



Vision for Bristol

Vision for Bristol
September 19 & 25, 2013
FORUM REPORT

Forum Facilitation by: Diana Campbell
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Vision for Bristol Forum Report

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OVERVIEW OF FORUM

Purpose of this Report

This report provides a record of the participants' work during the September 19 & 25 *Vision for Bristol* forum in Bristol, Rhode Island. The report is intended to be a source of public input to the Director of Community Development and the Town of Bristol Planning Board for the 2014 Comprehensive Plan Update as required by the State of Rhode Island. In addition, this report can be used by both participants and non-participants as they support the efforts of the Town to create and implement a vision for Bristol that meets the needs of all residents.

Background

In March of 2007, there was a community forum called, *Voices for Bristol's Future*, (Voices) initiated by a small steering committee of 13 people who were seeking to bring together a broad representative group of residents of Bristol to discuss their vision for Bristol, RI in the 21st century. At the time, Bristol was facing a number of challenges, including an economic downturn and changes in the population demographics within the Town. The Voices forum was planned as a way to bring residents together to discuss what they loved about the Town and what they wanted the Town to look like for future generations. The data from that event was presented to the Town Council in May of 2007.

As a result of the enthusiasm for civic engagement generated at the Voices forum, the Town experienced a surge in volunteerism, re-energized local community groups that focused on education, the waterfront, and economic development. In addition to the many volunteers for grassroots initiatives, the Planning Board received a large number of volunteers to help with the 2010 Comprehensive Plan update. The Director of Community Development commented at the time, that the experience and qualifications of the volunteers who worked on the Comprehensive Plan update was better, by far, than hiring consultants. The volunteers were not only qualified, but because they were citizens of the Town, had a personal stake in the vision they were developing for the future of the Town.

Based on this experience, in the spring of 2013 Diane Williamson, the Director of Community Development, with the support of the Planning Board and the Town Administrator, approached *Voices for Bristol*, to request that they organize another public forum as a way to collect public input for the Town of Bristol's 2014 Comprehensive Plan update (hereinafter referred to as the "2014 Comp Plan"). The forum would be similar to the original *Voices for Bristol's Future* forum in that there would be a broad representation of the many demographics living in the Town, it would have a facilitated agenda that would allow for open sharing of idea on the future vision for the future of the Town, and it would be a springboard for the 2014 Comp Plan update process. The forum would be formatted as a two-night series in as many weeks. The information from the forum would be collected into a report to be presented to the Planning Board.

Under the direction of Diana Campbell, the chair of *Voices for Bristol* and a trained facilitator, a Steering Committee of 15 residents was formed to promote and organize the

forum, which was called, *Vision for Bristol*. The goal was to reach as many different demographics within the Town as possible. Invitations were sent to more than 100 different community organizations, Town boards, and civic groups, asking them to participate in the forum. Participants were required to attend both nights. In addition to personal invitations, the public-at-large was invited through two colorful ads in the Bristol Phoenix, a presentation at a Town Council meeting, flyers posted at the Bristol Town Hall and the public library, church bulletins, a website, information cards distributed to passers-by in front of the Post Office on a Saturday morning, and through social media outlets. Steering Committee members also used their personal networks to recruit participants from neighborhoods and demographics that are not as “tuned in” to the usual communication lines used by the Town. As a result, in less than a month more than 140 residents registered to participate in the two-night forum. An additional 20 residents expressed an interest, but could not attend due to scheduling conflicts.

The agenda for the Vision forum followed the original Voices forum, except that it was held over two nights. Seating charts were created to give the participants maximum exposure to as many different people as possible. Every effort was made to “mix up” the groups to provide a balanced discussion at each small group (table). Volunteer facilitators were recruited and trained to keep table discussions on topic, cordial, and flowing, as well as to give everyone a chance to speak and share their ideas and opinions.

Finally on September 19th & 25th, forum was held in the newly renovated lower level of St. Mary’s Church and brought together more than 140 people from the community; many of whom had never met before.

OBSERVATIONS

1. Recruiting participants for the forum was an easy task. As word spread through the letters, social media, and the ads in the newspaper, registration was strong and steady through the last days (and beyond) of the registration period, which was extended to allow for last-minute registrants. All were grateful for the opportunity to participate and looked forward to sharing their ideas. Most of the registrations came from an on-line registration form located on the *Vision for Bristol* website; the others came as hard-copy forms that were downloaded from the website, included with the personal letters that were delivered to Town Boards and community organizations, or from Town Hall and the Rogers Free Library. In all more than 160 residents expressed an interest in the forum, with 140 registering.
2. The Town’s demographics were well represented by the participants. The Steering Committee took extra care to monitor the registrations as they arrived. Effort was added to recruit from demographics that seemed under-represented. As a result, on the forum evaluations, many participants remarked about the variety of ages and backgrounds of the participants. All of the comments reflected that this was a positive sign that the Vision coming out of the forum was in good hands, with the elders in the room able to pass along their ideas to the younger residents. The younger residents

were enthusiastic to hear about the Bristol of the past, but through a perspective that was hopeful and forward-thinking.

