

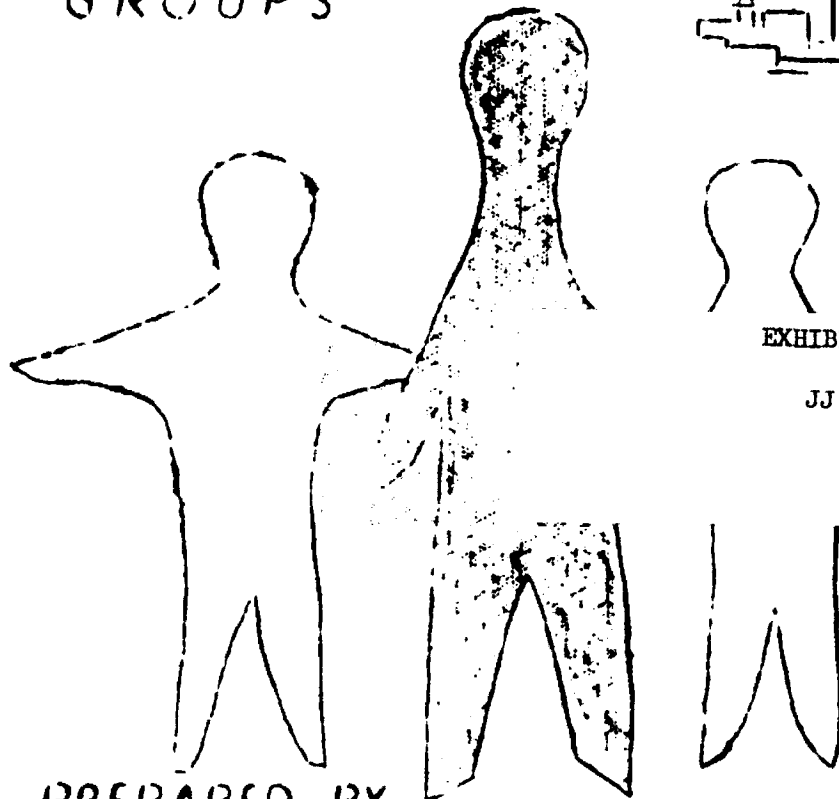
NEIGHBORHOODS

WHAT TO

DO

A PROGRAM  
FOR LEADERS  
ORGANIZING

NEIGHBORHOOD  
GROUPS



PREPARED BY  
PROVIDENCE HUMAN RELATIONS  
COMMISSION

PROVIDENCE HUMAN RELATIONS COMMISSION  
87 Weybosset Street, Room 320  
Providence, Rhode Island, 02903  
421-3708

WHAT TO DO ABOUT NEIGHBORHOOD STANDARDS



One of the most common fears shared by some residents of a neighborhood is that the neighborhood standards will decline,

or

that the buildings in the area will be abused or exploited.

If a change is occurring in the neighborhood, these residents would have no objection if they could feel assured that standards are going to be kept up and even improved.

Neighborhood leaders face their greatest challenge and opportunity when their fellow-residents have concern about changing standards. For, the neighborhood's standards are best protected when residents are alert and united in support of maintaining good conditions.

Sometimes, like people, neighborhoods can get lethargic and become indifferent. When this occurs, a change taking place may be just the thing to awaken the neighborhood to its problems and needs.

Where should neighborhood leadership begin? There are many residents of a neighborhood who have a strong desire to do something to improve their community. In their efforts to get started they should know some basic rules to follow in working to clear up undesirable neighborhood conditions and improve a community's surroundings:

First - KNOW THE FACTS - GET THE FACTS - about local conditions and have these facts documented...find out WHO, WHAT, WHERE, WHEN and HOW.

Suspicion, vague complaints, or unproven charges, are of no use to private or public agencies that are set up to help you. These agencies can only work on the basis of FACTS.

Second - KNOW YOUR AGENCIES AND ORGANIZATIONS - Many persons who want to improve their neighborhood are stymied and frustrated in their efforts because they don't know to whom or where they should take their problem.

Once you know what agencies or organizations are concerned with the particular problem, you are on the way to getting some action started to correct it.

Third - ORGANIZE SUPPORT FOR YOUR CAUSE - In a businesslike manner make known to local businessmen, churches, social, civic and fraternal groups that you want their help in improving your neighborhood.

Get them to indicate they will support your block or neighborhood group effort.

Watch out for emotional mass protests or disorganized gripe campaigns; they often complicate matters and are usually not efficient or constructive.

Organize your neighborhood or block group on either a short-term basis or long-term basis; dependent upon the goals you set out to achieve.

In either case, the Providence Human Relations Commission will be happy to consult with you.

Further help and counsel may be had from the Urban League of Rhode Island.

#### What are Some of your Neighborhood Problems?

HOUSING: Some of the more common problems you will experience in housing are those related to violations of the Providence Minimum Housing Standards Code. They may involve too many individuals living in a certain size dwelling; the building may be dilapidated; fire hazards may threaten the life of the inhabitants and faulty plumbing and heating may be a threat to the health of the occupants.

For problems of this type, contact the information and complaint clerk, Minimum Housing Standards Code Enforcement Department, City Hall, 3rd Floor (421-7740, Ext. 357).

You may have a problem with neighbors who don't live up to neighborhood standards. This usually requires a group effort to get their cooperation. You may have to approach them individually, or through committees to get their help in keeping the neighborhood pleasant for all.

If the neighborly approach doesn't work, then you will have to use the city housing code, which defines the responsibilities of landlords and TRANTS, as regards their maintaining proper living standards. Copies of this code may be obtained from Minimum Housing Standards Code Enforcement Department.

#### **ZONING AND BUILDING INSPECTION:**

This department is expressly intended to insure public safety, health and welfare, as they are affected by buildings. The building code controls all matters concerning construction, alteration, addition, repair, removal, demolition, use, location and maintenance of all buildings. Contact: Department of Building Inspection, Division of Structure and Zoning, 112 Union Street, 1st Floor (TE 1-6500).

**STREETS:** Problems relating to the cleaning of all streets and highways within the city and maintaining trash cans downtown and in outlying districts of the city. Contact: Public Works Department, Sanitation Division, Street Cleaning Section, 40 Ernest Street (HO 7-7950).

For paving of streets and construction of highways, contact: The Construction and Maintenance Division of the Public Works Department, 40 Ernest Street (HO 7-7960).

For sidewalk repair, inspection, and construction, contact: The Construction and Maintenance Division, Sidewalk and Curbing Section, City Hall (GA 1-7740).

**STREET LIGHTING:** For reporting burned out or vandalized public lighting facilities, contact: Providence Police Department, 700 Fountain Street (421-3121).

To request additional public lighting facilities in your neighborhood, contact your councilman.

**TREES:** For planting, care, maintenance, and removal of trees and shrubbery within the limits of the highways, contact: Construction and Maintenance Division, Forestry Section, City Hall (GA 1-7740).

**SNOW REMOVAL:** For snow removal by plowing, sanding and salting city streets, Contact: The Construction and Maintenance Division, Snow Removal Section (GA 1-7740).

**RUBBISH COLLECTION:** Non-burnable rubbish must be kept in metal containers no more than 26 inches in height with covers and two handles. The city has a monthly rubbish collection for your neighborhood. For exact dates, contact: The Sanitation Division, Rubbish Collection Section, 100 Terminal Road (GA 1-7740).

**GARBAGE COLLECTION:** Garbage collectors will not pick up garbage or burnable rubbish unless it is drained, wrapped and tied up. All garbage and burnable rubbish must be placed in a covered container. Garbage and burnable rubbish is collected twice weekly. For collection dates (days) in your neighborhood, contact the Sanitation Division, Garbage Collection Section, 100 Terminal Road (WI 1-2133).

(Do not put non-burnables or asphalt rubber, plastic, celluloid or explosives in with garbage.)

**CITY DUMP:** Bring all of your non-burnable rubbish to the City Dump, where it will be disposed of. There is a charge for loads carried by station wagons and trucks unloading at the dump. LOCATION: Manton Avenue, Providence. HOURS: Weekdays 7:00 a.m. - 3:00 p.m.

**TRAFFIC:** Refer problems pertaining to rules and regulations of traffic in the city, as well as construction, erection, and maintenance of traffic control devices to: Traffic Engineering Department, 147 Fountain Street (331-1501).

**REAL ESTATE ASSESSMENT:**

Contact: Real Estate Assessor, 2nd Floor, City Hall (GA 1-7740).

**TAX COLLECTION:** Contact: City Collector, 2nd Floor, City Hall (GA 1-7740).

**PROPERTY RECORDS  
AND DEEDS:**

Contact: Recorder of Deeds, 5th Floor, City Hall (GA 1-7740).  
(Remember, information cannot be given by telephone).

**BARS, TAPROOMS, AND  
CAFES:**

Contact: Bureau of Licenses, 1st Floor, City Hall (GA 1-7740).

For complaints: Providence Police Department, 209 Fountain  
Street (421-3121).

