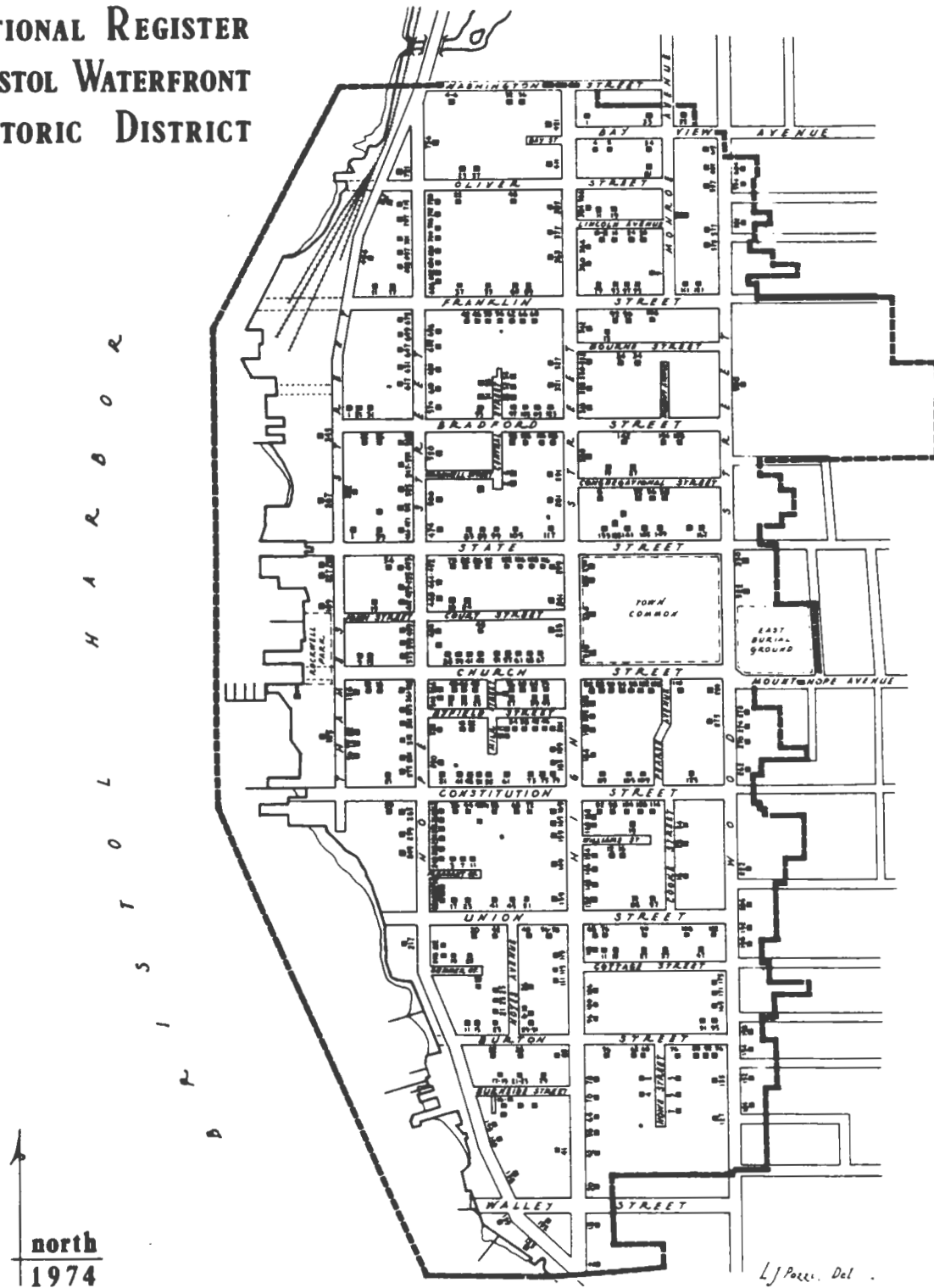
ROMA STREET		
Business Name	St. No.	Business Type
E J J AUTO	41 Roma St.	Auto Repair
J&J SHARPENING AND MARINE Monday-Friday 9am-5pm Saturday 9am-3pm	50 Roma St.	Sharpening/Boat Repair
LINCOLN AVENUE		
Business Name	St. No.	Business Type
COASTAL PRODUCTS	14 Lincoln Ave.	Boat Building/Repair
CONGREGATIONAL STREET		
Business Name	St. No.	Business Type
KITCHEN SYSTEMS INSULATION	25 Congregational St.	Kitchen Cabinets
MAGNOLIA STREET		
Business Name	St. No.	Business Type
ELMCO TOOL COMPANY	50 Magnolia St.	Tool Manufacturing
AUTOMATION DESIGNS	60 Magnolia St.	Machine Tool Accessories

Historical Characteristics

Many of the Mosaico neighborhood businesses are situated within the bounds of the National Register Bristol Waterfront Historic District (NRBWH). These include all of the businesses on both sides of Wood Street as well as all others west of that point. Figure 4.1 clearly delineates the extent of the Historic District. With the exception of painting and routine maintenance, any projects involving work on building exteriors

FIGURE 4.1

NATIONAL REGISTER
BRISTOL WATERFRONT
HISTORIC DISTRICT



Source: Rhode Island Historical
Preservation Commission

financed with public money in this district are subject to a review process conducted by the Rhode Island Historical Preservation Commission. It is important to distinguish between the NRBWHD and the local Historic District. All exterior renovations in the local Historic District, whether using public or private funds, are subject to local review. Only a fraction of the local Historic District lies within the Mosaico boundaries; this consists of approximately a block of properties along High Street.

A property does not achieve listing on the National Register of Historic Places by virtue of its existence in the NRBWHD; it must be classified as contributing to the historic significance of the district. Surprisingly, very few of the Mosaico businesses are located in properties appearing on the National Register. Church Brothers, a painting and paper hanging concern, uses 385 High Street as its business address. This is a small gable-roof Greek Revival cottage listed in the National Register as the Samuel Bradford-Nathaniel Church House (c.1830). Another business property, at 500 Wood Street, is listed in the National Register as part of the St. Elizabeth Church Complex. It is presently occupied by the Golden Shears Beauty Salon. Although the property does not appear on the National Register, the Bristol Sports Club building formerly served as a school for Black children.

The most historically significant business in the Mosaico neighborhood is the former Kaiser Mill complex at 500 Wood Street. Constructed in 1864 by Augustus O. Bourn, it served as home to the National Rubber Company, which manufactured rubber tent blankets for the Union Army. Following economic problems in 1887, Samuel P. Colt engineered a company reorganization and merger which resulted in the formation of the U.S. Rubber Company in 1892. This company eventually grew to employ 1500 workers and produced 24,000 pairs of rubber shoes and boots per day. Although the company

stopped manufacturing rubber footwear 1931, the plant continued to produce wire and cable, employing as many as 6,000 persons during World War II. Kaiser Aluminum and Chemical Corporation purchased the site in 1957 where it manufactured aluminum cable. In 1977, the company moved to more modern facilities in Portsmouth, R.I. as the old, multi-floored factory could not accommodate the increased weight of new machinery. Roger Williams College acquired the site at no cost but sold the property after being unsuccessful in obtaining zoning approval for its proposed community educational/residential/industrial development. This once unified facility has since been divided for a mixture of residential and industrial uses.

Vacant Commercial Property

There is currently one commercial vacancy in the business district. It is located at 346 Wood Street, directly across from Campagna's Pharmacy. Although the building at 582 Wood St. is presently in residential use, its facade shows evidence of prior commercial use; this property might be converted to such use in the future. However, in most instances where a business has left, another has readily come to occupy the premises; Bel-Art Studio has succeeded Mary's Dress Shop at 578 Wood St. and Katerina's, a first quality store for baby clothes, has replaced Dave's Variety at 580 Wood St. The mean and median length of time in business reported by merchants in the survey was 27.8 years and 26 years, respectively. These examples suggest that a potentially profitable business environment exists in the neighborhood. Vincent's, a restaurant located at 195 Franklin Street, is currently being remodeled and is scheduled to reopen in the near future.

Assortment of Goods/Services

As previously discussed in the business inventory section, there seems to be a good selection of products and services available for purchase in the Kaiser/Mosaico neighborhood. There is support for this conclusion found among the survey data collected. When business owners were asked what additional goods and services are needed to service the neighborhood residents, 14 (58%) of the 24 respondents either failed to offer suggestions or stated that nothing additional is needed. The Kaiser Mill Eldercare survey provided further substantiation. Of the 74 residents responding, 65% (48) offered no suggestions for additional products and 45% (33) made no requests for additional services.

Nevertheless, there were some suggestions for additional products and services made by 10 business owners. Three respondents expressed a desire for a clothing and shoe store. There were two suggestions for additional parking as well as singular requests for a discount department store, a convenience store, a “Five and Dime” store, fax/copying services and additional pay phones.

Respondents to the Eldercare survey provided additional insight regarding the assortment of goods and services. The most common request (24) was for a dry cleaning service. A clothing and shoe store was suggested by 20 respondents. A number of requests were expressed for a greeting card/gift shop (9) and a market for fruits and vegetables (4).

Respondents to the residents survey noted the lack of clothing stores. A total of 37 residents said they usually purchase their clothing outside the Mosaico neighborhood.

Twenty (20) respondents said they would like to have clothing available for purchase in the neighborhood.

4.3 MARKET SEGMENT ANALYSIS

Ultimately, success in the marketplace is contingent upon realizing a sufficiently large amount of profitable sales. In order to maximize their sales, it is important for businesses to know their customers. They must recognize who their customers are in order to develop a successful merchandising program. Many businesses fail in attempting to be everything to everybody rather than dedicating their limited resources toward developing and maintaining a base of repeat customers. The process of market segmentation involves identifying important blocks of potential consumers with similar characteristics and spending patterns (Jackson and Nichols 1995, 7). Businesses can use the results of such an analysis in devising their own unique strategies to convert these potential consumers into customers.