3. It was clear that some of the participants were new to civic engagement and were happy to be enthusiastically welcomed into the discussions. Some representatives of the fishing industry, for example, were happy to hear that the other participants valued their contributions to the Town and wanted to make sure that they were supported in the future.
4. As was the case in the Voices forum, no one person assumed the role of expert during the event. Because agenda was facilitated but open, there was a great variety of ideas and suggestions that will be useful to the committee that will work on the 2014 Comp Plan update.
5. Unlike the Voices forum, where event participants were concerned that their elected Town officials might dismiss this work and that the Forum's results might not be used, the participants of the Vision forum knew that their ideas were going to be included in the discussions for the 2014 Comprehensive Plan update. Additionally, the participants also knew that they could, as citizens, work to bring some of the ideas to fruition on their own. This was very empowering and added an optimistic energy to the discussions as they completed the exercises throughout the forum.

RECOMMENDATIONS

1. Capacity Building: Like the Voices forum of March 2007, the room was filled with the enthusiasm to continue to be involved in the Town. A majority of the respondents to the final forum evaluations indicated that they wanted to stay involved, especially in efforts that they felt were a priority for the Town: Economic Development, Infrastructure Planning, and Education. The enthusiasm for civic engagement is very real and should be taken seriously by the Town. It is more valuable than any number of consultants that the Town could hire. The residents of the Town want to be involved in its governance and are willing to work hard to provide whatever is needed to continue the Town's successful growth toward its vision.
2. Communication: In addition to staying involved, the majority of attendees also wanted to remain informed about the process for updating the 2014 Comp Plan, as well as the implementation of some of the priorities they expressed in their vision for the Town over the next ten years. It was suggested that the Town hold additional smaller, more focused, forums in order to further explore how to implement and achieve that vision. Specifically, the participants wanted additional forums to address Economic Development and the issues facing the Fishing Industry.
3. Community Participation: Like the Voices forum, one of the activities of the Vision Forum required participants to work on their area of interest and consider how to accomplish their vision for that interest. Most of these areas of interest related directly to

sections of the 2014 Comp Plan. Many ideas and suggestions were identified, but more importantly, many enthusiastic citizens expressed a desire to continue the conversations and to work to help achieve the vision.

FORUM – PART ONE

On Thursday, September 19, 2013, a group of 140 citizens of Bristol gathered for the first evening of a 2-evening Forum, to begin an ongoing dialogue about the Town they love and their hopes and dreams for its future. The stated goals were to:

- Create a vision of Bristol in 2024
- Provide public input to the Town of Bristol's 2014 Comprehensive Plan update
- Build community energy/interest/involvement/connection

Upon signing in at the registration table, participants were directed to the first of two tables that they would be sitting at for small-group discussions. Seating plans were deliberately created that mixed up the demographics so that at each of the fourteen tables there was a diverse representation of the demographics that make up the Town's population. At each table there were teenagers, senior citizens, parents, retirees, executives, blue collar workers, stay-at-home parents, and business owners. Each table discussion was led by an experienced facilitator volunteer. There were 15 volunteer facilitators.

Community Assets

After a brief overview of the evening's agenda and a presentation on the current status of the Town, each table was asked to spend some time developing a list of the Town's assets -- what they loved about Bristol. Then from that list, they were asked to identify what they absolutely would want to make sure was still in place in the Bristol of 2024. It became clear right from the beginning that the participants were prepared to work hard. There was openness, cooperation, and an enthusiastic energy at all the tables.

The list of town assets that they came up with was long and comprehensive – some tables filled up 4 flip-chart pages! Some of the assets that the participants wanted to remain a part of Bristol in 2024 are:

- Its exemplary educational institutions, including Roger Williams University
- Cultural institutions, including museums, arts community, Mount Hope Farm, Linden Place, and Blithewold
- 4th of July celebrations
- Sense of community; friendly
- Scenic waterfront and the waterfront community
- Walk ability of the Town
- Its civic/community pride; friendliness of the citizens
- Historic architecture and preservation

- Open space, parks, Town Common, bike path
- Sense of security and safety
- Vibrant Downtown and business community

Trends & Opportunities

Once the groups had developed a sense of what they loved about the Bristol community and their priorities for what they wanted to remain a part of that community, they were asked to move to a different table. Like the first time, the seating plan were arranged to create a diverse grouping. The participants were introduced to a new facilitator and to a new group of people. In this way, participants got to share their ideas with a large number of different people, while hearing new ideas from a variety of sources.

At the second table, the participants were asked to brainstorm what they thought might be outside influences that could have an impact on the Bristol of the future – either as a detriment or as an opportunity. Examples of such influences could be the economy, climate change, or technology. This exercise was harder for the groups to do. It required that they think a bit beyond what they know and to consider global, federal, state, and local trends.

Some of the outside influences that they saw are:

- The use of Social Media to communicate
- Financial stresses as funding gets cut as federal and state levels
- Population growth/decline
- Technology
- Transitional residences of some residents
- Pensions as the baby boomers retire
- Need to attract more businesses to offset tax burden on home owners
- Infrastructure requirements, as our infrastructure needs upgrade and modernizing
- Competition from neighboring communities for economic growth
- School funding challenges
- Use of Internet for shopping and communication
- Aging population
- Fish catch limitations
- Tolls on bridges

Though the last exercise of the evening was difficult, the participants left with a sense of excitement to return a week later to continue the conversations that they started, to meet more people, and to work on their vision/ideas for the future.

FORUM – PART TWO

On the following Wednesday, September 25th, the participants were asked to sit at a (third) different table. As they entered the room, they were advised to walk around the room to review the lists of Trends & Opportunities that were identified the week before. These lists were to be used to feed into the discussions for the evening.