**RECREATION:** For information on playgrounds and recreation centers, contact:  
Providence Recreation Department, 141 Fountain Street (DE 1-1500)

For information on parks, contact: Park Department, Roger  
Williams Park (WI 1-3215).

**HEALTH:** The Department of Health issues licenses and permits for  
sale of foods.

Medical Section: Communicable disease control, school and  
nursing programs.

Sanitation Section: Rodent control, inspects restaurants,  
examines food handlers, and checks for proper household  
sewage system and disposal.

Statistical Section: Records births, deaths and marriages,  
and vital records.

Charles V. Chapin Hospital: This is a city hospital for  
communicable diseases. It offers treatment for mental and  
nervous disorders. Maintains an out-patient clinic for  
tuberculosis control and health examinations; also houses  
the milk laboratory and is equipped for general pediatrics  
and surgery. Contact: Department of Health, 161 Fountain  
Street (931-7510).

**WELFARE:** The Department of Welfare conducts a domestic relations pro-  
gram and a public assistance program.

For domestic relations problems, contact: The Department of  
Public Welfare, 141 Fountain Street (DE 1-1906).

There are five classifications of aid under the public assis-  
tance program: old age assistance, aid to the blind, aid to  
dependent children, aid to the disabled, and general public  
assistance. For assistance with any of these problems, contact:  
The Department of Social Welfare, 1 Washington Avenue (HD 7-7550).

OR, CALL YOUR NEAREST SOCIAL WELFARE DEPARTMENT:

LOCAL SOCIAL WELFARE DEPARTMENT OFFICES:

- District I - 421 Hope Street - GA 1-8245
- District II - 60 Portland Street - GA 1-7226
- District III - 126 Bellevue Avenue - EL 1-3520
- District IV - 151 Fountain Street - GA 1-6992
- District V - 20 Kelly Street - EL 1-2621

NEIGHBORHOOD PLANNING:

People who work together can do many things. That is why neighborhoods have councils or block groups. If you and your neighbors are concerned with making and keeping your neighborhood a fine part of Providence, then turn for help and counsel to the City Planning Commission, City Hall, 1st Floor, (GA 1-7740).

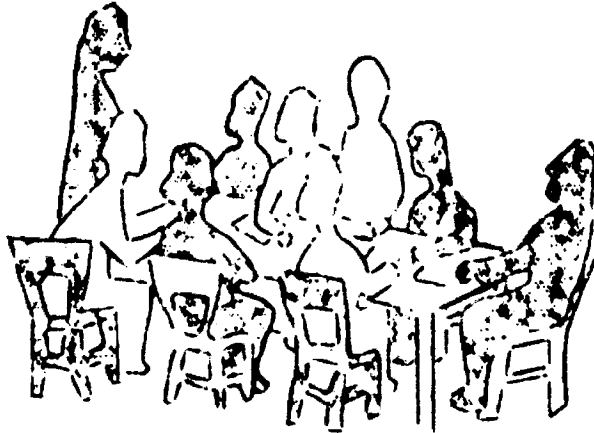
Remember, your neighborhood association and city councilmen can assist you in dealing with any of these problems - do you know who they are? To find out call the Board of Canvassers, City Hall (GA 1-7740, Ext. 203).

**HOUSING AUTHORITY:** The Providence Housing Authority provides decent housing for low income families, residing in sub-standard housing, or those forced to move through no fault of their own. For application, contact: Dexter Manor, 100 Broad Street (GA 1-1442).

**POLICE SERVICE:** The Providence Police Department is responsible for protecting the lives, liberties, and property of the people; and for the enforcement of all laws and ordinances. Your best insurance against crime in your neighborhood is to cooperate with your local police officers and alert them to any criminal activities. Contact: Providence Central Police Department, 209 Fountain Street (GA 1-3121).

PROVIDENCE HUMAN RELATIONS COMMISSION  
87 Weybosset Street, Room 320  
Providence, Rhode Island 02903  
421-3708

HOW  
WHAT  
WHY



## ABOUT NEIGHBORHOOD ORGANIZATIONS

### WHAT IS A NEIGHBORHOOD ORGANIZATION?

It is a group of persons living in a designated area (block, street or district) who decide that they wish to plan and work together to improve their homes, streets, schools and to generally make their neighborhood a better place in which to live, work, play and grow up. It is also a way in which the man and woman, who participate, become better Americans, better neighbors, and better citizens, by working together for a common interest, learning to understand those of another race, creed or nationality.

### WHY A NEIGHBORHOOD ORGANIZATION?

Your neighborhood needs adequate and modern facilities for your family's everyday use - shopping outlets, schools, church and parking easily and safely reached, recreational facilities, etc. It needs convenient access to other parts of the community, as well as protection from heavy traffic and commercial and industrial nuisances. The continuing value and livability of your home depends on what neighborhood character is established and how well it is maintained.

Often you, or your neighbors, complain about the lack of some of these facilities. Perhaps, it's the lack of a recreation center, infrequent garbage collections, heavy traffic, or a number of such problems. I am sure you will agree that it is worthwhile to make a special effort to improve your neighborhood. The only way to make improvements is to get rid of the things that make it less desirable and to secure more of the things that make it a desirable place in which to live. Individually, you can do very little, but "in unity there is strength". Sombody, though, has to start the ball rolling! Why not you?

**HOW TO ORGANIZE A NEIGHBORHOOD ORGANIZATION:**

1. Talk it over with your neighbors - call on them - invite a few to coffee, or to some informal gathering. Soon you'll be agreeing on some of the things you all would like to have corrected in your neighborhood.

2. Having aroused their interest, plan a pre-organizational meeting. Select a convenient, comfortable place for the meeting, not too large. Seek professional advice from the Providence Human Relations Commission, if you feel you would like further guidance in planning this meeting.

3. At this pre-organizational meeting, the following key steps should be taken:

- a.) Elect a temporary chairman or presiding officer to run the meeting.
  - b.) Tell the audience why they are there - the purpose of the meeting. Invite suggestions and reach agreement on the basic items - the club name, the dues structure, the area it will cover in the neighborhood, and so on.
  - c.) Form a nominating committee (to nominate permanent officers at your first organizational meeting), form a constitution and by-laws committee (to draw up the functions and purposes of the club, as well as its rules and regulations). Samples are attached herewith.
  - d.) Select temporary publicity and membership chairman to help promote the organizational meeting (try to get people who are well known and who are not afraid to get out and talk to people).
  - e.) Arrange all the details of the organizational meeting - agenda, place, date, etc. (Everyone present should be able to participate in these plans and it should not be controlled by a few, otherwise interest will lag.)
- Your agenda may include: a speaker (someone able to help you solve your problems of current interest), a movie (films are available for rent or loan and there are some very good ones on neighborhood problems and their solutions), or you could just select a general theme for discussion, such as - "Let's Organize Our Neighborhood", or, "Where Will Our Children Play?", etc.
- f.) Select a program chairman to plan the program for the first meeting of the organization.

4. The temporary Publicity Committee should contact all potential members and invite them to the organizational meeting. The temporary publicity and membership chairman can draw up - with the help of everyone - complete plans for publicizing the meeting in all media - posters, flyers, radio, door-to-door canvassing, and telephone calls. Leaders of the community and of other community clubs and organizations can be invited. Each person at the pre-organizational meeting could be responsible for using his contacts and extending personal invitations to his own friends and neighbors, as well as helping to publicize it by means of one of the above suggested ways.

5. A roster of everyone who attends the organizational meeting should be kept. If desired, membership cards could be made up from this list. Copies of the proposed constitution and by-laws should be circulated at the meeting, as well as the slate of officers proposed by the nominating committee. Roberts Rules of Order, or any reliable text on parliamentary procedure should be followed with the temporary chairman presiding until the permanent president is elected.



Suggested format:

- a.) The temporary chairman outlines the purpose of the meeting.
- b.) The constitution and by-law committee submits its recommendations; they are discussed, and a vote taken.
- c.) The nominating committee submits its slate and the slate is voted upon.
- d.) The newly-elected president takes over.
- e.) Discussion - with everyone encouraged to participate - is held on the proposed program of work. Adoption of a program of work should also include the committee structure that will be necessary to carry it out. Appropriate committee assignments must be made, membership lists drawn up from the roster and the next organizational meeting planned. Notification of the meeting and its officers and plans should be given to the newspaper for publication.

**YOU NOW HAVE A NEIGHBORHOOD ORGANIZATION WITH FULLY ELECTED OFFICERS.**

Now that you have a neighborhood organization, you must make sure that it performs a function in the community that can be performed by no other organization. When you are sure that it is satisfactorily aimed in this direction and working to achieve its functions and goals, your committees should be concerned with the following rules and principles:

1. Make sure that a constant effort is made to see that the aims and goals of the organization are clear and consistent. An organization is bound to fail if it tries to be all things to all people.
2. An effort must be made to see that the people in the community understand what the aims and goals of the organization are...and, also, your committee should make it a point to find out what the community thinks about your organization. (This refers, of course, to your membership committee).
3. It is important that there be no contradiction or conflict between the aims of the membership committee and the overall policy of the organization.
4. The membership committee should be conscious of the fact that other members of the organization should be encouraged to participate and this should be clearly stated.