There are four distinct consumer segments which the Mosaico neighborhood businesses should target: (1) neighborhood residents, (2) senior citizens, (3) college students, and (4) visitors to Downtown Bristol. The overarching purpose in updating the Neighborhood Plan is to improve the quality of life of its residents. In part, this means providing them with affordable shopping opportunities close to their homes. For the most part, Mosaico neighborhood residents purchase very little within the neighborhood. Mosaico merchants might consider experimenting with special discount programs for frequent shoppers in an effort to increase their share of the neighborhood market. In accordance with the original Neighborhood Plan, a part of the former Kaiser Mill complex has been converted to apartments for the elderly in two 49-unit phases (Eldercare I and

Eldercare II). They currently serve as home for 103 seniors (28 males, 75 females). These numbers are not reflected in the 1990 U.S. Census of Population and Housing estimates. Roger Williams College, less than 2 miles from the Mosaico neighborhood businesses on Wood St., is another nearby source of potential customers. According to college officials, total enrollment numbers roughly 4,300 full and part time students. Including residents on campus, approximately 1,500 of these students live within the Town of Bristol. Most of the commercial activity in town occurs along Hope Street. Commonly referred to as Downtown Bristol, it is a mere two blocks away from the Wood Street neighborhood business district and offers an alternative to mall shopping. Many people are attracted here by the numerous specialty shops in close proximity to the waterfront. Mosaico neighborhood merchants should benefit by tapping this steady stream of visitors searching for a unique shopping experience.

4.4 STRENGTHS/OPPORTUNITIES

The collection of businesses within the Kaiser/Mosaico neighborhood do not provide a complete shopping experience. There is virtually nothing offered in the areas of men's and women's clothing, shoes, toys, furniture, appliances, and consumer electronics. However, this does not detract from its significance as a consumer resource by virtue of its prominence in several other categories.

Market Niche

The Kaiser/Mosaico neighborhood business district occupies an important niche in the area of food and spirits. Under this heading, there are four distinct categories in which it excels: (1) baked goods, (2) markets, (3) restaurants, and (4) bars. (See Table 4.3).

Although there is a heavy emphasis on Portuguese fare, there is an overall wide selection of items to please a variety of tastes.

The Kaiser/Mosaico neighborhood possesses strength in other areas as well. For example, there are two hardware stores, two hairdressers, and three barbers on Wood St. Although the neighborhood is amply served by these types of businesses, it is unlikely that they can attract a significant number of consumers from beyond the Town of Bristol.

Market Niche Potential

Neighborhood Businesses

The best prospects for serving a broader market area belong to the food and spirit establishments. The quality, variety, and uniqueness of their offerings combine to provide an experience that is worth the trip. Properly focused, these businesses could easily improve sales by making their presence known to those visiting Downtown Hope Street.

Table 4.3. Kaiser/Mosaico Business Strengths

<u>BAKED GOODS</u>	<u>MARKETS</u>
Batista Bakery Pimental's Bakery Wood Street Baker	The Azorian Butcher Shop Bristol Fish Market Goglia's Market Nick's Fish Market Oliveira's Market
<u>BARS/TAVERNS</u>	<u>RESTAURANTS</u>
Bristol Sports Club The Common Pub The Corner Galley The Kinsman Tavern	Café Central The Casual Inn Sam's Pizza Van's Spa Vincent's

Kaiser Mill

The Town of Bristol has an adequate supply of commercially and industrially zoned land for the foreseeable future. It is vitally important to recognize the improved quality of life made possible by tax dollars derived from local business. However, the ample supply and weak demand for such property allows the Kaiser Mill, which is unsuitable for much modern day industry, and the surrounding neighborhood to be developed for other purposes.

4.5 WEAKNESSES/CONSTRAINTS

Parking

A major impediment to the economic revitalization of the Kaiser/Mosaico neighborhood is the insufficient number of parking spaces. As much of the neighborhood developed prior to the advent of the automobile, residences were constructed in dense patterns in order to minimize the distance necessary to walk to work. The current zoning requirement of one parking space per residential unit is inadequate to meet the modern day needs of multiple-car families. Businesses do not have enough parking to meet their own needs, let alone the needs of nearby residents. There would be no point in attempting to generate additional visitor traffic to the neighborhood without addressing the need for additional parking capacity.

Lack of coordination

At the present time, there is little coordination among the Kaiser/Mosaico businesses. Efforts to improve public amenities and promote local retail regionally stand little chance of success without the broad-based support of the business community. This

can be problematic for the small, owner-operated businessperson, whose time is almost totally consumed by more immediate concerns. Some form of organized effort is needed to overcome these obstacles impeding economic development.

Accessibility

While the Kaiser/Mosaico neighborhood businesses are not difficult to reach, they do not enjoy frontage on a major highway. Motorists passing through Bristol generally use either route 114 or route 136, depending on their needs. The Kaiser/Mosaico neighborhood, lying between these two thoroughfares, is usually left unnoticed by these travelers. There is little reason for people from Portsmouth and Middletown to traverse the Mount Hope Bridge to shop in Bristol as there is a great retail assortment along route 114. Shoppers coming from the north are often sidetracked to East Providence, Warren, or Seekonk.

Lack of Continuity

The section of Wood Street between State and St. Elizabeth streets is approximately 1,100 feet long. However, shopping continuity is often broken by segments of dead areas through which there is little incentive for pedestrians to pass. This situation is exacerbated by the need for street and sidewalk repairs in front of several businesses. Facilitating pedestrian movement across these areas is needed in order to create a shopping center atmosphere.

Chapter Five describes some alternative organizational structures commonly used in economic development. These include both private initiatives and public/private partnerships. The concepts of centralized retail management and business improvement

districts are discussed at length. Finally, the alternatives are assessed for their applicability to the Mosaico neighborhood.

CHAPTER FIVE

ALTERNATIVES

Economic revitalization cannot be completed overnight. The process requires an ongoing commitment to achieve and sustain desirable results. Further, it is rarely successful in the absence of a reliable organization. The following section discusses several types of organizational structures which may be appropriate for businesses in the Mosaico neighborhood.

5.1 PRIVATE ORGANIZATIONS

Collectives

Collectives are generally privately owned enterprises which employ traditional business practices in producing and/or distributing their goods and services. However, the collective's motivation for profit is superseded by their adopted social agenda. Collectives use their profits to support a wide variety of valued community activities such as women's shelters and food banks. Some collectives may go so far as to assimilate disadvantaged groups into their productive operations. (Ross and Usher 1986, 59).

Cooperatives

Cooperatives are similar to collectives in being composed of a broad-based membership which provides direction for the organization. However, an ambitious social program is not necessarily a part of their mission. There are several forms of cooperatives that may be applicable to the Mosaico neighborhood: marketing cooperatives, consumer cooperatives, and cooperative credit unions. A marketing cooperative sells the goods and services produced by its members. This type of organization may be useful for assimilating local farmers, home-based craftspersons, and other small-scale producers into

the informal economy. Local commercial establishments may also benefit from cooperative marketing ventures. A consumer cooperative purchases packages of goods and services in bulk and sells them to its members at reduced cost. This serves as an effective method by which small businesses can remain competitive. Cooperative credit unions provide a means for small businesses to acquire capital by lending the savings of its members to other members. (Ross and Usher 1986, 61).

5.2 PUBLIC/PRIVATE PARTNERSHIPS

Increasingly, government and private businesses enter into partnerships to stimulate economic development. The organizations developed through such partnership may take on a variety of forms, differing in terms of scope, duration, and funding sources. This section continues by presenting several of the more common forms of public/private partnerships.

Mixed Partnerships

Legally, municipalities are nonprofit corporations. As such, they may enter into partnerships with other nonprofit corporations and/or private for-profit businesses. This form of organization is called a mixed partnership. For-profit organizations can benefit from this type of arrangement by deducting certain partnership expenses from their other real estate profits. (Lyons and Hamlin 1991, 64).

Limited Partnerships

A limited partnership consists of a combination of general partners and special, or limited, partners. The limited partners generally only invest in a project and are limited in liability up to the level of this investment. The general partners direct the project

development. Sometimes, government and private businesses act as general partners in development projects, selling shares to limited partners. (Lyons and Hamlin 1991, 65).

Condominiums

A condominium is a real estate development project in which parties have exclusive ownership of individual units and joint ownership of common areas. Residential condominiums are one example of this ownership structure. However, a public/private partnership may develop a multiple-use condominium project in which the residential and commercial components are owned by private businesses and the parking facilities are owned by some governmental entity. (Lyons and Hamlin 1991, 66).

Economic Development Corporations

Economic Development Corporations (EDCs) are quasi-public entities. While they are created by government, members of the business community occupy most board seats. Their funding may come from government sources, the sale of stock and the issuance of bonds, or private contributions. EDCs are often useful in the rehabilitation of abandoned factories as well as the construction of new office and industrial parks. (Lyons and Hamlin 1991, 67).

Downtown Development Authorities

Downtown Development authorities are most commonly associated with the improvement of public infrastructure in declining urban areas. Created by government, their boards consist of a cross section of stakeholders from within their jurisdictional boundaries. In addition to having the powers of an EDC, they may also be empowered to tax and administer a Tax Increment Financing (TIF) program. (Lyons and Hamlin 1991, 68).