Ideal Future & Key Themes

Participants spent the first part of their evening turning their hopes for the future and their understanding of the unique trends and opportunities that would have an impact on that future, into their vision for Bristol's ideal future, 10 years from now. The groups were asked to brainstorm the characteristics of the ideal future for Bristol. Once their list was complete, they were asked to organize these characteristics into one-word priority descriptions or themes. These priorities became the central themes that would be expanded into an ideal vision for the future and the fed into the 2014 Comp Plan update.

The top six themes and some of the characteristics included in each theme are:

- Infrastructure/Traffic – 58 votes
 - Sidewalks
 - Traffic flow throughout Town, but especially on Rtes 136 & 114
 - Underground utilities
 - Watershed/drainage
 - Town-wide wi-fi
 - Street signs
 - Intra-town transportation, including trolley, ferry, taxis
- Economic Development – 56 votes
 - Business friendly
 - Affordable for everyone, especially senior citizens
 - Economically diverse business environment
 - Targeted economic growth
- Education – 41 votes
 - World-class school system
 - Up-to-date technology in schools
 - Connection with university for all residents
 - Strong emphasis on science & math
- Waterfront – 38 votes
 - Better planning for keeping the harbor clean & safe
 - Accessible waterfront
 - Vibrant
 - Fish cooperative
 - Responsible coastal development as an economic resource

- Environment/Natural Resources – 29 votes
 - 90% recycling rate
 - Lots of trees
 - Clean energy
 - Expansion & preservation of open space
 - Farms and fishing industries encouraged and supported
- Recreation/Entertainment – 25 votes
 - Performing arts center
 - Wellness center
 - World-class recreation center
 - Extend bike path
 - Public swimming pool
 - More entertainment options – movie theater

Other priorities identified were:

- Civic Pride / Engagement – 16 votes
- Historic Preservation – 15 votes
- Elder Care/Senior Services – 11 votes
- Shared Services – 10 votes
- Tourism – 9 votes

From Vision to Reality

For the final exercise of the evening, participants were asked to seat themselves at a table that was assigned to one of the priority themes. Participants could choose to sit at any table that held the most interest for them.

The exercise asked the participants to come up with practical strategies that could be used to achieve the Vision for their chosen theme. These strategies would be the key to the input that would be incorporated into the discussions as the Town updated the 2014 Comp Plan.

For many of the participants, this was the part of the forum that they were anticipating. There were many new and innovative ideas on how to address issues with the Town's infrastructure, how to achieve a more vibrant economy for the Town, how to improve our educational system, all while maintaining the characteristics that everyone agreed were what made Bristol such a special place. These strategies were developed from the heart from a group of citizens that truly love the Town of Bristol. They were not come to lightly, but with a lot of consideration for the implications on the Town's financial health, the security of the citizens, and the wonderful sense of community felt by all its citizens.

APPENDIX 1 – Forum Agenda



Vision for Bristol Agenda

September 19 & 25, 2013

Your Voice Counts!

Thursday, September 19	
5:30 – 6:15	Registration, socializing & refreshments Seat self at 1 st Table on nametag
6:30 – 6:50	Welcome, Purpose & Agenda Logistics
6:50 – 7:10	Introductions: “Getting to Know You” exercise
7:10 – 7:30	Presentation on Bristol
7:30 – 8:15	Community Assets: What do you love about Bristol? What about Bristol do you want to carry into the future?
8:15 – 8:30	Report out
8:30 – 8:45	Short Break - Move to 2 nd Table on nametag
8:45 – 9:20	Trends & Opportunities: What changes and opportunities do you see that may have an impact on the future of Bristol?
9:20 – 9:30	Closing Remarks

Wednesday, September 25	
5:30 – 6:25	Check-in, socializing & refreshments Seat self at 3 rd Table on nametag
6:30 – 7:20	Ideal Future: What characteristics do you see the ideal Bristol having in 10 years? Key Themes: Organize characteristics into one-word descriptions.
7:20 – 7:40	Report out on Key Themes
7:40 – 7:50	Prioritize Key Themes: “dot vote” Move to 4 th Table with Key Theme that interests you
7:50 – 8:45	From Vision to Reality: How do we get there? Solutions & next steps
8:45 – 9:15	Report out
9:15 – 9:30	Closing Remarks: Diane Williamson, Director of Community Development

APPENDIX 2 – Community Assets

Table 1

- Fully Developed Harbor to include:
- Moorings, docks, commercial fishing, pump out stations,
- slips, lighting, security, maritime center, improvement of launching area.
- High Speed Ferry stop/network.
- More parking for increased visitors with good signage
- Walley School development
- Two indoor pools at new recreation center
- 100% recycling rate and curbside compost pick up
- Good sidewalks everywhere
- Underground power lines (all utilities)
- All street signs same as current ones on Hope Street
- Tablets for all students
- Extended public boardwalk
- Robin Rug developed – mixed use and hotel
- Holistic healthcare center
- Metacom becomes three lanes with sidewalks
- More hotels
- Bring back Pastime Theatre
- Finish animal shelter
- Extend bike path to the bridge

Table 2

- Improve traffic control – left turn lanes & roundabouts on Metacom
- Maintain historical integrity
- Increase/improve sidewalks
- Accessible & affordable housing
- Trees – fruit trees
- World class education system
- Vibrant waterfront
- ? (can't see top line in photo) – business & technology
- Maritime center
- More lodging
- Entertainment options/movies
- Fishing industry – oysters, etc.
- Efficient recycling program
- More organic farming