**GUIDELINES FOR GETTING AND KEEPING MEMBERS:**

1. You need new members - perhaps, to stimulate new ideas, or a new project requires more hands than your present membership can furnish, or you need newcomers in the community, or broader representation - what to do?  
SCOUR THE COMMUNITY AND BRING THEM IN!

2. To attract new members you will have to do more than cast your net and haul in your catch. IMPORTANT: If you want to recruit and keep members, your organization will have to have an on-going program that can be carried on consistently and energetically every day of the year. Every step in the process of getting and keeping members must be carefully analyzed, outlined and carried through.

3. Under the leadership of your membership committee, your organization will have to seek and work out answers to these questions:

- a.) What kind of people do you want as members?
- b.) Where can they be found in the neighborhood?
- c.) How can they be reached?
- d.) Who should contact them?
- e.) By what method?
- f.) How shall members interpret the organization to prospective members to interest them in joining?

4. What are the essential qualifications for the selection of an effective membership committee?

a.) Members should represent a cross-section of interest in the varied activities of the organization.

b.) They should be familiar with its aims, functions, programs, etc.

c.) They should believe in the organization and be convinced of its value to the neighborhood and the community.

d.) They should represent a variety of experience in all phases of the organization's activities. (This does not apply to a newly formed organization, of course).

e.) They should be capable of recognizing potential abilities in others and visualize where a prospective member might best fit into the organization.

f.) They should, above all, be objective enough to keep a happy balance between the goals of the organization and the individual's needs and interests.

5. Steps for approaching the prospective member:

a.) Invite him to one or more meetings.

b.) Familiarize the prospective member with activities of your organization.

c.) Send interesting publications, newsletters, newspaper clippings regarding the activities.

d.) Invite him to some social gathering - see that he meets others and has a good time.

e.) If you send him an invitation to join, see that it is a personal letter (not mimeographed) and, if possible, signed by someone favorably known to him.

6. After a prospective member joins your organization, don't just forget him. Here are some suggestions for initiating him:

a.) Formally introduce new member.

b.) If you have a publication, list his name and some personal item concerning him.

c.) Interview new member to learn his interests and skills.

d.) Familiarise him with the history, philosophy, structure, operational methods, as well as the functions and goals of the organisation.

6. Keeping your members:

a.) Keep an up-to-date census of each member (this can be done by keeping a membership card file with data of the member's activities, interests, etc.).

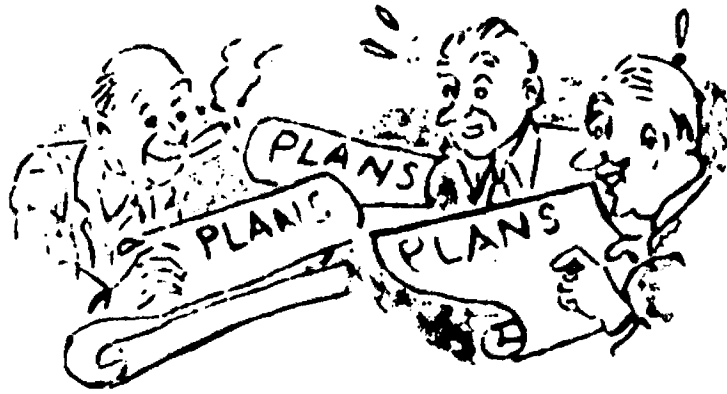
b.) Provide opportunities for participation (planning programs, working on committees, making studies and reports, entering into small group discussions).

c.) Provide opportunities for developing skills (discussion techniques - group participation - public speaking, etc.).

d.) Give recognition to member's accomplishments.

e.) Plan for periodical review of the organization's activities.

f.) Gear the policy and program to the needs of the members.



PROVIDENCE HUMAN RELATIONS COMMISSION  
 97 Weybosset Street, Room 320  
 Providence, Rhode Island, 02903  
 421-3708

### THE TOOLS OF ADMINISTRATION

Often in our efforts to do a "good job", we need a reminder of the many steps to be taken to insure a successful project.

To assist you in planning your neighborhood activities - or, for that matter, any other activities - we are listing what are called the Tools of Administration. This is a formula suggested by years of experience in organizing and administering projects, businesses, and the like.

The formula: P - O - S - D - C - O - R - B

- P Planning - Plan on paper, plan in advance, plan through committees, plan programs, campaigns, meetings, etc.
- O Organizing - Putting plans into effect, marshaling forces and involving people.
- S Staffing - Selection of key aides, chairmen, etc.
- D Directing - Issuance of instructions, clear and concise to aides and committees.
- Co Coordinat-  
ing - Involves reports, scheduling, aligning and realigning and keeping things running without duplication.
- R Reporting - Also Research; reports to the public, or publicity, also gathering of facts.
- B Budgeting - Developing a financial plan and sticking to it.

### REMEMBER!

Planning an activity is only 10% of the job. Supervision, encouraging those who are doing the job, and making certain that the details of the plan are being carried out is the 90% of the job that makes the project a success.

# SOME SUGGESTIONS ABOUT NEIGHBORHOOD MEETINGS:

## Types of Meetings:

There are three kinds of meetings that have been held successfully to deal with problems in neighborhoods:

1. Block Meeting - Usually small and very informal - open to residents of a single block of a street with any block resident eligible. This type of meeting has the advantage of real grass roots contact and is on a very democratic basis. Disadvantage is the possible problem of finding leadership on a single block. If blocks federate, the supply of good leadership is more likely since every block in a neighborhood would be represented.
2. Neighborhood Leadership Meeting - includes the key persons, opinion-makers and most informed residents of an area. Very often this kind of meeting is called by some institution (i.e., church, synagogue, etc.) and representatives may be from other institutions. Advantage here is that this group can bring strong, intelligent influence to bear on problems, but may not have adequate knowledge of the feelings and tendencies of the residents of particular blocks.
3. Simple Membership Meeting - includes anyone in the entire neighborhood, who is committed personally to working on neighborhood problems. Participation can be drawn from many areas of the neighborhood. These groups are usually most efficient and are composed of reliable, interested people. However, one problem to contend with is the danger of members forming intimate cliques, which tend to destroy the unity necessary for teamwork to work on neighborhood common problems, and also breaks down the communication which usually results from people of all backgrounds, races, religions and nationalities working together for common goals.

Any of these types of meetings or combinations of them may be used, depending upon the needs of your area. However, there are certain other factors about such meetings that should be stressed:

1. Meetings should be small (25 people top limit). They should be called or chaired by someone from the area who is: known, capable, respected and not unacceptable to the residents because he is highly controversial.
2. Meetings should be open to all residents, but care should be taken to insure that the majority are stable, reasonable people. Extremists should be in the minority.
3. It is preferable to hold the meetings on a "neutral" ground to avoid the feeling that any religious, political, ethnic or other representative body is strongly influential.
4. If possible, hold the meetings in each others homes, as this provides an informal, friendly atmosphere. Evening meetings are best, but shopping nights or those on which there are conflicting meetings or special T-V shows should be avoided. The meeting should be held late enough to allow for children to be put to bed before parents have to leave their homes and meetings should be kept to an agenda to avoid late adjournments.
5. Be sure to make the purpose of the meeting clear. Designate the particular problem that is to be discussed and set specific goals for the meeting. Responsibilities for definite accomplishments should be designated with

some provision made for people to report back.

6. Keep track of time. Having some coffee and tea on hand for the session adds a note of relaxation and friendliness.

0 0 0 0

C R E D I T S:

Below are listed sources from which some of the ideas expressed in this publication emanated. We wish to gratefully acknowledge them.

PROVIDENCE, League of Women Voters, April 1963.

C.C.S. Directory, Rhode Island Council of Community Services, 1963

ACTION COURSE IN PRACTICAL POLITICS - POLITICAL CLUBS, Chamber of Commerce of the United States, Washington, D.C., 1959

GETTING AND KEEPING MEMBERS, Adult Leadership, 743 N. Wabash Avenue, Chicago, Illinois, November 1952.

SOME SUGGESTIONS ABOUT NEIGHBORHOOD MEETINGS IN RACIALLY CHANGING AREAS, the Commission on Human Relations, Housing Division, City Hall Annex, Philadelphia 7, Pennsylvania.

## MODEL CONSTITUTION! AND BY-LAWS

### ARTICLE I - Name:

This club shall be known as the \_\_\_\_\_.

### ARTICLE II - Purposes:

- a. to improve the physical and moral environment of the block;
- b. to eliminate nuisances or unwholesome influences in the block;
- c. to cooperate with various City departments and other agencies (public or private) in improving the health, physical, economic and cultural standards of all residents;
- d. to develop a neighborliness between neighbors in seeking common objectives.