Nonprofit Corporations

Nonprofit corporations are designed to carry out functions deemed to be for the public good. While they are restricted from competing with for-profit enterprises, they may form for-profit subsidiaries which are subject to taxes. Examples of nonprofit corporations include governments, foundations, and Community Development Corporations (CDCs). With a 501(c)3 tax status, nonprofit corporations can accept tax-deductible donations which can be used to acquire funds from other sources. (Lyons and Hamlin 1991, 68).

Centralized Retail Management

Centralized Retail Management (CRM) is one approach that may be taken to revitalize an older shopping district such as found in the Mosaico neighborhood. CRM, arising as a response to the exodus of retailers from downtown locations throughout America in the 1950's, borrows heavily from the management practices found to be successful at suburban malls and regional shopping centers. Since 1985, the Federal government has legitimized CRM as a public/private initiative by providing funding through the Department of Housing and Urban Development and the Urban Mass Transportation Administration for technical assistance to selected cities desiring to acquire the requisite management structure. (Cload, Stabler, and DeVito 1990, 4).

The goal of CRM is to identify and attain common goals through collective action. In order to accomplish this, some form of ongoing organizational structure is necessary. This can be problematic in a business environment often consisting of fragmented property ownership and pre-existing tenants. The principles of CRM emphasize four key

components: (1) the market, (2) enlistment, (3) coordination, and (4) the total retail environment. (Cloar, Stabler, and DeVito 1990, 5).

The Market

In order to maximize benefits, CRM must be sensitive to the markets of local businesses. (Cloar, Stabler, and DeVito 1990, 5). A professional consultant is often employed by organizations practicing CRM to conduct a market analysis. Once obtained, economic and demographic data for the market area are then used in deciding product mix, common business hours, and advertising strategies. (Cloar, Stabler, and DeVito 1990, 58).

Enlistment

The enlistment of all interested parties is critical for the successful implementation of CRM. While property owners and tenants are the most important actors, other parties include municipal planning and economic development officials, traffic engineers, financial institutions, major employers, and hotel managers. It is essential to assemble these participants in order to determine common objectives and keep them involved in the revitalization process on a continuing basis. (Cloar, Stabler, and DeVito 1990, 5).

Coordination

The coordination of leasing and retail practices is the most difficult challenge confronting CRM. Solutions range from informal agreements among stakeholders to follow a plan designed to achieve common goals to more formal arrangements involving the pooling of all property in exchange for a proportionate share of a collectively managed enterprise. (Cloar, Stabler, and DeVito 1990, 5).

Environment

CRM is also concerned with enhancing the total retail environment. Factors influencing the quality of the shopping experience include parking, traffic patterns, retail frontage continuity, and the condition of the streetscape and building facades. The managing organization works to ensure that design changes are beneficial to the interests of all retailers. (Cload, Stabler, and DeVito 1990, 5).

Economic revitalization involves more than physical improvements to the commercial area. Reaching consensus and facilitating cooperation among stakeholders are requisites for successful economic development. Some form of organization possessing demonstrated skills and acceptable to all parties is needed to accomplish these tasks. CRM is consistent with this philosophy and may be effectively administered by an established nonprofit corporation.

CRM is commonly funded by means of a special assessment district. Such is the case in Oak Park, Illinois, where the nonprofit Downtown Oak Park is allotted a portion of the assessed funds collected by the city. In addition, Downtown Oak Park receives revenues from membership dues. (Cload, Stabler, and DeVito 1990, 12).

An organization administering CRM must have a staff familiar with retail operations. One part-time and three full-time employees staff Downtown Oak Park. This includes an executive director who formerly served as director of retail development for the downtown mall, a marketing director, an administrative assistant, and a maintenance person. (Cload, Stabler, and DeVito 1990, 13).

A delicate balance must be maintained on the governing board of a CRM organization. This can be difficult to achieve in situations where funding is derived from

special assessments, as property owners tend to hold more influence. As previously mentioned, Downtown Oak Park is a membership organization funded, in part, from special assessment district revenue. Not all property owners paying assessments belong to Downtown Oak Park. The nine member governing board consists of three owners, three merchants, one owner-merchant, the village manager, and the executive director. Thus, Downtown Oak Park achieves a satisfactory balance between owners and tenants. (Cloor, Stabler, and DeVito 1990, 13).

It is preferable that the governing body possess the authority to enforce policies that have been agreed upon. If possible, such agreements between property owners and the organization should be incorporated as restrictive covenants that run with the land. This will provide the stability necessary for effective management. (Cloor, Stabler, and DeVito 1990, 60).

Business Improvement Districts

Business Improvement Districts (BIDs) provide another vehicle for commercial district revitalization. BIDs are the generic term for areas which may be alternately referred to as special improvement districts, special assessment districts, business assistance districts, business improvement zones, or special services districts in various states (Houstoun 1997, 8). The BID concept represents a public/private partnership by cleverly combining public financing with private management.

In 1965, Alex Ling formed one of the first contemporary BID's in Ontario, Canada, responding to the threat posed by a large shopping mall. He requested that the government allow businesses to tax themselves, providing revenue for improvements

needed to successfully compete. By 1975, there were over 150 such assessment-based improvement districts throughout the province. (Houstoun 1997, 7).

The first BID in the United States was established in New Orleans subsequent to a citywide referendum in 1975. The enabling legislation required that funds generated be used for services and improvements not normally provided by the city. In addition, all services must be provided by existing city departments. While this provision does allow some cost savings by avoiding duplication, it has not since been commonly required. (Houstoun 1997, 23-4).

Although various state and local legal requirements influence the structure of BIDs, they commonly serve as a mechanism for financing and managing improvements to the local business environment. This is accomplished by means of an assessment which is levied and collected by a municipality on property located within a geographically defined area. These funds are then used exclusively in that area for the benefit of contributors.

BIDs must be established in accordance with the procedures set forth in state and local laws. Not all states have such enabling legislation; requirements vary in those that do. The adoption of a BID may require an affirmative vote; some states may require the approval of a certain number of property owners, or the approval of the ownership of a certain percent of assessed valuation. Other states may allow the creation of BIDs through governmental action based on a finding of need; in such cases, the public may be allowed to reject a BID by exercising a proviso for remonstrance. Some states mandate that BIDs be managed by non-profit corporations, while others insist on governmental control. Many BIDs are allowed to engage in any municipal activity allowed by law; others are precluded from issuing bonds. Some states afford their municipalities a degree

of latitude in selecting assessment formula options whereas others offer little leeway. In addition, BID budgets receive varying degrees of governmental scrutiny. Although most municipalities collect assessments along with property taxes, some BIDs are empowered to perform this function. States may differ with respect to BID boundary requirements. For example, New Jersey allows individual parcels to be assembled in a BID; however, Wisconsin requires that all parcels in a BID be contiguous. Some states allow properties to forego that portion of their BID assessment which funds improvements from which they derive no significant benefit. Clearly, the BID serves as a flexible tool for economic revitalization. (Houstoun 1997, 27-36).

Large BIDs tend to focus on improving and maintaining the public environment. Some of them may have capital budgets of as much as \$30 million and operating budgets of \$1 million or more. Small BIDs, with annual budgets of \$40,000 to \$250,000, are generally retail oriented. They may use these funds to organize promotions, special events, joint advertising campaigns, seasonal lighting displays, incentive financing, and business retention and attraction programs.

The primary advantage of the BID concept lies in being able to generate predictable revenues which are necessary to successfully implement planned improvements. Unlike an annual property assessment, revenue derived from governmental block grants and voluntary contributions cannot be relied upon to complete projects. Moreover, managers of many other types of business improvement organizations often must devote an inordinate amount of time to fundraising.

Depending upon the direction taken by management, owners of property located within a BID receive certain benefits. BIDs may provide supplemental government

services such as additional security personnel and public space improvements. They may also engage in snow removal and sidewalk cleaning, services that are not normally provided by government. The BID management may also serve as an advocate in matters affecting their collective interest. Some BIDs may undertake streetscape improvements. A BID may also participate in cooperative enterprises such as joint advertising and purchase of business services. A BID may also provide research and planning services as an aid in establishing goals and developing programs. (Houstoun 1997, 12).

BIDs also commonly engage in visioning, strategic planning, and the development of urban design guidelines. Implementing the results of such exercises often leads to their involvement in parking management and facade improvement. Increasingly, BIDs are becoming involved in such programs as aiding the homeless, job training, and youth services, as part of their comprehensive economic development plans. (Houstoun 1997, 14).

5.3 ALTERNATIVES ASSESSMENT

Economic revitalization requires organization. In this respect, the Mosaico neighborhood is deficient. Presently, the neighborhood merchants have no formal organization to represent them in the revitalization process. This is primarily due to the fact that there is little free time available for many of these business owner-operators to actively participate in merchant associations. This issue must be addressed.

At the present time, the State of Rhode Island is studying possible BID legislation and this may become a viable option at some point in the revitalization process. At the moment, the most promising means of addressing the lack of merchant organization seems to be some form of centralized retail management administered by the MCDC. The

MCDC could also be helpful in establishing a consumer co-op for certain basic staples required by low-moderate income residents.

The Mosaico neighborhood is fortunate to have some potent economic development partners available. First, the neighborhood lies within the Mount Hope Enterprise Zone, affording business owners the opportunity to receive tax benefits in exchange for meeting certain performance standards. (See Appendix E). Second, the MCDC is eligible to apply for special funding and possesses the legal and operational ability to engage in a variety of joint ventures. Third, there is a cooperative credit union which is an excellent source of short-term, small business loans. In addition, the Town of Bristol has been particularly successful in obtaining grants which have been instrumental in improving the economic climate. However, the challenges to revitalizing the neighborhood lie in achieving consensus among the residents and merchants, and in selecting and applying the most appropriate economic development tools. The MCDC appears capable of performing those functions.