Table 5

- Affordable Continuing Education for adults (Bristol residents) at RWU in Bristol
- Make all Bristol Schools “high performing”
- Make schools up to date with technology
- Create a Community Theatre space
- Update Town Infrastructure
- Free use of Town Facilities
- Create Cable Car around east side of 136 all the way to PVD
- Update sewer system in r/l to cleanliness of harbor
- Update drinking water system so there is redundancy in the system
- Importance of excess storm water run off - not polluting our harbor (excess use of high Nitrogen fertilizer needs to be reduced by landscapers esp on lawns near the harbor)
- The need to plant rain gardens in parking lots like Walter’s Town Beach
- Better overall planning for keeping the harbor clean, productive, healthy and safe.
- Bury power lines/cables
- Broaden alternative education options for those who don’t fit the college mould and make that curriculum tied to job opportunity.
- Have resident teaching artists in schools and visiting artistic companies
- Bristol Town Choir
- Safe Walking entrance to Colt Park at night
- Bring back the Pastime Theatre
- More performing arts places downtown
- Town-wide WI-FI
- Expand Marine Training facility
- Better publicize Town assets
- Enhance use/appreciation of town’s natural resources/open spaces including farming, gardening and nature education...ie. Where does a hamburger comes from.. Where does a potato comes from...More scouting and 4H needed for youth to learn basics of life. (If they don’t learn to love the earth now - they will never care for or respect it.)

Table 6

- Exceptional School System
- Make Visitor Center world class
- Make Dock Facilities world class
- Make Moorings world class
- Make Maritime Center world class
- Coordinate waterfront using a hospitality approach
- Sidewalks on Ferry Road from downtown to RWU
- Put empty schools on the Common to use to generate economic opportunity
- Expand Marine Trades Education and Opportunities

- Expand Development of Vocation—Technical Schools
- Improve and expand parking downtown
- Create a Bristol Compassion Center
- Solve flooding problems esp from Tanyard Brook
- Create Pool and swimming education facilities
- Expand accommodations – Hotels
- More retail downtown
- Make Recreation Center World Class
- Farms are still farms
- Larger revenue stream from tourism
- More scheduled events thru summer (like Tanglewood - half Shell on Independence Park)
- Fisherman co-op market
- Robin Rug Developed
- Town to recognize tourism as important

Table 7

- Expands the arts
- Street signs – user friendly
- Community garden plots
- Improve traffic congestion
- Incorporate technology
- Higher recycling rate/expand
- Improved infrastructure
- Protection of harbor
- Attracting small business

Table 9

- Street and Basement Flooding Solved
- 90% recycling – an example for the State
- Reduction of disposable paper and plastic bags, encourage cloth bags
- Traffic issues solved
- More open space
- More targeted economic development (marine trades)
- Maintain higher level civic engagement
- Continued appreciation of past and present service people
- Maintain/preserve working waterfront
- Continued positive relationship with Roger Williams University
- Volunteer Fire Department – training and retainment of program

Table 10

- Walking, bike path, water access
- Working/launch area available to Bristolians
- More transient docks
- Infrastructure to support tourism, boutique hotel, advertising
- New technology in our industrial parks (higher)
- Vibrant upscale downtown, rebirth of Spirit of 4th of July
- Population that appreciates small town feeling
- Continuity of updated sidewalks, etc for all neighborhoods
- Small movie theater/café
- Music/arts venue – performing arts center
- Celebrate ethnic neighborhoods
- Close down once a year for families/shoppers
- More business friendly

Table 11

- Strong emphasis on math & science and core studies skills
- Intelligent industries
- Economically diverse business environment
- Breakwater in harbor
- Slow growth
- Less traffic / improved patterns, more signs
- Underground utilities
- Sidewalks on 136
- Improved university / business development
- Stop growth of RWU
- Additional elderly housing / at home care
- Alternate local transportation
 - Trolley
 - Ferry
 - Taxis
- Clean harbor – bay
- Better technology in schools – keep up
 - Computers
 - ipads
 - iphones

Table 13

- Clean mandatory recycling
- Bike lanes through town
- Establish a winning Historic Preservation Pozzi Prize
- Better traffic patterns

- Keeping Bristol affordable
- University courses offered to seniors
- Fiscally sound Bristol
- Intra-city travel shuttle system
- Keep and encourage and welcome ethnic diversity
- Bristol as a destination (Ferry service to/from Bristol)
- Available and affordable elderly housing
- Responsible coastal development
- Commercial fishing pier
- Collaboration between social services
- CURRICULUM TIED TO JOB OPPORTUNITY
- Attractive to high tech industry

Table #unknown

- Wellness Center – ‘aging in place’ seniors staying at home
- Alternative education for K—12
- Use school buildings on the Bristol Common for support of the arts
- User friendly waterfront
- Complete development of Robin Rug
- More education and emphasis on recycling
- Retain small town civic feeling
- Development of Industrial Park as Community Center
- This is a place that new small businesses are welcome
 - (“open for small business”)
- “AP” development center
- Fourth of July Museum open year round
- Shuttle service around town to support businesses
- Establish Mentorships geared toward:
 - Helping new business succeed
 - Helping existing business grow
 - Helping existing business survive
 - This involves education initiatives and citizens and government
- Bristol Business Leader Networking for Bristol (angels/get a job)
- More robust Bristol Merchants Association
- “Mine” and leverage University Technology Centers
- Bristol has the environment- People want to live here. the best.