### ARTICLE III - Membership:

- a. All residents (owners and tenants) living on \_\_\_\_\_ between \_\_\_\_\_ and \_\_\_\_\_. Only residents shall hold office in the club.
- b. Honorary Members - A person of very outstanding accomplishments in the block may become an honorary member, if the body deems him worthy of this honor. (Former residents of the block).

### ARTICLE IV - Fees:

Member ship dues for each family shall be \_\_\_\_\_ per month payable in advance.

### ARTICLE V - Officers and Directors:

- a. The officers shall consist of president, vice-president, secretary and treasurer.
- b. The Board of Directors shall consist of the officers, the immediate past president, and the chairman of standing committees.

### ARTICLE VI - Committees:

Standing Committees shall be:

- a. Membership Committee
- b. Projects Committee
- c. Program Committee

### ARTICLE VII - Meetings:

- a. Regular meetings shall be held on the \_\_\_\_\_ of each month at \_\_\_\_\_ p.m.
- b. A quorum for the transaction of business shall consist of \_\_\_\_\_ of the active members present in person.
- c. The Executive Committee Meeting shall be called by the president at such times and places as he deems necessary.
- d. Social meetings or additional meetings may be held from time to time at the discretion of the Executive Board.
- e. The annual Meeting for the election of officers shall be held the first meeting in \_\_\_\_\_. The officers shall be elected for a term of one year.

ARTICLE VIII - Amendments:

This Constitution may be amended by a two-thirds vote of the active members who are present in person at any regular business meeting. But no amendment shall be voted upon without two weeks notice, in writing, to the active members.

ARTICLE IX - Duties of Officers:

- a. President - The president shall preside at all meetings of the club; shall be an ex-officio member of all committees; shall preside at all meetings of the Executive Board, and shall perform all such duties as are incidental to the office of president and are properly required of him.
- b. Vice-President - In the absence of the president, he shall exercise all of the functions of the president and shall be vested with all of his powers.
- c. Secretary - The secretary shall have charge of all papers, keep such records, make such reports, and perform such duties as are incidental to that office, and properly required of him by the organization.
- d. Treasurer - The treasurer shall have charge of the funds of the club, shall conduct its banking business and audit all accounts. Checks drawn shall be signed by either the president or the treasurer, and shall be countersigned by an additional officer or the executive secretary.

ARTICLE X - Committees:

- a. The Program Committee shall provide an interesting and helpful program for every regular meeting and shall cooperate with those in charge of such social or additional meetings as may be held.
- b. The Membership Committee shall direct the work of securing new members, and shall submit their names.
- c. The Projects Committee shall investigate the needs of the community and suggest and/or direct activities to fulfill these needs.

ARTICLE XI - Election of Officers:

- a. No officer may be elected to more than two (2) consecutive terms in the same office.
- b. At a board meeting to be held not later than the first meeting in of each year, the Executive Board shall elect a Nominating Committee, consisting of four members, two of whom shall be members of the board.
- c. Voting shall take place at the annual meeting, and shall be by secret ballot. The nominees receiving the greatest number of votes shall be installed at the following meeting.
- d. Only active members are eligible to hold offices.

ARTICLE XII

Robert's Rules of Order shall govern in all matters not covered by this Constitution and By-Laws.



---

ARTICLE XIII

- a. No officer or member shall be personally liable for any bills or obligations of the club, past or present, except for the payment of his own dues.
- b. No officer or member of the club shall disburse any funds or monies in his keeping, and belonging to the club, without authorization of the Executive Board, which is to be confirmed in writing by the president and treasurer of the club.
- c. No person shall use the name or mailing list of the club for other than strictly club purposes without authorization of the Executive Board, which is to be confirmed in writing by the president or executive secretary of the club.

♦ ♦ ♦ ♦

PUBLISHED BY:

PROVIDENCE HUMAN RELATIONS COMMISSION

87 Weybosset Street  
Providence, Rhode Island 02903  
421-3708

September, 1964

STATEMENT BY DAVID JOYCE, ADMINISTRATOR  
FAMILY & BUSINESS RELOCATION SERVICE  
CITY OF PROVIDENCE

BEFORE

SELECT SUBCOMMITTEE ON REAL PROPERTY ACQUISITION  
COMMITTEE ON PUBLIC WORKS  
HOUSE OF REPRESENTATIVES

ON

FRIDAY, FEBRUARY 28, 1964

EXHIBIT

E

Mr. Chairman, my name is David Joyce and for the past 14½ years I have been the Administrator of the Family & Business Relocation Service, a division within the Public Works Department of the City of Providence.

First, I would like to say that it is a privilege for me to appear before this Sub Committee to acquaint the Committee with our experiences in the relocation program in the City of Providence.

The Committee is to be commended for the time consuming task and effort reflected in the preparation that precedes a hearing of this nature. It is my fervent hope that my testimony will, in some small way, contribute to a brighter future for all families and business establishments facing displacement as a result of governmental action.

Without a doubt, the relocation program strikes at the very essence of residential and business environments within any given community.

While some of my testimony may appear critical, I sincerely hope that all my remarks will be accepted in a positive manner, resulting in progressive action by the Sub Committee.

In order to have some continuity to my statement, it would seem logical to present the facts from the very beginning of the local relocation program here in Providence.

In September 1949, former Mayor Dennis J. Roberts initiated a new department which was known as the Family Relocation Service; likewise, a Business Relocation Bureau was established to assist business concerns. This action marked the first time a city established a central relocation service having full responsibility over all segments of displacement.

The original budget consisted of some \$27,000, with a staff comprised of a director, 2 field workers and 2 stenographic assistants.

The primary function of this new agency was to assist families and business firms in finding suitable facilities. Our chief goal was to minimize hardship and alleviate suffering in bringing about the successful relocation of both resident and business entities.

To date, we have completed some 34 projects involving highway, city capital programs, public housing and urban renewal projects. A total of 4904 families have been relocated to date. I am submitting a supplementary sheet consisting of a complete breakdown (project by project) of the number of occupants registered on site as of the date of condemnation, along with the family makeup category, racial breakdown and finally, the families who relocated either in Providence or out of the city.

It is interesting to note that after 14½ years, no family has been evicted for failure to move from any project.

During this period of time, the City of Providence has expended \$251,265.76 in carrying out the relocation program. This figure fails to take into account the additional funds which were allotted through the Providence Redevelopment Agency for federal urban renewal projects consisting of a 1/3 local - 2/3 federal formula.

The Relocation Service has expanded from its original staff of 5 employees to our present staff of 19. Likewise, our budget has increased to our present budget of \$62,825.73 consisting of city funds.

From the very beginning of the program we adopted a philosophy of upholding the dignity of all people regardless of race, creed or color.

In addition, our basic concept evolved around enlisting the aid of the real estate industry, lending institutions, private and public social and health agencies.

Through the years, many new approaches have been added in the field of social welfare in bringing into focus the various social, economic and psychological problems facing our occupants.

Two reorganizations have taken place over this period of time. The first coming in 1959 when the agency's official name was changed to the Family & Business Relocation Service and by City Council action placed in the Department of Public Works of the City of Providence.

In October of 1961, the second reorganization took place whereby an assistant administrator, intergroup specialist, case work supervisor, 5 housing inspectors and 4 social case workers were added to our staff. Our present staff consists of: administrator, assistant administrator, intergroup specialist, case work supervisor, 6 social case workers, 4 housing inspectors and 5 stenographic assistants.

I feel it would be of interest to the Sub Committee to explain in brief phraseology, the sequence of events relating to the general operation of the program. Site occupant cards have been developed for the purpose of registering all families some 4 to 8 weeks prior to the actual taking of any project. The purpose of this registration is to ascertain the family composition, present housing characteristics, economic status and the desires of the family relative to their new housing facilities, Etc. The registration period is an important initial step in providing the LPA with pertinent factual data relative to the occupant facing displacement.

In addition, the survey provides the local agency with supplementary information regarding the chronically ill, infirmed and those families having special domestic problems. This data is evaluated permitting the Relocation Service a better understanding of the problems and the ensuing results which must be utilized to assist in bringing about successful relocation.

It is a standard procedure to assign a social case worker on the basis of 100 families per worker in any given project. These trained social case workers not only assist the families in meeting their responsibilities, but also visit each family monthly until they have been successfully relocated from any project.

A well rounded public appeal program has been developed to procure listings in the rental and sale categories for residents and business establishments. This program involves the utilization of all types of public media, such as, paid ads, newspaper feature stories, radio, TV and public speaking engagements. All listings received are inspected by our housing inspectors trained in the American Public Health Standard method. Therefore, all listings that are referred to residents must be of standard quality within their economic reach. A current registry is maintained with various categories denoting the size and price range in both rental and sale properties. To date, the response of private home owners has been most effective in bringing to our clients standard housing that meets their needs. During the period mentioned above, the Relocation Service has registered in excess of 8,000 listings of residential properties in the rental and sale categories.