Chapter Six presents a plan for future action. It suggests following the Main Street approach to business district revitalization and offers recommendations under the rubrics of design, organization, promotion, and economic restructuring. A brief conclusion follows.

CHAPTER SIX

FUTURE DIRECTION

6.1 THE MAIN STREET APPROACH

In 1977, the National Trust for Historic Preservation launched a three-year pilot program called the Main Street Project. Its purpose was to explore the reasons for the continuing decline of downtown shopping areas and devise an effective strategy for reversing the trend. A grant from Bird and Sons, a manufacturer of roofing materials, provided funding for a main street program manager to be placed in three communities: Galesburg, Illinois, Madison, Indiana, and Hot Springs, South Dakota. The program manager worked with merchants, property owners, and town officials to secure revitalization funding. Business soon improved in the downtown areas of all three communities; in all, 46 new businesses were established. For every \$1 spent on managing the program, the private sector invested \$11 on rehabilitation. Inspired by these results, the National Trust formed the National Main Street Center (NMSC). As of 1990, there were more than 600 communities in 31 states participating in the Main Street program. (Smith, Joncas, and Parrish 1996, 1,2).

Applied to small towns and cities with populations of over 50,000, the NMSC demonstration program has consistently revealed several factors as being important to downtown revitalization. Among them are a strong public/private partnership, a committed organization, a full-time program manager, quality design and promotional programs, and a coordinated, incremental approach (Smith, Joncas, and Parrish 1996, 1). These findings form the basis of the Main Street strategy.

The Main Street program takes a comprehensive approach toward economic revitalization by emphasizing four key elements: (1) design, (2) organization, (3) promotion, and (4) economic restructuring. Design is concerned with enhancing the physical appearance of the overall retail environment. Organization facilitates the achievement of consensus and cooperation among the local residents and merchants. Promotion is needed to market the distinctive offerings of an area to shoppers, visitors, and investors. Economic restructuring involves strengthening and diversifying the local economic base. (Smith, Joncas, and Parrish 1996, 3).

Neighborhood revitalization requires more than physical improvements. This seems to be the underlying theory driving the Mosaico Neighborhood Plan update, as it contrasts with the physical nature of the original plan by emphasizing economic development issues. A recurrent theme in the relevant literature is that a comprehensive approach be applied to economic revitalization as well. While it may not be possible for the Mosaico neighborhood to officially participate in the Main Street program, it would be worthwhile to use the Main Street approach as a model for revitalization.

Design

The image of a shopping district is affected by all of its associated visual elements. These include buildings, public improvements, signs, parking areas, and graphics. A well conceived and implemented design plan that is sensitive to these elements helps to implant a positive image in the minds of shoppers.

Neighborhood residents chose the name “Mosaico” for their CDC. For them, it most closely describes a whole community which is greater than the sum of its diverse parts. The business community seems to hold this sentiment as well. When asked for his

thoughts on a standard neighborhood sign design, a business owner stated that every business is different and he did not want his sign to look like the sign of other businesses. It is clear that future development must respect and build upon this diversity. Many of the Mosaico businesses are located on the ground floor of buildings which have residential uses on upper floors. Having these types of mixed uses contributes to a diverse environment.

The MCDC has been actively involved with enhancing public improvements along Wood Street, between Franklin Street and Shaws Lane. Accomplishments in this area include sidewalk repairs, the installation of street lamps, and the creation of a small park with benches. Currently, the MCDC is in the pre-bidding stage for additional sidewalk repairs and the continuation of street lamps from Shaws Lane to State Street which should consume most of their FY98 Community Development Block Grant (CDBG) streetscape improvement funds. With any residual funds, the MCDC intends to purchase sidewalk flower barrels which will be planted and maintained by local merchants.

Recommendations

1. Provide property owners with design assistance.

Much of the Mosaico neighborhood lies within the bounds of the National Register Bristol Waterfront Historic District. While this affords historic structures a measure of protection, only those renovations on structures in this area using Federal funds are subject to design review. One of the business owners suggested the establishment of a non-binding commission to review proposed neighborhood projects. A MCDC subcommittee of volunteers could be established for this purpose. The MCDC is fortunate to have staff and board members possessing considerable design expertise. This

specialized knowledge is currently being applied in the administration of the Storefront Improvements Grant Program. Currently, there are four applications under review; hopefully, other business owners will be similarly motivated upon seeing positive results. In addition, the MCDC accepts and reviews nominations for their annual preservation award. By making the MCDC design capabilities known and available to neighborhood residents and business owners, projects are more likely to receive the technical and critical review needed to ensure their quality and compatibility with existing neighborhood characteristics. This program could be implemented with little cost to the MCDC. The Rhode Island Historical Preservation Commission has small grants available for educational programs, feasibility studies, architectural/engineering consultations, and survey/research work. The Town of Bristol is a Certified Local Government under this program and is eligible to apply for such funding.

2. Continue streetscape improvements.

The streetscape enhancement program has produced noticeable, positive results; this should be continued. Residents responding to the surveys have expressed a desire for additional trees and benches along Wood Street. Business owners have requested that streetlights and other public improvements be extended north along Wood St. from the intersection of Franklin St. The overall business climate could be improved by strengthening the visual connection between the Wood Street business district and the Downtown/Waterfront area. Pedestrian movement between these two areas could be facilitated along Bradford Street with the addition of appropriate graphics and public improvements. The town should consider placing utilities underground whenever neighborhood streets are reconstructed. The Town may continue to apply for CDBG

funds to improve the streetscape. The application process is highly competitive; however, the town can strengthen its application by illustrating a nexus between the proposed streetscape improvements and ongoing neighborhood revitalization programs (e.g., storefront improvements).

3. Conduct a comprehensive parking analysis.

Although not a perceived problem for some business owners, parking is an important design element which should be addressed. In the neighborhood business survey, 14 (58%) of 24 business owners indicated they had insufficient parking. One business owner suggested that this might be remedied by the reinstallation of parking meters. The Town should request that a parking analysis of the Mosaico neighborhood be included on the State Transportation Improvement Program (TIP). The State may be approved for Intermodal Surface Transportation and Efficiency Act (ISTEA) funding to conduct such a study. Alternatively, the CDBG funds could be used for this purpose. The town should consider making Wood Street one-way going north from State Street to Bay View Avenue. This would allow for angle parking on the western side of Wood Street and also make crossing the street safer for pedestrians.

Organization

Neighborhood revitalization is a long-term process facilitated by organized effort. Organizations are necessary for a community to build consensus and collaborative partnerships, develop and implement plans, and to secure funds. The following recommendations address the existing need for additional organizational resources.

Recommendations

1. Organize merchants

At the present time, the Mosaico business community does not have a means of collectively participating in the neighborhood revitalization process. A majority of respondents to the neighborhood business owner survey expressed interest in joining a merchants organization, if technical assistance was available. Many of those who were undecided or had no interest in actively participating in such an organization cited a lack of time as their chief reason.

The MCDC should recruit a merchant coordinator to develop the consensus and cooperation among business owners needed to revitalize the Mosaico neighborhood. Some of the duties of this position would include advertising, organizing special events, providing development assistance and guidance to local businesses, facilitating the application process for various government permits, and acting as a liaison between the business community and Town officials. This position has been funded in other communities, in part, by grants from the Rhode Island Foundation. The State of Rhode Island is hoping to soon receive a grant from the Rhode Island Foundation for the purpose of implementing the Main Street program on a statewide basis. If this comes to fruition, it will offer the town of Bristol another means of acquiring the services of a merchant coordinator for the Mosaico neighborhood. Alternatively, CDBG funds could be used for this purpose.

2. Establish formal partnership with Roger Williams University

Increasingly, colleges and universities are becoming revitalization partners with local communities; Clark University in Worcester, Massachusetts and Ohio State

University are two examples. Roger Williams University could adopt the MCDC neighborhood and provide ongoing assistance in matters of design. The University may also be eligible to receive grants for the establishment of a Small Business Development Center (SBDC). A SBDC is a convenient place for businesses to obtain help with government regulations or knowledge concerning the various types of incentive and assistance programs available (Lyons and Hamlin 1991, 127). In addition to benefiting the Town of Bristol, the University will reap enhanced stature in the community while it provides practical experience for its students.

Promotion

One local merchant commented in the survey that “the neighborhood has a good selection of businesses, but that people must come to know that we are here.” One of the duties of the Mosaico merchant coordinator will be to market the positive attributes of the neighborhood on a regional basis. The following recommendations will increase public awareness and should be considered when developing a promotional strategy.

Recommendations

I. Attract Visitors

The neighborhood survey results suggest that the Mosaico neighborhood experiences a significant amount of “sales leakage”. This expression refers to purchases made by residents outside the neighborhood. One way to neutralize the effects of this phenomenon is by bringing outside money into the neighborhood. The Mosaico merchant coordinator can accomplish this by developing and implementing strategies designed to attract visitors. The neighborhood has considerable potential for heritage tourism. The

Mosaico CDC should be an active member of the Chamber of Commerce and area tourism councils.

2. Produce a neighborhood brochure.

The MCDC should produce a brochure extolling the virtues of living, working, and shopping in the Mosaico neighborhood. The brochure would serve as an informational resource to visitors by having a neighborhood map showing the location of businesses and their hours of operation. It should include numerous photographs of area attractions and be professionally printed and bound. The brochure would be available at the visitor's center on Thames Street.

3. Sponsor special events

The MCDC should continue to sponsor special events such as the upcoming "A Taste of Bristol Spring Festival." Many of the Mosaico neighborhood businesses benefit from being close to the Bristol Town Common, which can serve as an appropriate venue for a variety of public events. Such activities might include ethnic and religious festivals, art exhibitions and antique shows. The Common also provides an excellent staging area for road races. How about the Mosaico Mile?