APPENDIX 3 – Trends & Opportunities

Table 1

- Trend toward safety & security issues – weather, terrorism
- Technology changing how people work & communicate – use of public internet
- Public money shrinking
- People migrating – cities & towns
- Small towns changing revitalizing (?) trend toward over-regulation (?)
- Trend against small town manufacturing
- Internet shopping
- Larger senior population – living longer
- Innovation centers (incubators for small businesses)
- Locavore movement
- Healthier living
- Vocational training/different higher ed opportunities
- On-line learning
- Lack of senior housing
- Economy is slowly improving
- Changing demographics – marry later, no kids, careers for both parents
- Kids are heavily in debt after school
- Increased cost of healthcare
- Climate change.
- Partnership is University for education and manufacturers
- Underutilized buildings – into housing (mixed) housing for senior citizens; public wi-fi Internet
- Try to attract innovative businesses /increased tax
- Garden allotments/ community gardens for growing food
- Expand bike path & board walk
- Improve electric infrastructure to prevent outages
- Help businesses recycle

Table 2

- Stole pension underfunding
- Traffic control/congestion
- Aging population/>demand for services – Aging in Place
- Technology needs of education system
- Prepare students for future workforce

- STEM
- Need for more jobs
 - Tax structure/more incentives to bring business
 - Keep/attract college grads
- Concern for rising sea level – is Bristol prepared? Flood zones/affordable insurance
- Need for long-term plan to support & expand infrastructure
- Consolidate services/save \$\$
- Emergency preparedness – address increase in storms, etc.

Table 3

- Social media
- Blight resulting from down turning economy
- Real estate values rising
- Decline of economic opportunities for millennials
- Keeping up with the fact pace of technology
- Community-oriented decisions
- Modernized back-to-basic (Angelinas” keeping business local - growing tourism/visitor experience
- Collaborative environment; locally & regionally
- Transitional residencies
- Residential neighborhood feels impacted by rentals & non-traditional family atmospheres
- Conscious decision making regarding visitors – investing in community
- No longer a back road – now a destination - intensity of traffic – bus stops cross walks.

Table 4

- Sakonnet River bridge tolls
- Financial stresses will get worse – increased crime levels
- Shootings – gun safety in society
- Marine industry going hi-tech
- Technology advancing faster than education can keep up withit
- Population growth/decline
- Social responsibility increasing response to reduced funding for pension
- Leverage technology advances to elp our kids
- Climate change impact on sea level rise
- Increased severity of storms
- Shell fishing
- State tax structure isn’t pro-business/driving high wage earners away
- Technology enables vast opportunities

- Tourism is growing; maritime center an economic engine
- Walkability is promoted – new sidewalks/bike path/boardwalk
- Farmers markets/farm to table
- Buy American
- Secularism on the rise
- Terrorism and possible targeting of 4th of July

Table 5

- Tolls on bridges: Impact – on infrastructure
- Social media: Impact – harnessing helps small businesses
- Eating/shopping locally
- Aging population Impact – continuing Bristol's history
- longer life spans: Impact – needed care for this population
- Shift in funding retirement
- State economic trouble; Impact – Jobs for residents
- Weakness of Providence
- Community competition for identity & reputation: Impact – need to make Bristol stand-out
- Tourism/destination weddings are big industry now: Impact – town needs a small boutique
- Loss of manufacturing: Impact – more business diversity needed
- Emerging technologies: Impact – take advantage of what we have the capacity to take care of already; need wired facilities; more town support for new technologies
- Focus on recycling, green climate, etc
- Shameless self-promotion – need to advertise selves better
- Slow population growth in Bristol; Improved by controlled growth
- Increased # of hair salons/nail shops: small # of empty storefronts is still too many.

Table 6

- Trade education
- Waterfront development continues
- Religious intolerance
- Infrastructure on Metacom Ave
- New \$ investment & commerce growth
- Prepare for the impact of new \$ investment
- Technology
- Re-use/re-purpose infrastructure (golf course)
- School funding challenges
- Maintaining the town

- Storm water management
- Adequate water service
- Being proactive to protect town assets & infrastructure (natural and man-made)
- Sustainable energy
- Strategies to be self-sustaining take care of ourselves
- Sustainability of how we dispose of waste
- Shopping on the internet
- Better broadband access
- Prepare to develop or welcome hi-tech
- Mixed use focus on development of existing brownfield properties
- Aging population
- Accommodations development to support business and tourism
- How will increasing \$ available be invested to benefit Bristol
- Need to promote shopping locally
- Emphasis on preserving & utilizing our farm & local products
- Need for wider local communication.

Table 7

- Technology changing way we live
- On-line retail
- Youth spend less time outside
- Rise of the “millennials”
- Lack of place for youth to hang out
- Trend towards more walk-able communities
- Less federal resources shifts burden to state and to town to taxpayers.
- Family unit under stress
- Not as much chance to know neighbors
- Frequent storm events
- People care more about the bay & water quality is improving
- Rising cost of education
- Standardization of public education
- Increasing housing production
- Houses becoming summer & “university” homes
- People retiring earlier – care needs
- Small business growth – they need spaces
- Unused spaces – Robin Rug, Wood St Industrial Park, schools on common
- Fish catch limitations
- Government regulations