In the fall of 1961, a specialized program was developed for our minority families and elderly occupants. First, I would like to treat

the minority intergroup relations program. Through the efforts of an experienced intergroup specialist, minority families on all projects were visited frequently for the purpose of orientating these individuals as to their rights and responsibilities with reference to the relocation program.

All lending institutions were contacted for the purpose of making mortgage funds available in the event non-white families were interested in purchasing property.

A program was formulated whereby Negro organizations were apprised of the relocation program with the hope that their cooperation and service could be extended to our minority families.

The intergroup specialist acted in an advisory capacity to the administrator in the entire area of intergroup relations. This added dimension played an important part in promoting good will within the community, although much still remains to be accomplished.

The specialized program for our elderly was based on our findings of earlier projects that the elderly occupant, due to the age factor, has limitations and restrictions placed upon them. A new phase was initiated with the appointment of a specially trained social case worker with some 35 years experience in the field. Furthermore, many private and public agencies were contacted to assist the Relocation Service in bringing various added resources to the elderly as a group.

As a result of our specialized program for the elderly, the Ford Foundation recently granted the Family & Business Relocation Service \$35,000 to study the problems of the elderly and develop a social service program to meet their needs in future projects.



Without laboring on this subject matter, I would like to state that the experience and success to date with our elderly constituents has been most rewarding.

The Sub Committee may be interested to know that an entirely new approach has been added to the Relocation Service in the Randall Square phase of the East Side Urban Renewal Project.

This program, which has been underway for the past 15 months, consists of a social diagnostic study and action program involving slightly more than 240 people. The primary purpose of this new endeavor is to bring service to the families some 2½ years prior to the actual condemnation of the area.

The important goals which we are seeking in this new approach should help attain social renewal for the residents to the degree that their depressed conditions will not follow them to their new locations. Also, the project should foster a better understanding of the total concept of urban renewal and relocation.

At this point I would like to discuss the business phase of the relocation program.

Going back to 1949, a Business Relocation Bureau was established as part of the Relocation Service to assist business concerns facing displacement. Organizations such as the Chamber of Commerce and private business groups were solicited to help meet the demands on the Service.

At that time, no city in the nation had engaged in this type of action, consequently, we groped our way in trying to meet the challenges of the times.

The director was responsible for the assistance rendered to our

commercial enterprises. However, in 1954, with the addition of a housing inspector the services rendered to the commercial establishments were carried out as a function of the housing inspector.

While it is a truism that many of our business firms engaged the services of a professional real estate broker or agent, it was necessary to keep a current registry of available land and buildings in the rental and sale categories. To date, we have registered slightly more than 900 commercial properties.

For the most part, the service administered to the business firms was carried out in the same manner as discussed in my remarks relative to the residential phase. Briefly, a registration period took place condemnation to ascertain the needs of the business firms being displaced. Special services have been required in the fields of zoning, licensing and general "leg work" in assisting the business firms.

One of the acute problems facing business establishments is the lack of available land in and around the hub of any metropolitan city. (This is true in Providence)

In addition to financial assistance, business firms require more time in which to relocate as opposed to residents. From our experience we have noted that many commercial establishments are in the small marginal category such as, shops, service stores, Etc. It has been difficult to find suitable quarters for them in the immediate geographical location of any project.

Providence has tried to meet the problem through the construction of two large industrial parks. The West River Industrial Park which is comprised of some 37 acres, the other, the Huntington Industrial Park consisting of 102 acres.

The displacement of all commercial establishments is made known to the Small Business Administration by providing them with a certified list of names, addresses along with management data.

It may be of interest to the Sub Committee to note that the Willard Center Project consisting of some 20 stores was erected to further the needs of local businessmen as a result of the Willard Center Urban Renewal Project. This project was carried out on the "Reuse Clause" with private funds.

The City of Providence has provided moving expense payments on city projects to business firms facing displacement up to the amount of \$3,000 for each business firm.

At the present time, we have 2 trained commercial specialists working with business concerns on all projects other than urban renewal sites.

I hope this summary will give the Sub Committee some idea as to the business relocation activities of the local Relocation Service.

Over this period of time, methods and procedures have been developed to meet the needs of all families and businesses located in clearance areas. We have developed a well rounded working relationship with the local Providence Housing Authority, civic, religious and community organizations. The public relations aspect of the program has played a predominate part in bringing about the success we have achieved to date.

Up to now my statement has been confined to the past record. It would seem imperative to enumerate some of the deficiencies relative to federally aided projects in the present total concept of the relocation programs.

I would respectfully request that the Sub Committee give serious

thought to the adoption of a manual of procedure similar to the Urban Renewal Manual which is used in all urban renewal projects.

At the present time, the Federal Aid Highway Act just scratches the surface of meeting the needs of local communities. Special direction is required in the development of requirements and policies to be utilized by the LPA's in all non-urban renewal activities involving federal funds. This suggested manual could demonstrate in a positive manner a better payment schedule for business firms facing displacement. The present \$3,000 limit under the Federal Aid Highway Act is totally inadequate to meet the needs of many businesses. Likewise, funds should be provided for administrative costs and personnel for the purpose of carrying out local responsibilities.

At present, severe hardship exists in the City of Providence, due to the failure of the Federal Bureau of Public Roads in accepting the responsibility of making funds available to meet the needs of our clients.

In the area of housing inspections, the present Federal Aid Highway Act falls short in making available decent, safe and sanitary housing along with a follow-up procedure to guarantee the rights of residential displacees.

In essence, the present program involving highway construction should be intergrated with urban renewal, public housing and capital improvement programs engaged by any particular city.

It is further recommended that a closer working relationship at the policy making level be given some serious thought in order to carry out universal policies and procedures effecting all residents and businesses where federal money is involved.

Planning funds should be made available to local communities where a large scale highway system is being constructed. These planning funds would reassure a local community in making provisions for an adequate transition from the early planning stages through the execution stage of any given project.

Furthermore, it is our strong feeling that funds should be made available to permit a LPA more time in working with families and business firms prior to the taking of any land for an urban renewal project. This concept would insure a better working relationship, not only for the local government, but also the federal agency as well.

It is also contended that development commissions should be allotted funds with which to purchase consulting services when large industrial firms find difficulty in relocating. Many business firms move from the central city area due to the lack of knowledge on their part of the availability of local resources.

In closing, I would like to say that we in the Relocation Service in Providence feel that a contribution has been made in the field of relocation.

I sincerely hope that our experiences and recommendations set forth in this statement will, after careful consideration, produce some fruitful thinking and action during the deliberations of the Sub Committee and the theme of a true partnership can be fulfilled at local and federal levels can be achieved.

R H O D E I S L A N D

Established

Providence 8, Rhode Island

EXHIBIT

VII: EE

Office of The President

April 14, 1964

The Honorable Walter H. Reynolds  
Mayor of the City of Providence  
City Hall  
Providence, Rhode Island

Dear Mayor Reynolds:

On completion of the November, 1963, draft of the Community Renewal Program, you requested a review of that document by your Citizens' Advisory Council. As I reported to you in January, it seemed wise to appoint a special subcommittee made up of members of both the Citizens' Advisory Committee and the Subcommittee on Minority Group Housing to conduct a thorough review. The members of the Subcommittee are:

Harold Pfautz, Ph.D.  
Alton W. Wiley, Esq.  
Mrs. Martin Miller  
Mr. Walter Coupe

Dr. Basil G. Zimmer  
Mr. Edward O. Handy, Jr.  
Mr. James B. Leach  
Mr. Joseph P. Dougherty,  
Chairman

As the introduction of the enclosed committee report states, the committee met thirteen times and devoted over forty hours to study of the report.

On March ninth the subcommittee report was conveyed to me, and on March nineteenth a joint meeting of the Advisory Committee and the Subcommittee on Minority Group Housing reviewed the document. There were a number of questions raised. Various members wrote their suggested revisions to Mr. Dougherty. The committee report was then revised and approved by the subcommittee. It was then mailed to the members of the Citizens' Advisory Committee, and by April eighth all members of the committee expressed their approval.

Thus the report which I now transmit to you is not only the revised report of the subcommittee, but it becomes the endorsed report of your Citizens' Advisory Committee. I hope you will study it carefully.

I shall seek an early appointment with you to see in what way you wish your Committee to proceed.

Respectfully,

William Gaige, Chairman  
Citizens' Advisory Committee  
for Urban Renewal

WG/ch  
enclosure

REPORT

of

THE CRP EVALUATION SUBCOMMITTEE

to

The Executive Committee of the Citizens Advisory Committee for Urban Renewal

and

The Subcommittee on Minority Group Housing Problems

March 30, 1964

## C O N T E N T S

- I. INTRODUCTION.....
- II. BACKGROUND OF THE CRP.....
- III. OUTLINE OF NOVEMBER 1963 CRP DRAFT.....
- IV. COMMITTEE EVALUATION.....
- V. COMMITTEE RECOMMENDATIONS.....