4. Adopt a logo

The Mosaico neighborhood needs a catchy logo to be used in all graphics. This is an important device for conveying an image to the public. The MCDC could advertise for proposals and award a prize to the designer of the logo chosen by the board. Proceeds from the sale of T-shirts and hats could defray the cost of this contest.

Economic Restructuring

Economic restructuring aims to identify and exploit emerging opportunities as it solidifies the existing economic base. Pursuing these goals means working hard to encourage existing businesses to remain and hopefully, expand their operations. It also involves attracting new businesses to the area which may either complement an existing niche or serve an entirely different market.

In today's globally competitive marketplace, economic restructuring can be a complex process, employing a variety of skills as well as consuming significant amounts of time and capital. It requires an understanding of economic development strategies, the capacity to analyze the local market and constantly monitor it for change, and the ability to procure and allocate funds. The capability to effectively deal with such a broad scope of responsibilities is rarely found within a single organization at the local level.

Recommendations

1. Establish a public market

In 1693, the Town of Bristol had a regular market day for the sale of farm products (Rhode Island Historical Preservation Commission 1990, 8). The MCDC should bring this back by establishing an open-air public market at the Town Common. This would benefit neighborhood residents by affording them a low-cost opportunity to distribute their goods and services at retail. Neighborhood merchants will also benefit from the additional shoppers attracted to the area by the market.

Operating a public market will be a learning experience for everyone; for this reason, it should initially be small and allowed to grow in response to demand. Proceeds from this venture could be used to fund the merchant coordinator position, thereby

attenuating any residual neighborhood merchant resistance. Funding may be obtained through the Farmer's Market Nutrition Program, part of the USDA's Women, Infant, and Children Supplemental Nutrition Program (WIC) (Spitzer and Baum 1995, 18). Alternately, by virtue of its providing employment opportunities, a public market may qualify for CDBG funding.

2. Continue the redevelopment of neighborhood industrial property.

The Town of Bristol should continue to facilitate the ongoing transformation of the Kaiser Mill complex. In addition, the Town should seek partners interested in redeveloping the former Fulflex plant. These properties are likely to play key roles in creating local employment opportunities, as there is little room for commercial/industrial expansion elsewhere in the Mosaico neighborhood. The Bristol Redevelopment Authority (BRA) provides a ready means of planning economic development as well as arranging the sometimes complex financial transactions often necessary in public/private ventures. The BRA has the power to raise funds through the issuance of stocks and bonds and invest them in businesses. This type of organization could conceivably be used to acquire additional portions of the Kaiser Mill property fronting on Wood Street for redevelopment. The BRA might also purchase a building and establish a business incubator.

6.2 CONCLUSION

This concludes the recommended plan of action for the economic revitalization of the Mosaico neighborhood. Developed after a thorough analysis of existing conditions and sensitive to the opinions gathered in surveys of local residents and business owners,

the plan is designed to enhance the economic viability of the Mosaico neighborhood businesses and their ability to satisfy the needs of neighborhood residents.

Unfortunately, most Mosaico residents purchase the bulk of their weekly items in discount stores outside the neighborhood. Nevertheless, residents also enjoy having shopping opportunities closer to home. In order to survive and serve neighborhood residents, Mosaico merchants must bring in money from outlying areas. This might best be accomplished by promoting the neighborhood's strengths in eating and drinking establishments and specialty food markets.

The recommendations offered in this document are consistent with the town comprehensive plan and are realistically attainable. Some recommendations may be implemented with little additional budgetary demand by utilizing local volunteers or town administrative staff. More intensive projects may require the procurement of funds for private contractors. Following the Main Street model, the plan addresses issues relative to design, organization, promotion, and economic restructuring. Hopefully, the Town Council, Planning Board, and the Mosaico CDC will find the recommendations contained therein useful in updating the neighborhood plan.

REFERENCES

- Berk, Emanuel. 1976. *Downtown Improvement Manual*. Chicago, IL: Planners Press.
- Blakely, Edward J. 1994. *Planning Local Economic Development: Theory and Practice*. Newbury Park, California: Sage Publications.
- Castells, Manuel. 1996 "The informational mode of development and the restructuring of capitalism." In *Readings in Urban Theory*, ed. Susan Fainstein and Scott Campbell Cambridge: Blackwell.
- Cloar, James A., Elizabeth Stabler, and Anthony P. DeVito. 1990. *Centralized Retail Management: New Strategies for Downtown*. Washington, D.C.: ULI-the Urban Land Institute.
- Fowler, Floyd J., Jr. 1993. *Survey Research Methods*, 2nd ed. Applied Social Research Methods Series, vol. 1. Newbury Park: Sage.
- (Habitat) United Nations Centre for Human Settlements. 1996. *An Urbanizing World: Global Report on Human Settlements*. Oxford: Oxford University Press.
- Houstoun, Lawrence O., Jr. 1997. *BIDs: Business Improvement Districts*. Washington, D.C.: ULI-the Urban Land Institute.
- Jackson, Elizabeth, and MacDuffie Nichols. 1995. *Marketing an Image for Main Street: How to Develop a Compelling Message and Identity for Downtown*. Washington, D.C.: National Main Street Center, National Trust for Historic Preservation.
- Joncas, Kate. 1995. *Step-by-Step Market Analysis: A Workbook for Downtown Business Development*. Washington, D.C.: National Main Street Center, National Trust for Historic Preservation.
- Lyons, Thomas S., and Roger E. Hamlin. 1991. *Creating an Economic Development Action Plan: A Guide For Development Professionals*. Westport, Ct.: Praeger Publishers.
- Morgan, David R., and Robert E. England. 1996. *Managing Urban America*, 4th edition. Chatham, N.J.: Chatham House.
- Knox, Paul L. 1994. *Urbanization: An introduction to urban geography*. Englewood Cliffs: Prentice Hall.
- National Council for Urban Economic Development. 1994. *Neighborhood Economic Revitalization: Problems and Solutions*. Washington, D.C.

- Neuman, W. Lawrence. 1997. *Social Research Methods: Qualitative and Quantitative Approaches*, 3rd ed. Boston: Allyn and Bacon.
- Rhode Island Economic Development Corporation. 1996. *Rhode Island Tourism Facts*.
- _____. 1997. *The Rhode Island Economy*. March 1997.
- _____. 1998. "Town of Bristol Community Monograph".
<<http://www.riedc.com/mcads/Bristol.html>> 1 March, 1998.
- Rhode Island Historical Preservation Commission. 1990. *Historic and Architectural Resources of Bristol, Rhode Island*.
- Ross, David P., and Peter J. Usher. 1986. *From the Roots Up: Economic Development as if Community Mattered*. Croton-on-Hudson, New York: The Bootstrap Press.
- Sassen, Saskia. 1996 "Place and Production in the Global Economy." In *The City Reader*, ed. Richard T. LeGates and Frederic Stout New York: Routledge.
- Smith, Kennedy, Kate Joncas and Bill Parrish. 1996. *Revitalizing Downtown: The Professional's Guide to the Main Street Approach*. Washington, D.C.: National Main Street Center, National Trust for Historic Preservation.
- Spitzer, Theodore Morrow, and Hilary Braun. 1995. *Public Markets and Community Revitalization*. Washington, D.C.: ULI-the Urban Land Institute and Project for Public Spaces, Inc.
- The Newport Collaborative, Inc. November 1991. *Kaiser Mill Complex and Neighborhood Revitalization Plan*. Prepared for the Town of Bristol.
- Town of Bristol. 1990. *The Bristol 1990 Comprehensive Plan*. Bristol, RI: Bristol Planning Department.
- _____. 1996. *The Town of Bristol Zoning Ordinance* Bristol, RI.
- Tyrrell, Timothy J. 1995. *Rhode Island Travel and Tourism Research Report*. University of Rhode Island, Department of Resource Economics, Office of Travel, Tourism, and Recreation. Volume 12, Number 3. 30 August 1995.

APPENDICES

APPENDIX A

Dear Business Owner,

Hello. My name is Jim Lamphere. I am a graduate student in the Department of Community Planning and Area Development at the University of Rhode Island and am privileged to serve as a consultant to the Town of Bristol on the Kaiser Mill Complex and Neighborhood Revitalization Plan (Neighborhood Plan) update. As part of my duties, the town has asked me to do a survey of the neighborhood businesses.

The original Neighborhood Plan was developed in 1991-92 through the joined efforts of neighborhood residents, town staff, and private consultants. Since the original Neighborhood Plan is 7 years old, the Town of Bristol and the Mosaico Community Development Corporation (CDC) would like to update it, broadening its scope beyond mere physical considerations to include economic development and social service/job training issues. The information gathered in this survey will contribute much to the success of this project.

The economic development portion of the Neighborhood Plan update will address several issues. Among them are:

- Assessment of the Neighborhood Business District (NBD)
- Determining the NBD niche
- Evaluation of the NBD as a niche for consumers beyond the neighborhood
- Assessing merchant support for formal organization
- Attracting shoppers with special events/Assessing merchant support for sponsorship
- Identify funding sources to achieve any developed goals

Business owners will benefit from participating in this survey by having their needs identified and addressed in the Neighborhood Plan update. Please take a few moments to respond. Your cooperation is entirely voluntary. While every effort was made to construct general questions, feel free to skip any that you do not wish to answer. Also, please add any comments you wish to make, either to identify problems or needs, or to suggest solutions.