Table 8

- Technology
- Communications
- Small business
- More B&Bs
- Grants
- Infrastructure
- Challenges with running small businesses
- Logistics
- Affordability
- Economic diversity
- Tolls on bridges (could this effect tourism?)
- General funds
- Revenue stream
- Telecommuting
- Sales tax on online shopping
- Able to access
- Employment opportunity

Table 9

- Climate changes - impact on the waterfront
- Technology trends – impacting education; opportunity to educate students
- Spending more than we have – funds coming from outside are less
- Fiscal responsibility as a trend – positive impact
- Our educational system is not competitive globally – impact on job opportunity
- Opportunity to focus on trades & current job opportunity
- Jobs being create are part-time – impact is under-employment
- Recreational boating increasing – impact on harbor
- Impact of the Affordable Care Act when implemented
- More young people staying with parents financially impacting households
- College costs increasing – less students can go to college; more college debt for those that do go
- Alternative energy trend & switching from oil to gas
- Trends – invasive insect species impacting trees

Table 10

- Housing market improving
- Solar/wind power
- Environmental preservation/"green"

- Creative employment opportunities
- Social media
- Tolls/future tolls
- Obamacare
- Threat of overdevelopment/roads/sidewalks/water pressure/infrastructure
- Technology
- Aging population
- Expand historic district
- Civic engagement/public services
- Vigilance
- Climate change – effect on waterfront
- Boat building industry
- RI – not small-business friendly; government/financing
- Robin Rug building development
- Buying local
- Community pride
- Fuel prices/global economy

Table 11

- Increased traffic
- Aging population
- Changing business environment
- Increase in small business/opportunities/incubator businesses
- Technology – mobile communication- wi-fi availability town wide
- Global economy – compete with the world
- Increase in tourism
- Increase in racial diversity
- Increase in harbor traffic – leisure boats – transient
- Attractive to young families & retirees
- Instant access to knowledge
- Downward pressures on wages
- Changing family household structure – single parents w children
- Shopping on-line – no bug box
- Education standards being lowered
- Increase in HS graduations & college population
- Increase in college degree
- Increase in vocational training opportunity
- Increase in veteran population – needed services

Table 13

- Environment:
 - global warming – water level & storms
 - climatic change
- Technology
 - kid-focused activities
 - sense of community
- Aging infrastructure
 - new sources of energy & power
 - financial impact on town to provide services
 - roadways & bridges
- Improving Economy
 - responsible planning & development
 - traffic control – Metacom corridor
 - over-development – strains resources change community
- Alternative transportation
 - ferry, train – Providence and Newport
- Need to get a handle on
 - Potable water – alternate sources
 - Separating storm drains from sewer lines

Table 14
Trends

Opportunities

Trends	Opportunities
Climate: <ul style="list-style-type: none"> • super storms • Evacuation • decline in fish/overfishing • rising sea level 	funding for projects i.e. Town Beach
Increased tourism	Impact on neighborhoods – increased traffic
Returning veterans	Strain community
Lack of funding for infrastructure	Economy – tax base, jobs
Terrorism – waterfront parade	Economy improving gradually
Economy – tax base, jobs	Ethnic changes
Rising taxes	Technology – social media, smart phones
Insular services – psychological effect (stress)	Community picking up
Funding for arts, music	Active aging population
Longevity requires services	Back to basics; improve education
Job market needs improvement	Sustainable energy – solar, hydro; wind
Ineffective national government	Efficiency – green technology
Technology: changes to keep up,	Farmers markets

internet safety	
Energy & environmental impact	Fishing
Transportation	
\$healthcare	
Trade deficit	
Obesity	

APPENDIX 4 – Ideal Future, Key Themes & Priorities

Key Theme Priorities

- Infrastructure/Traffic – 58 votes
- Economic Development – 56 votes
- Education – 41 votes
- Waterfront – 38 votes
- Environment/Natural Resources – 29 votes
- Recreation/Entertainment – 25 votes
- Civic Pride / Engagement – 16 votes
- Historic Preservation – 15 votes
- Elder Care/Senior Services – 11 votes
- Shared Services – 10 votes
- Tourism – 9 votes

Infrastructure – Traffic – 58 votes (traffic separate)

- Street signs – user friendly
- Quieter, less traffic; Town enforce noise laws
- Improve water delivery – water pressure
- Sidewalks throughout Bristol
- Fix drainage
- Watershed – improved
- Underground utility lines
- Good sidewalks everywhere
- All street signs same as current ones on Hope St
- Sidewalks
- Connect all attractions
- Flooding problem has been solved
- Improved/expanded parking in downtown
- Sidewalk on Ferry Rd – town to RWU
- Refreshed infrastructure
- Buried power lines
- Metacom improvements
- Dependable electricity
- Underground utilities
- Municipal wireless network – free wi-fi
- Sidewalks & crosswalks

- Street & basement flooding solved
- Update town infrastructure to have technology
- Improve infrastructure
- Community gardens
- Improved traffic flow – roundabouts, left-turn lanes
- Accessible & affordable housing
- Improve & maintain sidewalks
- Stormwater management in relation to cleanliness of harbor
- Upgrade sewers & water systems (Bristol needs water redundancy)
- Bury power lines & cables
- Update sewer/water infrastructure
- Town-wide free wi-fi
- Cable car around East Bay to PVD to Warren to Town centers