## I INTRODUCTION

This Subcommittee believes that urban renewal, thoughtfully undertaken and vigorously prosecuted, is essential for the development of Providence. A Community Renewal Program, defining a comprehensive approach for local renewal operation and describing the schedule for carrying out these actions, is absolutely vital. Because renewal has so great a potential and because rational community renewal programming can be a means to develop and employ that potential, this subcommittee has allocated a substantial amount of time in a careful review of each element of the CRP draft dated November, 1963.

The CRP draft examined in this report was provided by Blair Associates. That firm is a party to one of a series of city-consultant CRP contracts. The names of the major consultants, dates of contracts and general topics covered by the respective contracts are as follows:

<u>Name of Consultant</u>	<u>Date of Contract</u>	<u>General Topic</u>
1. Blair Associates	August 22, 1961	Coordinator of CRP, General Physical Planning for CRP
2. Rhode Island Council of Community Services	August 22, 1961	Social Foundation Study
3. Brown University Economics Department	August 22, 1961	Economic Foundation Study
4. W. H. Ballard Company	November 2, 1961	Market Feasibility, Study
5. Hammer Associates	April 17, 1963	Review of Brown Study, Preparation of Relevant Forecasts

All of these contracts, as well as per diem arrangements with additional consultants, were set within the context of a local-federal contract covering an 18-month period starting in the summer of 1961. That contract was later extended an additional 12 months.

It is fitting that the Citizens Advisory Committee for Urban Renewal in Providence is the parent group of this Subcommittee on the evaluation of the CRP. The Citizens Advisory Committee (CAC) for Urban Renewal in Providence was itself formed on June 26, 1961 when, in accordance with federal requirements, Mayor Reynolds appointed eleven members to constitute the executive committee of the CAC. Also in accordance with federal requirements, a Subcommittee on Minority Group Housing Problems was formed.

The press release describing the formation of the CAC included a list of additional subcommittees to be instituted. One of these was to concern itself with the

Community Renewal Program. No such subcommittee was formed although the executive committee of the CAC occasionally was presented CRP materials.

However, late in 1963, the Chairman of the CAC, Dr. William C. Gaige, was requested by the Mayor to have the CAC review the November 1963 CRP draft. This Subcommittee was formed following a general CAC meeting.

The CRP Evaluation Subcommittee has met 13 times and devoted some 40 hours in committee meetings to a detailed, line-by-line analysis of the CRP draft. In preparation for the subcommittee's meetings, a majority of the members expended at least as much time by individual study of the CRP draft. The subcommittee was chaired by Joseph P. Dougherty and included: Edward O. Handy, Jr.; Dr. Harold Pfautz; Dr. Basil Zimmer; Mrs. Martin (Anita) Miller; Mr. Walter Coupe; Mr. Alton Wiley; and Mr. James B. Leach.

This report to the full committee is to serve as the basis for the executive committee's report to the Mayor. It should be discussed in detail by the full CAC and receive the benefit of the thinking of the members who have not been able to participate in the detailed discussions.

## II BACKGROUND OF THE CRP

### Legislative

The Housing Act of 1959 provides that the Housing and Home Finance Administrator may make grants to localities for the preparation of community renewal programs. William L. Slayton, Commissioner of the Urban Renewal Administration, has depicted the Community Renewal Program as "...an action-oriented program, a marshalling of...(the) City's...needs and resources, and the working schedule to carry out the program..."

### Administrative

The HOUSING AND HOME FINANCE AGENCY policy statement which is the basis of the contract of the city with the federal government outlines the "scope and content of community renewal program". It is contained in IPA letter No. 227, dated October 9, 1961.

1. "The governing criterion is that all activities (of the CRP) aid in identifying the extent and nature of slums and blighted areas within a locality and in selecting and scheduling the urban renewal actions necessary for their correction and the prevention of their spread.
2. The items which a CRP SHALL include are outlined as follows:
  - a. Economic and marketing studies - as basis for indicating city prospects for growth in population and employment which, in turn, are the basis for estimating housing supply and demand.
  - b. Identification of deteriorated and deteriorating residential and non-residential areas together with an analysis of their nature, cause, and proposals for renewal action.
  - c. Evaluation of city's requirements and resources for renewal action with respect to (1) financing; and (2) relocation requirements and resources.
  - d. Translation of the above into a plan with specified priorities oriented to a feasible long-run time span."

With this in mind, the city made contracts as noted above to obtain special studies (e.g. Economic Foundations, Social Foundations). It contracted with Blair Associates "to conduct the necessary survey and analysis to complete the basic work outline". The latter was to be accomplished in two phases: the first to consist of a consideration of the state of the city, its future prospects, an evaluation of existing programs, and an "appraisal of overall urban renewal problems, needs, and objectives as related to public policy"; the second phase involved (1) identification of blighted areas, (2) renewal treatments which would eventuate in (3) the "development of the Community Renewal Program".

The contract with Blair Associates provided that Phase II would not be undertaken until Phase I had been approved. The total budget for these operations was set at \$277,037. Blair Associates contract is budgeted at \$108,300.

### III OUTLINE OF NOVEMBER 1963 CRP DRAFT

In early December, 1963, a document comprised of five parts entitled the Providence Community Renewal Program 1965-1970 prepared by Blair Associates was presented to the Citizens Advisory Committee on Urban Renewal. It purported to comply with the above federal requirements and subsequent contracts. What follows is an outline of Blair's CRP draft.

- Part I Providence: a Changing City - concerned with trends in population and employment, patterns of land use, circulation, community facilities, and previous redevelopment projects.
- Part II The Problems - concerned with descriptions of the economy, distribution of personal income, population trends, "social problems" distribution, housing condition, municipal income, and administrative organization.
- Part III Goals and Proposals - for the city, the economy, the population, personal income, "social action", housing improvement, administration of renewal, and municipal finances.
- Part IV Renewal Treatment Analysis - specific programs for areas within the city within the context of the Master Plan.
- Part V Priorities for Action - selection and scheduling of projects and specification of supporting action.

#### IV COMMITTEE EVALUATION

In general your committee found the Blair Draft inadequate for the following reasons:

- A) The draft failed to make clear basic definitions, relationships and distinctions
- 1) The draft failed to define clearly the problems of the city.
  - 2) The draft failed to define clearly the goals of the city.
  - 3) The draft lacked logical development in the presentation of the relationship between: 1) the goals and problems of the city; and 2) the economic and social dimensions of those goals and problems.
  - 4) The draft lacked a clear conception of urban renewal as a technique which could serve in realizing the goals and in resolving the problems.
  - 5) The draft failed to distinguish between basic pre-renewal local problems and problems peculiar to renewal operations.
- B) The draft did not: 1) articulate the bases for the CRP proposals; or 2) relate the initial data and priorities to the final proposals and priorities.

The materials gathered as a basis for the CRP (e.g., trends and characteristics of the city, documentation of its problems) were often irrelevant or of questionable reliability; frequently their relevance was not spelled out; and often the data were presented in a confusing or meaningless manner.

Finally, the CRP goals, proposals, treatments and priorities for action were not related to the initial materials presented in the CRP.

- C) Treatments of crucial dimensions of the CRP were inadequate, especially:
- 1) In detailing the current economic position of the city;
  - 2) In evaluating previous urban renewal projects;
  - 3) In dealing with minority group housing problems and resulting minority group residential patterns;
  - 4) In failing to identify clearly the costs (including social costs) and benefits of the renewal treatment proposals and priorities;
  - 5) In failing to provide financial data adequate to estimate the capacity of the city to support the proposed CRP;
  - 6) In failing to provide alternative programs;
  - 7) In failing to provide realistic proposals for citizen participation;

- 8) In failing to provide data demonstrating that the administrative proposals would be efficient either in terms of (a) cost; (b) operation or (c) commitment from existing agencies. Nor do the administrative proposals represent a reasonable development of the existing structure designed to more effectively resolve current or anticipated problems.

## V COMMITTEE RECOMMENDATIONS

As a result of our deliberations we recommend that nothing less than a complete re-write of the CRP will guarantee a comprehensive and successful urban renewal program for Providence. Indeed, in view of the major inadequacies of the draft, your committee found itself, in fact, unable to evaluate the CRP proposals, i.e., the renewal treatment analysis and the priorities for action.

In part we feel the inadequacies noted above stemmed from the fact that the major contractor responsible for coordinating the materials of other contractors had no role in determining what the other contractors did; in part the inadequacies of the report stem from the absence of effective monitoring of the work of the major contractor.

We feel that it should be called to the attention of the committee that the draft was presented to the Citizens Advisory Committee at too late a stage for this group to be of maximum use.