APPENDIX A

KAISER MILL BUSINESS SURVEY

1. Name of Business _____
2. Type of Business __Manufacturing __Service
3. Principal Items Produced/Services Rendered _____
4. Approximate Interior Square Footage _____
5. How long has your business been located at the Kaiser Mill facility? _____
6. Would you be interested in improving sales by working with neighborhood businesses?
 __Yes __No
7. Would you be interested in attracting shoppers from outside the area to the
 Kaiser/Mosaico neighborhood by retailing your products in an outlet?
 __Yes __No
8. If Yes to question 7, where would you prefer this outlet to be located?
 __At the Kaiser Mill facility
 __Outside the Kaiser Mill facility in the surrounding neighborhood
 __Other Where? _____
9. Would you be interested in co-sponsoring special events with neighborhood
 businesses?
 __Yes __No
10. What issues should be addressed in order to improve your business?

11. Other Suggestions

APPENDIX A

KAISER MILL BUSINESS SURVEY

1. Name of Business _____

2. Type of Business 6 Manufacturing 3 Service

3. Principal Items Produced/Services Rendered Varies

4. Approximate Interior Square Footage High 100,000 Low 385 Median 1,750

5. How long has your business been located at the Kaiser Mill facility?

High 12 years Low 2 years Mean 6.4 years Median 6.5 years

6. Would you be interested in improving sales by working with neighborhood businesses?

4 Yes 4 No

7. Would you be interested in attracting shoppers from outside the area to the Kaiser/Mosaico neighborhood by retailing your products in an outlet?

2 Yes 6 No

8. If Yes to question 7, where would you prefer this outlet to be located?

1 At the Kaiser Mill facility

2 Outside the Kaiser Mill facility in the surrounding neighborhood

Other Where? _____

9. Would you be interested in co-sponsoring special events with neighborhood businesses?

3 Yes 4 No 1 Question mark

10. What issues should be addressed in order to improve your business?

Traffic

Remove guard shack and opening up of access road

Accessibility to additional warehouse space. Space on a seasonal basis

11. Other Suggestions

There should be more park benches and Portuguese mosaic tile murals installed around the neighborhood, as was done in the park at Wood and Franklin Streets. Suggestion-use Portuguese crosses like the public square in Lisbon

Improved signage, tree planting in sidewalks and parking lots

Restore old store fronts

APPENDIX B

Dear Business Owner,

Hello. My name is Jim Lamphere. I am a graduate student in the Department of Community Planning and Area Development at the University of Rhode Island and am privileged to serve as a consultant to the Town of Bristol on the Kaiser Mill Complex and Neighborhood Revitalization Plan (Neighborhood Plan) update. As part of my duties, the town has asked me to do a survey of the neighborhood businesses.

The original Neighborhood Plan was developed in 1991-92 through the joined efforts of neighborhood residents, town staff, and private consultants. Since the original Neighborhood Plan is 7 years old, the Town of Bristol and the Mosaico Community Development Corporation (CDC) would like to update it, broadening its scope beyond mere physical considerations to include economic development and social service/job training issues. The information gathered in this survey will contribute much to the success of this project.

The economic development portion of the Neighborhood Plan update will address several issues. Among them are:

- Assessment of the Neighborhood Business District (NBD)
- Determining the NBD niche
- Evaluation of the NBD as a niche for consumers beyond the neighborhood
- Assessing merchant support for formal organization
- Attracting shoppers with special events/Assessing merchant support for sponsorship
- Identify funding sources to achieve any developed goals

Business owners will benefit from participating in this survey by having their needs identified and addressed in the Neighborhood Plan update. Please take a few moments to respond. Your cooperation is entirely voluntary. While every effort was made to construct general questions, feel free to skip any that you do not wish to answer. Also, please add any comments you wish to make, either to identify problems or needs, or to suggest solutions.

APPENDIX B

KAISER/MOSAICO NEIGHBORHOOD BUSINESS SURVEY

1. Name of Business _____
2. Type of Business ☐ Retail ☐ Service
3. Principal Goods/Services Offered _____
4. How long has your business been located in the Mosaico neighborhood? _____
5. Approximate Interior Square Footage _____
6. Do you have ample parking? ☐ Yes ☐ No
If No, how many spaces do you need? _____
7. Where do 85% of your customers live? _____
8. What percentage of your customers live in the Mosaico neighborhood? _____%
9. Would you like to attract more shoppers from outside the neighborhood? ☐ Yes ☐ No
10. Would you be interested in improving sales by working with Kaiser Mill businesses?
☐ Yes ☐ No
11. List any significant historic characteristics of your business and/or building

12. What makes your business unique?

13. What additional goods/services are needed to serve the Mosaico neighborhood residents? _____
14. If technical assistance is given to form a merchants association, would you be interested in joining? ☐ Yes ☐ No
15. Do you think special events would be successful in attracting shoppers? ☐ Yes ☐ No
If Yes, check any you would like or make a suggestion
☐ Festivals ☐ Shopping Days ☐ Public Market
Your suggestion _____
16. Would you consider co-sponsoring any of the events above? ☐ Yes ☐ No
17. What issues should be addressed in order to improve your business?

18. Other Suggestions _____

APPENDIX B

KAISER/MOSAICO NEIGHBORHOOD BUSINESS SURVEY

1. Name of Business _____
2. Type of Business 8 Retail 16 Service
3. Principal Goods/Services Offered Varies
4. How long has your business been located in the Mosaico neighborhood?
High 88 years Low 1 month Mean 27.65 years Median 25 years
5. Approximate Interior Square Footage
High 40,000 Low 325 Mean 3,681 Median 1,092
6. Do you have ample parking? 10 Yes 14 No
If No, how many spaces do you need?
High 100 Low 3 Mean 20.55 Median 5
7. Where do 85% of your customers live?
21 Bristol 1 Mosaico neighborhood 1 RI/Mass 1 New England
8. What percentage of your customers live in the Mosaico neighborhood?
High 85% Low 0% Mean 40.7% Median 40%
9. Would you like to attract more shoppers from outside the neighborhood?
21 Yes 1 No 1 N/A 1 Question Mark
10. Would you be interested in improving sales by working with Kaiser Mill businesses?
17 Yes 4 No 2 N/A 1 Undecided
11. List any significant historic characteristics of your business and/or building
356 Wood Street
One of the first Italianate residences in Bristol, former dress shop, barber shop, knife sharpening shop
Goglia's Market
100 years old, building was jacked up, original market is now the second floor
Bristol Sports Club
Former school, gas station
Sam's Pizza
Foundation for Bristol County Courthouse

APPENDIX B

12. What makes your business unique? (Number of responses in parentheses)

Service (3)
Service/Products
Service/Variety
Personal Service
Product
Strictly Portuguese Food
Home Style Cooking
Good Coffee, Italian Food
Quality Food, Cater to People
Relationships
Family Business, Wholesale/Retail
The owner
The neighborhood
Only shoe repair in 10-12 town area
Soccer Club
Atmosphere
Blade Meat
First Quality

13. What additional goods/services are needed to serve the Mosaico neighborhood residents? (Number of responses in parentheses)

(1) Fax/Copy Services
(1) Clothing
(2) Parking
(1) Clothing, Shoes
(1) Needles, Threads, 5 + 10
(1) Discount Department Store, Employment, Factory Jobs
(1) Convenience Store
(1) Men's Clothing, Shoes
(1) Pay Phones
Total of 10 responses to this question

14. If technical assistance is given to form a merchants association, would you be interested in joining? 13 Yes 6 No 5 Undecided

15. Do you think special events would be successful in attracting shoppers?
16 Yes 6 No 2 Undecided

If Yes, check any you would like or make a suggestion

14 Festivals 12 Shopping Days 12 Public Market

Your suggestion Combination Festival/Discount Shopping Days
No Flea Market

APPENDIX B

16. Would you consider co-sponsoring any of the events above?

10 Yes 6 No 8 Undecided

17. What issues should be addressed in order to improve your business?

(Number of responses in parentheses)

(4) parking

parking for customers

police parking situation

parking patrol

parking, 15 minute parking zone, college students

get parking meters back, police parking

parking lot, facade problem, sign approval

sidewalks, parking

police patrols at phone booth

Advertise neighborhood

driveway problem

fix storefronts

bring christmas lights down Wood St. another block

lower taxes, get buildings occupied on Buttonwood St.

draw in more people

18. Other Suggestions

parking meters

making improvements, but not doing anything to draw people in

walking police patrol, 6-12 slow traffic signs

bring street lights, christmas lights down Wood St.

planters

sidewalks could be better

non-binding commission to advise homeowners/business owners in

maintaining/improving their property

APPENDIX C

Dear Elder Care Resident:

This survey is part of the Kaiser Mill Complex and Neighborhood Revitalization Plan update being conducted by the Town of Bristol and the Mosaico Community Development Corporation. Your advise to this plan is needed by us to better serve your needs. Please take a few moments to carefully respond and return to Carmen Dutra by Tuesday, March 24,1998 at 1:00 p.m. in the attached envelope. She will help you fill this survey out, if you need assistance. We appreciate any help you can give us.

1. Sex: ☐ Male ☐ Female
2. What language did you first learn to speak?
☐ English ☐ Portuguese ☐ Other Which one? _____
3. Do you own an automobile? ☐ Yes ☐ No
4. Where do you purchase most of your weekly shopping items? _____
(examples: food, basic staples)
5. What products would you like to be able to purchase in the Wood St. area **that are currently not available**? Example: milk, bread, greeting cards, etc.
1. _____ 2. _____ 3. _____
6. What services would you like to be able to purchase in the Wood St. area **that are currently not available**? Examples: drycleaner, car repair etc.
1. _____ 2. _____ 3. _____
7. In an average week, how much does your household spend in stores and restaurants?
☐ More than \$100 ☐ \$50-\$100 ☐ Less than \$50
Percent of this amount spent near Wood St. _____
8. What neighborhood businesses do you regularly shop? _____

9. What do you like the best about living within the Wood Street Neighborhood area? _____

10. What do you like the least about living in the Wood Street Neighborhood area? _____

Thank-you for filling out this survey, please return to Carmen Dutra.