Traffic

- Improve traffic congestion
- Metacom becomes 3 lanes with sidewalks
- More parking (for increased visitors) with good signage
- Restore bus route to Metacom
- Traffic issues solved!
- Better traffic patterns
- Light rail/ferry to/from Providence and Newport
- Improved traffic flow
- Better planning for keeping harbor clean & safe
- Slow traffic speed
- Parking
- Less traffic – improved patterns, more signs
- Slow growth
- Sidewalks on Rt 136
- Alternative local transportation – trolley, ferry, taxis
- Crosswalks
- Intercity travel i.e. shuttle system, etc.
- Bike lanes throughout the Town (not just a bike path)
- Decrease Metacom Ave traffic

Economic Development – 56 votes

- More business friendly
- Attract small business
- Artisans

- Economically diverse business environment
- Improved university/business interaction
- Intelligent industries
- Technology office space
- High technology jobs—infrastructure; industrial parks; vocational training
- Employment – more business friendly
- Locavore food movement
- Robin Rug redeveloped
- Compassion center – medical marijuana
- Stability
- Holistic healthcare center
- More hotels
- Complete development of Robin Rug
- Incubator/ “AP” development center
- Further development of Industrial Park as community center
- More targeted economic development
- More retail establishments in downtown
- Jobs: marine training – we have this
- Small business thriving
- Affordable for elders
- Schools on common are in use and productive
- Known for supporting locally-owned business

Education – 41 votes

- Improved education
- Broader alternative educational options
- Residence teaching artists in schools
- All high-performing schools in Bristol
- Up-to-date technology at schools
- Affordable continuing education at RWU
- First-rate education system
- Tablets for all students
- Incorporate technology
- Expansion of marine industry trades with education
- Exceptional school system
- Vocational/technical school in B/W
- Slow/stop growth of RWU
- Alternative education for K-12
- RWU Connection – 2 dots

- Continued positive relationship with RWU
- Affordable educational programs for town residents at RWU

Waterfront – 38 votes

- Fisherman/shell fishermen cooperative
- Adequate moorings in harbor
- Coordinated marine hospitality – Herreshoff Marina, Bristol Marine, & Harbormaster
- Waterfront visitors' center
- Waterfront recreational and working
- Protect harbor
- Commercial fishing pier
- Accessible waterfront
- Boater service guide (Explore Bristol)
- Clean water (Bayshore)
- Resident parking to access
- Ferry service
- Keep working waterfront
- Working waterfront
- Breakwater in harbor
- User friendly waterfront
- Maintain working waterfront
- Clean harbor & bay
- Vibrant waterfront
- Fully developed harbor – docks & moorings; commercial fishing space; pump-out; security; maritime center; launching area
- Fully developed Robin rug use & hotel
- Extended public boardwalk
- Armory to become maritime center
- Fisheries – aquaculture
- More & better docking in harbor/waterfront

Environment – Natural Resources – 29 votes

- Reduction in disposable paper & plastic – encourage cloth bags
- 90% recycling – an example for the state
- Efficient recycling
- Responsible coastal development – sustainable; promote conservation
- Clean – mandatory recycling
- Trees & fruit trees
- Community gardening – schools/education

- 100% recycling rate – curbside compost pick-up
- Clean energy – renewable
- More open space
- Expansion & preservation of open space
- Emphasis on recycling
- Farms are still farms

Entertainment/Recreation – 25 votes

- Performing art center – art & music
- Open mic/stage location for local performers
- Movie cinema – generates recreation & new jobs for youth
- Support and advancement of the arts
- Half shell for musical performances at Independence Park
- Expand theater arts
- Original school buildings on common to support the arts
- More entertainment options – movie theater
- Conservation – preserving what we have
- Enhance use/appreciation for small parks & big.
- Live stock & gardening & open space
- Home building
- Swimming facilities for competition & education
- Local residents get priority access to infrastructure, i.e. beach, moorings, etc.
- Wellness center
- World class recreation center
- Swimming pool
- Walley School development
- Public swimming pool
- 2 indoor pools & new rec center
- Bring back Pastime Theatre
- Extend bike path – connect Hope St to Metacom Ave
- Bike sharing program
- Community theater space
- Movie theater
- More performing arts places to go w/ restaurants
- Free use of town facilities
- Residency with artists, dancers, actors, sculptors
- Resident teaching artists in schools
- Bristol Town Choir
- Safe walking entrance to Colt Park

- Movies in the park for families; you bring picnic; free movie
- Cyclovia – street fair/closing of street for walking, bicycles, skates, etc. allows for great community green event AND promotes business for local shops/restaurants
- Activities for 25-38 year olds

Civic Pride and Engagement – 15 votes

- Retain small town/civic feeling
- Rebirth of community spirit – volunteerism
- Wood St
- Increase number of volunteer firemen
- Reach out to military families
- Proper medical clinic
- Better publicize town assets
- Marine job training
- More volunteerism within the community
- Maintain high level of civic engagement
- Volunteer fire department – train & retain
- Celebrate our diverse ethnic neighborhoods
- Continued appreciation for past & present service people (veterans)
- Continue appreciation for our commercial fishing industry

Historic Preservation – 15 votes

- Maintain historical integrity of the town
- Lombard Pozzi Prize for preservation
- Preserve historical structures
- Maintain historic small town character

Senior/Elderly Services – 11 votes

- Keeping Bristol affordable for senior citizens
- Additional elderly housing and home care
- Seniors staying at home
- Affordable elderly housing

Shared Services – 10 votes

- Finished animal center
- Community TV channel/radio station
- Open town government – accountability, transparency, senior population
- Collaborating with social services
- Fiscally sound Bristol – property taxes and funded pensions