We have the following suggestions for incorporation into the final Community Renewal Program for Providence:

### I. The re-written CRP should involve the following:

A) A clear presentation of Providence's past and current position in order to provide a realistic basis for identifying its current problems and defining its future goals;

B) A clear presentation of how urban renewal techniques can be employed to resolve or alleviate some of these problems and to aid in the realization of some of these goals;

C) An adequate evaluation of existing urban renewal projects with regard to social and economic cost-benefits, especially as they may involve conflicts in community goals and values;

D) A clear consideration of the city's ability to finance and to administer the CRP effectively and efficiently;

E) A candid analysis of existing administrative problems and recommendations designed to resolve those problems in a reasonable, evolutionary way. At a minimum, the proposals should clearly (1) identify responsibility for general planning and the development of a comprehensive urban renewal program (a CRP), both of which functions precede the execution of particular renewal projects; (2) identify responsibility for project planning and other relevant operations which constitute the implementation of urban renewal and (3) provide liason and coordinate the conflicting policies of various local administrative agencies with land use, building, planning and social welfare responsibilities.

II. The draft failed to take into account the recommendation of the Citizens Subcommittee on Minority Group Housing Problems regarding the problem of relocation.

a) We recommend that immediate action be taken by the city to extend the

CRP to comply with the following revised policies for Community Renewal Programs set forth in LPA Letter No. 276, dated August 19, 1963:

"Survey, analysis, and program of action to aid in achieving equal opportunity in housing. To assist in furthering the objective set forth in Executive Order 11063 on Equal Opportunity in Housing, each Application for CRP Grant shall include the following work items as a part of the scope and content of the CRP:

- "(1) Survey and analysis of the existing pattern of the residence of Negroes and other minority groups<sup>1</sup> in the community, including an appraisal of the extent to which the pattern is the result of discrimination. The survey and analysis shall include consideration of the quality of housing and of related community facilities and services available to minority groups, in relation to the quality of housing and related community facilities and services available in the community at large.
  - "(2) Analysis and projection of minority group housing needs in relation to the supply of housing at various rental and sales levels that will be available to members of minority groups in the community. In the preparation of the projection, consideration shall be given to minority group housing demand and supply in the metropolitan area of which the community is a part. Based on the analysis and projection and on estimates of the number of minority group families likely to be displaced by urban renewal or other public action, estimates of the number and type of dwellings that will be needed to rehouse displaced minority group families shall be prepared.
  - "(3) Development of an affirmative program to expand the housing opportunities available to minority groups in the community, including increases in the quantity and improvements in the quality of available housing, and to eliminate discriminatory barriers obstructing open access to housing. The affirmative program shall include consideration of how both federally assisted and other programs of housing improvement can be used to attain these objectives."
- b) We strongly urge that, on the basis of the City's experience with the problem of minority group housing and relocation, there be a modification of HHFA policy regarding reporting requirements so that such reporting focuses on vacancies available to members of minority groups rather than gross vacancies.

III. In any future long-range community renewal planning, the contractor responsible for the final report should also choose (with the approval of the City) the sub-contractors and define their responsibilities. Also the amount of time the

<sup>1/</sup> For purposes of this statement, a minority group is defined as one composed of persons subject to discrimination in gaining access to the local housing supply because of race, color, creed, or national origin, generally including, but not limited to, Negroes, Oriental Americans, Spanish-speaking or Latin Americans, Puerto Ricans, Jews, and American Indians.



principal of the firm is expected to expend on the CRP should be specified. Finally, the staff of local public bodies should be assigned as much of the work as is possible and consultants should be called in only for carefully defined special tasks.

IV. In any future community renewal planning, the work of the contractors should be monitored effectively by city officials responsible.

V. In any future community renewal planning, citizens participation should be constant.

Despite the inadequacies of the CRP Draft which have occasioned the critical comments in this report, your subcommittee is convinced that urban renewal can be an effective tool in solving many of our community's pressing problems as well as reaching many of our community's goals. Regardless of urban renewal know-how, however, such programs will prove ineffective or may adversely affect the community unless we can determine, and frankly consider, whether the aggregate and individual social and economic benefits are worth the aggregate and individual social and economic costs.

In the final analysis, insofar as urban renewal decisions affect the interests of groups in the community, i.e., because plans for urban renewal are political in the best sense of the word, the basic decisions concerning renewal should rest with elected officials advised by an informed citizenry.

The Mayor's Committee to Study  
the Feasibility of

A CENTER FOR THE PERFORMING ARTS FOR RHODE ISLAND

PROGRESS REPORT

EXHIBIT

VII: CC

December, 1964

Providence, Rhode Island

## FOREWORD

On March 5, 1964, the committee appointed by Mayor Walter H. Reynolds began its survey of Performing Arts Centers throughout the country and its study of local problems and opportunities in relation to the building of such a center in Rhode Island.

Over the past nine months, there has been a gradual development of an idea, and the committee is confident that one day this idea can become a reality. We base our confidence on two factors - first, the basic need for a Performing Arts Center to serve the people of Rhode Island. Statistics show an unprecedented burgeoning of interest in the arts. It has been called "a cultural explosion". In city after city, arts centers are flourishing or are being planned and built. We in Rhode Island should be part of this national movement; it should be our response to the present need.

Secondly, we draw confidence from the support and enthusiasm received from our official bodies, private citizens and the press. There are gratifying signs of recognition that the arts today are important in the lives of Rhode Islanders, and that the Civic Center complex will enhance the aesthetic as well as the economic climate of our State.

The idea of a Performing Arts Center, from its inception, has been a venture of faith - of faith in the ability to present the importance of the arts to all of us. It remains a venture in faith, because the committee and I, having gone this far, are confident that Rhode Island will enjoy the fruition of this effort.

Mrs. Frederic W. Schwartz  
Chairman

December 16, 1964

ORIGIN

The proposal for a Rhode Island Center for the Performing Arts, established within the planned Civic Center was first presented in 1960 in the City Plan Commission's report entitled, "Downtown Providence 1970". The Center was later detailed in a separate study, "A Center for the Performing Arts for Rhode Island", released in December 1963 by the City Plan Commission in collaboration with the Rhode Island Fine Arts Council. This led to the appointment by Mayor Walter H. Reynolds of a committee to study the feasibility of developing a Performing Arts Center.

The committee was comprised of Colonel John Gegan, chairman; Mrs. Frederic W. Schwartz, co-chairman; Paul Axelrod; Curtis B. Brooks; Professor Arian R. Coolidge; Joseph P. Dougherty; Charles A. Dunn, Jr.; George Fraser; Francis J. Hanley; David G. Kent; Judge William M. Mackenzie; Charles Mullaney; Senator Pat Nero; Mrs. Claiborne Pell; Mrs. Raymond J. Pettine; Dr. Charles H. Russell; Bruce Ruttenberg; John E. Ryer; David U. Warren; Dean Charles B. Willard and Dr. Eugene C. Winslow. Dieter Hammerschlag, Deputy City Plan Director and Jagdish C. Sachdev, Senior Planner served as ex-officio members. Edward F. Burke was appointed a member of the committee by the chairman, in November, upon the resignation of Dr. Eugene Winslow.

On March 5, 1964 the first meeting was held, and it was agreed that "since the exhaustive research by the City Plan Commission showed that a real need exists in the community for a Performing Arts Center, the purpose of this committee was:

1. To analyze the feasibility of fulfilling such a need.
2. To determine the financial methods required to accomplish this undertaking".

The committee initially determined that such a facility was desirable in Rhode Island. A sub-committee was appointed by Colonel Gegan, comprised of Professor Arian Coolidge, Joseph P. Dougherty and Mrs. Frederic W. Schwartz, to study similar centers in other cities. In the light of the study made of one hundred facilities\* and reports issued by the Richmond, Virginia and Baltimore, Maryland committees; the Lincoln Center for the Performing Arts and the Saint Paul Art and Science Center, it was concluded by the committee at the April 21 meeting that the development of a Performing Arts Center was a generally feasible project. To this end, Colonel Gegan appointed Curtis B. Brooks as financial chairman to report back to the committee on the financial feasibility of this project.

\* Report attached.

Based on a survey of the experiences and methods utilized in financing centers in comparable communities, and in the light of the needs of our metropolitan area, and cognizant of the financial position of the City of Providence, the financial reports recommended that the State of Rhode Island erect and maintain a Performing Arts Center by means of a Bond Issue. The report was accepted by the Committee.

Colonel Gegan, whose great assistance to the committee is hereby acknowledged, resigned from the chairmanship because of ill health. Mrs. Frederic Schwartz was elected chairman in September.

The Committee is grateful for the assurance of the continuing interest, support and assistance given by Impact, R. I., Inc. and the Rhode Island Fine Arts Council.

The Committee further acknowledges the cooperation of Mayor Walter H. Reynolds without whose vision and foresight this worthwhile community effort would not have been initiated.

From its first meetings, the Committee showed itself eager to formulate its recommendations and conclusions on basic facts and on the advice of experts in the various artistic, financial and educational fields. The Committee acknowledges with thanks the counsel and assistance of Governor John H. Chafee, T. Dawson Brown, Impact, R. I. Project Chairman; Dr. Barnaby C. Keeney, President Brown University; Frank G. Shea, Impact, R. I. Counsel; Joseph C. Keegan, Providence Finance Director; Bryan Bailey, City Plan Commission; Henry E. Bessire, Lincoln Center for the Performing Arts; Douglas Tawney, Baltimore Auditorium; Harry Draper, St. Petersburg Bayfront Center; Frank G. Kronoff, Worcester Memorial Auditorium; Albert W. Coote, Bushnell Auditorium and Allen W. Clowes, Clowes Memorial Hall.