APPENDIX C

Dear Elder Care Resident:

This survey is part of the Kaiser Mill Complex and Neighborhood Revitalization Plan update being conducted by the Town of Bristol and the Mosaico Community Development Corporation. Your advise to this plan is needed by us to better serve your needs. Please take a few moments to carefully respond and return to Carmen Dutra by Tuesday, March 24,1998 at 1:00 p.m. in the attached envelope. She will help you fill this survey out, if you need assistance. We appreciate any help you can give us.

1. Sex: 18 Male 56 Female
2. What language did you first learn to speak?
44 English 23 Portuguese 3 Italian 2 German 1 Flemish
1 (Flemish, French, German, English)
3. Do you own an automobile? 37 Yes 37 No
4. Where do you purchase most of your weekly shopping items?
36 HiLo
34 Stop & Shop
3 The Azorian Butcher
1 Goglia's Market, The Azorian Butcher
5. What products would you like to be able to purchase in the Wood St. area **that are currently not available**? Example: milk, bread, greeting cards, etc.
(Number of responses in parentheses)

(8) Greeting Card, Stamps, Gift Shop
(5) Low-Priced Store
(3) Clothes
(3) 5 + 10
(2) Shoes
(2) Stop & Shop
(2) Fruit Store
(2) Vegetable Store
(1) Fat Free/Low Sodium Products
(1) Household Items
(1) Coffee
(1) Grocery
(1) Bank
(1) CVS
(48) No Response to this question

APPENDIX C

6. What services would you like to be able to purchase in the Wood St. area that are currently not available? Examples: drycleaner, car repair etc.
(Number of responses in parentheses)

(24) Dry Cleaner
 (10) Clothes
 (7) Car Repair
 (4) Shoe Store
 (3) Discount Store
 (2) Ice Cream
 (2) Prescriptions
 (2) Shopping Center
 (2) Beauty Shop
 (1) 5 +10
 (1) Gifts
 (1) CVS
 (1) Car Wash
 (1) Coffee
 (1) Undergarments
 (1) Tailor
 (33) No Response to this question

7. In an average week, how much does your household spend in stores and restaurants?

4 More than \$100 28 \$50-\$100 42 Less than \$50
 Percent of this amount spent near Wood St. 25%

8. What neighborhood businesses do you regularly shop?
 (Number of responses in parentheses)

(32) Campagna's Pharmacy
 (23) The Azorian Butcher
 (20) Goglia's Market
 (17) Nick's Fish Market
 (3) Pimental's Bakery
 (2) Batista Bakery
 (1) Union Commercial Hardware
 (1) Casual Inn
 (1) Wood Street Baker
 (1) Mello's Shoe Service
 (1) Dry Cleaners on State Street
 (24) No businesses regularly shopped

APPENDIX C

9. What do you like the best about living within the Wood Street Neighborhood area? (Number of responses in parentheses)

- (31) Convenient to Shopping
- (26) Church
- (11) Quiet, People, Companionship
- (7) My Apartment
- (6) Everything
- (2) Walking
- (1) The Azorian Market
- (1) Drugstore
- (1) Low Business Density
- (1) Streetlights and Park
- (1) Bus Line
- (1) Low Rent
- (4) No Response to this question

10. What do you like the least about living in the Wood Street Neighborhood area? (Number of responses in parentheses)

- (15) Bars
- (6) Little Noisy
- (3) Trash Disposal
- (3) Motorcycles, Traffic, Speeding Cars
- (3) Foul Language
- (2) Parking
- (2) Church
- (2) Broken Bottles
- (1) Franklin Street (No Sidewalks)
- (1) Roller Skating
- (1) No View
- (1) Wild Teens
- (1) Lonely Apartments
- (43) No Complaints

(1) **PLANT MORE TREES**

Thank-you for filling out this survey, please return to Carmen Dutra.

APPENDIX D

THE NEIGHBORHOOD SURVEY

16. In an average week,...

- A. How much money does your household spend in stores and restaurants in total?
- B. How much money does your household spend in stores and restaurants in the Mosaico neighborhood?

17. What products and services would you like to have available for purchase in the Mosaico neighborhood **that are currently not available**?

Please rank in order of importance-with #1 the **most important** and #3 the **least important**.

PRODUCTS

- 1. _____
- 1. _____
- 1. _____

SERVICES

- 1. _____
- 1. _____
- 1. _____

18. What products and services do you usually purchase **outside** of the Mosaico neighborhood?

PRODUCTS

- 1. _____
- 1. _____
- 1. _____

SERVICES

- 1. _____
- 1. _____
- 1. _____

APPENDIX D

NEIGHBORHOOD SURVEY

16. In an average week,...

- A. How much money does your household spend in stores and restaurants in total?

Number Spending More Than \$0	<u>86</u>
Total Dollars Spent	<u>\$8,845</u>
Average Amount Spent	<u>\$103</u>

- B. How much money does your household spend in stores and restaurants in the Mosaico neighborhood?

Number Spending More Than \$0	<u>55</u>
Total Dollars Spent	<u>\$2,310</u>
Average Amount Spent	<u>\$42</u>

17. What products and services would you like to have available for purchase in the Mosaico neighborhood **that are currently not available?**

Products		Services	
Category	No.	Category	No.
Clothes	20	Laundry Mat	5
Groceries	10	Doctor	3
Five and Dime	9	Parking	3
Natural Foods	5	Dry Cleaning	2
Sewing Goods	4	Teen Recreation	2
Discount Stores	3	Hair Salon	2
Furniture Consignment	2	Transportation	2
Craft Stores	2	Copy/Fax	2
Hardware	1	Day Care	2
		Video Store	2
Total Response Number	56	Total Response Number	21

Survey results compiled by Reena Epstein and Owen O'Neil

APPENDIX D

18. What products and services do you usually purchase outside of the Mosaico neighborhood?

Products		Services	
Category	No.	Category	No.
Groceries	41	Doctor	19
Clothes	37	Dry Cleaning	4
Gas	3	Video Rentals	3
Pharmacy	2	Hair Salon	2
Bulk Items (Sams)	1	Car Repair	2
Most Everything	8	Most Everything	8
Total Response Number	63	Total Response Number	39

Survey results compiled by Reena Epstein and Owen O'Neil

APPENDIX E

TAX BENEFITS

Rhode Island Enterprise Zone Program

Tax incentives for Enterprise Zone Member Businesses

Business Tax Credit: In order to be eligible for the state business tax credit, an Enterprise Zone Member Business must create a minimum of 5% new or additional jobs per year and increase total wages paid to employees over previous year's wages. The tax credit is equal to 50% of the wages paid to these new or additional employees with a maximum credit per employee of \$10,000.

Resident Business Owner Credit: An Enterprise Zone Member Business owner who lives in the same Enterprise Zone as his/her business, is eligible for the Resident Business Owner Tax Credit. This tax credit is a three year modification of \$50,000 from federal adjusted gross income when computing state tax liability. During years four and five, the Resident Business Owner Credit is \$25,000.

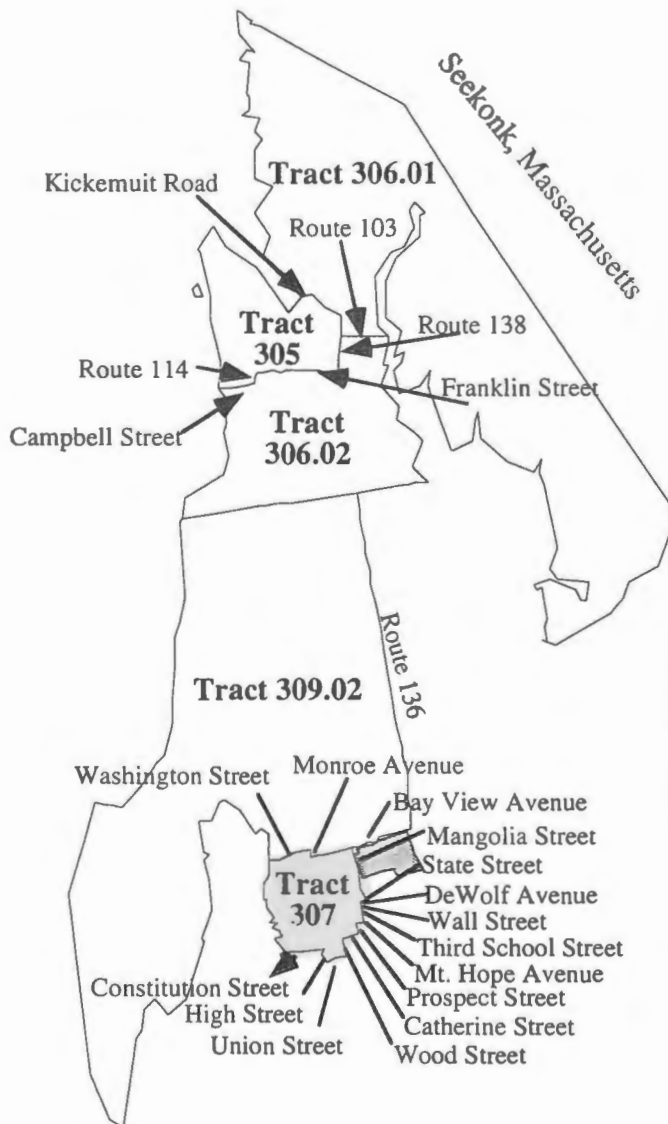
Tax incentives for lenders

Interest Income Credit: Corporations or taxpayers that make new loans to Enterprise Zone Member Businesses are eligible to receive a 10% tax credit on interest earned from the new loan. The maximum credit per taxpayer is \$10,000 per year.