The Committee also acknowledges the support given by the Providence Journal and the Evening Bulletin. In understanding the need to further the potential achievements and public service of a Performing Arts Center, these papers have been of great help in bringing the story of the Center to the public.

**CONCLUSIONS**

Upon the completion of a nine month exploratory study, the Mayor's Committee to Study the Feasibility of Developing a Center for the Performing Arts for Rhode Island herewith submits its conclusions:

1. By unanimous vote, the committee reached agreement that the exploratory studies justify a conclusion that a Center for the Performing Arts is desirable and feasible.
2. That the Center be erected by the State of Rhode Island by means of a Bond Issue. The Committee further believes that the Center could then be self-supporting.
3. The proposed site within the future Civic Center is practical and desirable from the standpoints of convenience of access, traffic and parking; it is centrally located in respect to the metropolitan population; and it provides a beautiful setting.
4. The Civic Plaza, on which the Performing Arts Center would be located, could provide an attractive outdoor site for the performing as well as the visual arts. Suitable performances, art shows and festivals could be held in this "forum".
5. The establishment of a Center will open new and expanded opportunities for each of the major arts, namely: opera, symphony and other forms of vocal and instrumental music, spoken drama and the dance.
6. The Performing Arts Center will project a new image for the State and the City. In addition, excellence in the arts has proven to be a major factor of desirability for enlightened corporate enterprises in seeking locations for expanded activity.
7. A Center will be a major step forward in providing satisfaction and enjoyment for the needs of a public with increased leisure time.
8. A Center will meet the urgent need for a new and adequate permanent home for the arts and provide artistic stimulus to the community.

## RECOMMENDATIONS

### ORGANIZATION:

That a non-profit membership corporation be formed for the purpose of initiating, implementing, sustaining and operating a Center for the Performing Arts and for educating the general public with relation thereto.

1. That this corporation should include members of the State and City government, Impact, R. I., and leaders representatives of the public interest.
2. That the Mayor's Committee, at the request of Mayor Reynolds, act in an advisory capacity. And that an executive committee be appointed by the Chairman.
3. That an advisory council of professionals in the fields of the performing arts, architecture, engineering, operation, management, finance, law and others be appointed to advise the corporation.
4. Said corporation shall be so constituted that it is eligible to receive Federal planning advances.
5. Initial organization funds should be made available by the City of Providence or the State of Rhode Island.
6. That the Performing Arts Corporation shall have fiscal and artistic autonomy.

### OPERATIONAL ORGANIZATION OF THE CORPORATION:

1. That the corporation obtain the services of a consulting and management firm.
2. That the corporation engage an executive director.
3. That the corporation engage a fund raising director.

### METHODS OF FINANCING:

It is the recommendation of the committee that, if possible, the City of Providence furnish the land for the Center within the complex of the proposed Civic Center. It is further recommended that the Performing Arts Center be erected by the State of Rhode Island by means of a Bond issue. A professional

firm should prepare an accurate cost study for the erection of a Center based on an acceptable program of requirements and preliminary design studies. No funds were made available to this Committee for this purpose. However, the Providence City Plan Commission, in its study for the Center, suggests a program of requirements and a "target estimate" of four million dollars. This estimate is based on average costs of similar centers in other parts of the country.

The Committee believes that the Center, once erected, could then be self-supporting and derive its operating income and funds for education and creative artistic advancement from:

1. Public subscription - seat endowment; special events; solicitations of gifts from foundations, corporations and individuals; grants.
2. Rental of facilities.
3. Concessions.
4. Parking.
5. Membership in corporation at an annual fee.

#### DESIGNATION OF CENTER

That a name be considered which would honor a benefactor or the State of Rhode Island.

#### LOCATION OF THE CENTER:

That the Center for the Performing Arts be located within the Civic Center complex to be built on the site of the present Union Station. The railroad site would be ideal from the standpoints of ease of accessibility, traffic and parking. With the completion of the expressway system, it would be within twenty-five minutes driving time of one million people. Also, the site will afford a superior architectural setting for the Center.

If the Railroad Relocation Project, for which a capital grant of eleven million dollars has been reserved by the Federal Urban Renewal Administration, does not materialize, then another site should be chosen.



STANDARDS:

1. That it is the responsibility and obligation of the City of Providence and the State of Rhode Island to furnish adequate facilities for the performing arts... facilities that are needed and deserved by the people and the generations to follow.
2. That it offer the broadest public service in the field of performing arts and the attainment of creative, artistic and educational advancement.
3. That the Center be dedicated to the highest quality of artistic excellence.

We would hope that the Corporation might continue and conclude the various phases of operation concerning the practical aspects as organization, physical requirements, finance, preparation of architectural program and cost estimates.

Report approved: November 17, 1964

# **RICHMOND, VA. REPORT**

Data on 100 facilities indicate they were financed as follows:

Bonds Only	45	
Bonds + Gifts & Grants	10	
Bonds + General Fund	5	
Bonds + Public Subscription	2	
Bonds + Public + Gifts & Grants	2	
Bonds + General Fund + Other	1	65
General Fund Only	4	
General Fund + Gifts & Grants	9	
General Fund + Other	1	14
Public Subscription Only	2	
Public Subscription + Gifts & Grants	3	
Public Subscription + General Fund	1	
Public Subscription + Gifts & Grants + Other	1	7
Gifts & Grants Only	9	
Gifts & Grants + Other	3	12
Other (only)		2
		100

**Operational Information**

**Subsidy - data on 68 facilities**

45 or 66% are subsidized  
23 or 34% not "

**Concessions - data on 67**

2 or 3% have none  
47 or 70% lease out  
18 or 27% operate their own

**Union - data on 67**

40 or 60% are split-house (union when required only)  
17 or 25% no union labor  
10 or 15% all union "

**Policy - data on 47**

26 or 55% Policy established by city, county or state  
15 or 32% Auditorium Board establishes policy  
6 or 13% Auditorium management works with city or county

**Maintenance - data on 47**

25 or 53% by city, county, or state  
16 or 34% by building management  
3 or 6% by building department  
2 or 4% by department of recreation & parks  
1 or 3% by other agencies

**Operations - data on 47**

25 or 53% by city, county, or state  
18 or 38% by building management  
2 or 4% by building department  
1 or 2% by department of recreation & parks  
1 or 3% by other agencies

**Respectfully submitted,**

**Mrs. Frederic W. Schwartz**

**April 21, 1964**

Report of Subcommittee on the  
Desirability and Financial Feasibility  
of a Performing Arts Center

The Subcommittee has given careful consideration to the desirability as well as to the feasibility, of the proposed Performing Arts Center, and is pleased to submit its conclusions herewith.

First, it is believed that such a Center would be a distinct asset, not only to the City of Providence, but also to the entire State of Rhode Island. Many of the organizations which would use the facility are already state-wide in scope, while others are moving in that direction. The highway construction programs now under way in Providence and throughout the State will, when completed, provide easy access to such a Center. In conclusion, it appears that a Performing Arts Center, centrally located in Providence, would be of great cultural, educational, and economic advantage to the entire State.

Second, as to the financial feasibility of building and successfully operating such a Center: After careful study of the economic factors affecting Providence and its environs, as well as of the expected continued decrease in population in the near and intermediate future, it is not felt realistic to expect the City to undertake the construction and operation of such a project, nor does it seem any more likely that sufficient private funds could be raised for the purpose.

These conclusions are reinforced by study of a report summarizing the methods of financing 100 similar projects throughout the nation. It is therefore recommended that the project be financed by the State through the issuance of General Obligation Bonds (with opportunities for special memorial units to be offered for private contribution), and that the State be prepared to underwrite out of general revenues annually the necessary expenses of operation, maintenance, and repair.

Respectfully submitted,

s/Curtis B. Brooks

October 13, 1964

**THE RHODE ISLAND FINE ARTS COUNCIL**  
**Box 421**  
**Providence, R. I.**

The Rhode Island Fine Arts Council, now representing twenty-four major cultural and educational organizations, has had great interest in the proposed project to provide a Performing Arts Center for Providence and the state. This interest became active a year or more ago when a committee of the Council cooperated with the Providence Plan Commission to make a survey of those established groups in the state which might use such a facility. Parts of its report to the Plan Commission were printed in the Commission's brochure.

There seems no doubt that a Center such as envisioned would be of inestimable advantage to the expanding cultural life of Providence and Rhode Island as a whole. While awaiting further details before endorsing any specific plan, the Council supports in principle the forward-looking idea of a Center.

**s/ Arlan R. Coolidge**  
**President**

**October 26, 1964**