Donation Tax Credit: A taxpayer is eligible for a credit of 20% for any cash donation against the state tax imposed for a donation to a public supported improvement projects in an Enterprise Zone. The maximum credit per taxpayer is \$10,000 per year.

Source: Rhode Island Economic Development Corporation

Mount Hope Enterprise Zone



Census Tracts Included in the Mount Hope Enterprise Zone

Warren 305
Warren 306.01
Warren 306.02
Bristol 307
Bristol 308: Blocks 103, 104, 119, 131
Bristol 309.02

Track 308 Insert Blocks 103, 104, 119, 131

Buttonwood Street Bay View Avenue
Roma Street
Mangolia Street
Wall Street
DeWolf Avenue
Belcourt Street
Dominion Street
Route 136
State Street

Contact:

Mr. J. Alan Crisman
Executive Director
Mount Hope Enterprise Zone
514 Main Street
Warren, RI 02885
Phone: 401-245-4322
Fax: 401-245-7421

Study area is a part of Tract 307

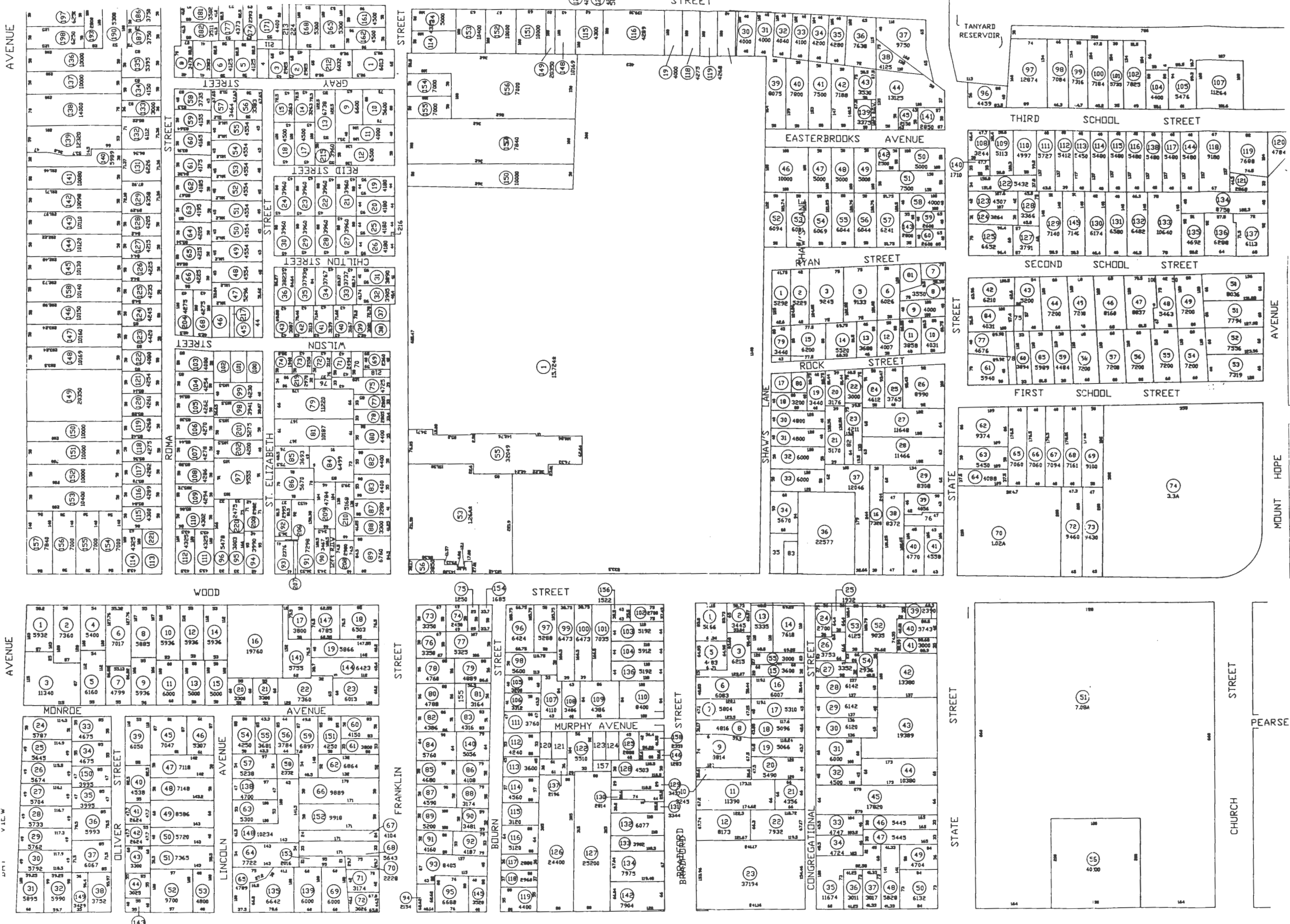
*To verify the eligibility of census tract areas in the Mount Hope Enterprise Zone,
contact the Enterprise Zone Contact listed on this page.*

Rhode Island

Economic Development Corporation • 7 Jackson Walkway, Providence, RI 02903
Tel: 401-277-2601 Fax: 401-277-2102 AOL: RIECONDEV Internet: riecondev@aol.com


APPENDIX F


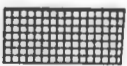







STUDY AREA PARCELS
JOHN A. PAGLIARINI, JR., BRISTOL TAX ASSESSOR

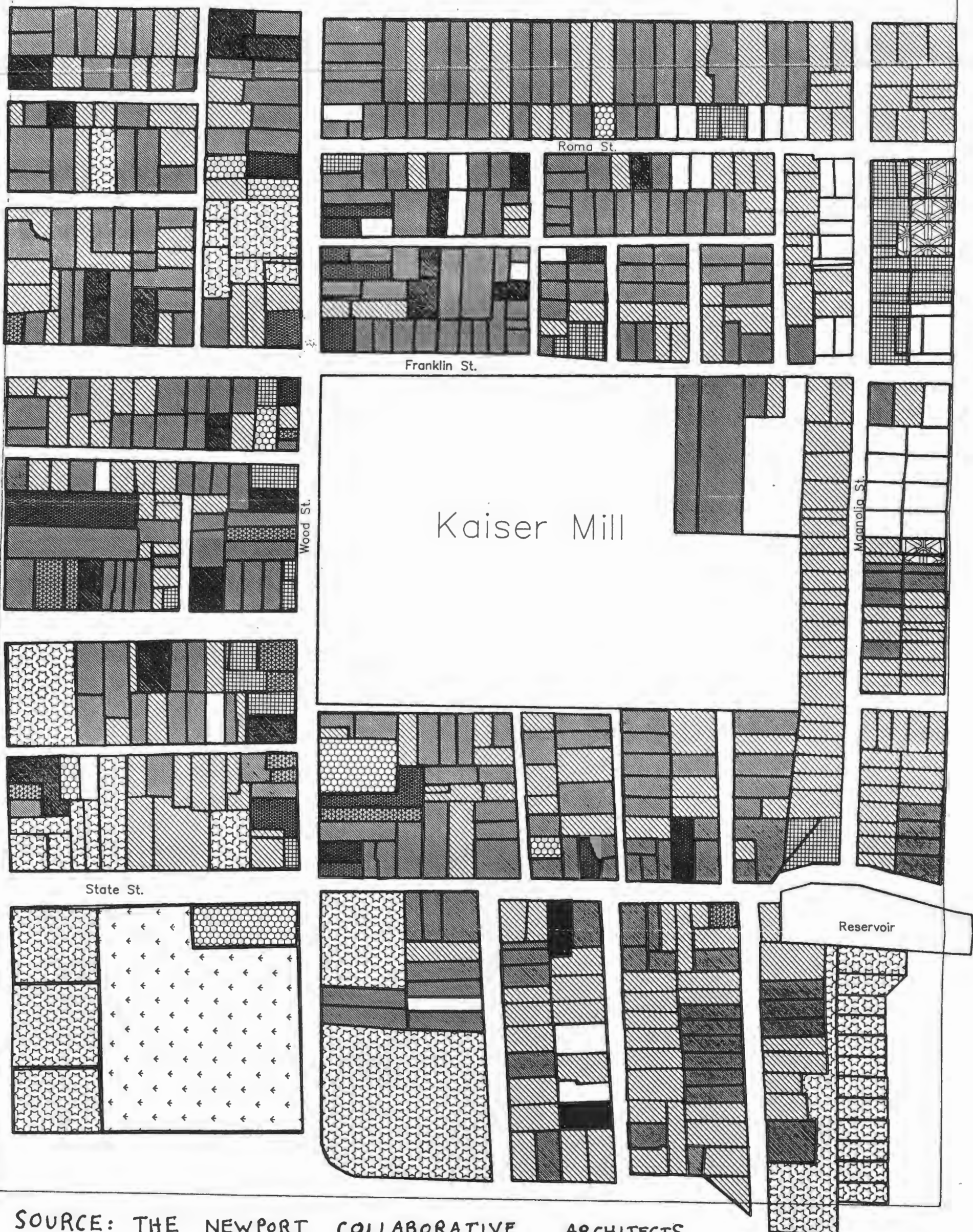


Kaiser Mill Complex and Neighborhood Revitalization Plan

Land Use 1991:

Single Family Res. 
 Vacant 
 not to scale  REF. N

2-5 Family Res. 	Commercial 	Industrial 
6+ Family Res. 	Commercial/Res. single family 	Institutional 
Recreational 	Commercial/Res. 2-5 Family 	Parking 



SOURCE: THE NEWPORT COLLABORATIVE ARCHITECTS

THE NEWPORT COLLABORATIVE