- 10 years from now we want Bristol to be less reliant on home owners property tax by having successful businesses

Tourism – 9 votes

- 10 years from now Bristol will be know for fine foods & sustainable gardens (Mount Hope Farm)
- Bristol 4th of July Museum
- Public transportation
- Thriving downtown
- Accommodations
- More lodging
- Bristol as a destination
- Trolley service
- More hotels
- Larger town revenue stream from tourism
- Lots of events for public – like Tanglewood

APPENDIX 5 – From Vision to Reality

Strategies to achieve the Vision

Infrastructure/Traffic

- Move forward with Metacom Avenue traffic plan – previously studied (approved?)
- Motivate more people to take public transportation
 - Highlight “Park-n-Rides” that are available
 - More public parking to use busses
- Improve the ability of cars to pass busses during stops
- Traffic Czar on Town Council
- Expand the reach of the Tanyard Brook project
- Disconnect sewer lines from storm water system – accelerate this work
- Move forward with existing sidewalk plan on Rt 114 to extend into Warren. Extend south to Mt. Hope Bridge
- Add sidewalks to Metacom Ave.
- Future development should have all buried utility lines requirement
- Study cost of burying utilities – raise money to accomplish
- Bring train into Bristol from Providence, using Bike Path or Metacom Ave.
 - Make it a monorail
 - Use cable car corridor on East Side of Metacom for cable car to Providence to spur people into downtown
- Reestablish ferry transportation
- Spur private investment in infrastructure projects – portion of town fees earmarked
- Seek grants to develop safe walking routes to schools
- Move forward with Metacom Ave plan
- Sidewalks everywhere
- Storm water abatement
- Wi-fi – total coverage throughout the Town
- Alternative energy: solar, thermal, wind
- Improve water pressure
- Better long-range planning
 - Communication with utility companies
- Dependable electric services
 - Buried power lines
- Sidewalks

- Refreshed infrastructure
 - Municipal wireless network
 - Cross walks
 - Parking
 - Traffic – slow down the speed limit
- Jitney – transportation

Economic Development/Tourism

- Work to create a set of situation where business owners would say, “Of course I am starting my business in Bristol!”
- Economic Development “leaders” work to determine what Bristol needs
- Need to sell Bristol – what does Bristol have that owners need? Workforce, living, social, educational, etc.
- Continue success of Explore Bristol in conjunction with Newport & Providence
- More hotels
- Plan for Robin Rug – accommodations?
- Improve parking and signage
- Preserve historic nature of the Town
- More concerts and events
- Town needs music shell
- Encourage & promote waterfront activities for visitors
 - Harbor cruises
 - Visit a fishing boat
 - Commercial fishing experience
 - Coordinate visitors from the ship

Continue to closely work with Town on Visitors’ experiences

Waterfront

- Develop a boater services guide
- Clean water, bay, and shore
- Resident accessibility
- Parking
- Ferry service
- Working waterfront
- Ensure all moorings are documented
- Work with RWU & Explore Bristol to ensure a vibrant & strong aquaculture
 - Involve the fishermen
 - Conferences on aquaculture, fishing, etc
 - Education
 - Leverage maritime center
- Create “Bristol Waterfront” museum
- Commercial shell/fin fisherman co-op
 - Water-to-table market
 - Rockwell Park?
- “Fisherman’s Festival”
 - Blessing of the Fleet
- Expand transient docks (moorings, too), include dinghy
- Strategic Plan
 - Visitor friendly
 - Launch service
 - Transient slips
 - Dinghy docks
 - Promotion
 - Parking
 - Deep water access
 - Loading zone
 - Ferry service
 - More slips
 - Handicap accessibility
 - Mix of commercial & recreation expansion
 - Comparable facilities
 - Separate commercial from recreation
 - Development & access of the east side of Bristol
 - Robin Rug?
 - Infrastructure expansion
 - Avoid over development – consider environmental issues

- Accessibility of water & land

Education

- World class school system
- RWU to be involved in town technology research development
- Better technology in schools – computers/iPads/iPhones – keeping up
- Strong emphasis on math & science programs; English & social studies
- University courses for high school seniors
- Curriculum tied to job opportunities

Environment & Natural Resources

- Mandatory recycling – making Bristol #1 in the state
- Take it or leave it @ Recycling Center
- Educate & engage youth in environmental appreciation through school/town sponsored programs
- Curbside composting for food waste
- Storm water utility district – to mitigate pollution
- Develop storm water mitigation opportunities & implement them
- Community gardens – gardens at the schools
- Fruit trees on Town property – edible landscapes
- Renewable energy – solar farm at the dump
- Conversion to LEDs
- Actively support environmental organization like Save Bristol Harbor, Save the Bay, and others

APPENDIX 6 –Evaluation Results

The purpose of the Vision for Bristol forum was to give the community an opportunity to have a voice in the future of the Town and to provide input to the 2014 Comprehensive Plan update. Please give us feedback on how effective you felt the Vision forum was in achieving those goals. Thank you.

How would you rate the following statements?

RESULTS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
Agenda: The agenda flow was helpful in bringing participants from the present to a future vision of the Town.	50 – 59%	34 – 40%		
Organization: I felt that the forum was organized in a way that provided me with ample opportunity to share my ideas and opinions.	58 – 72%	23 – 28%		
Facilitation: The facilitators were very helpful in guiding the table conversations, giving everyone a chance to speak.	57 – 71%	21 – 26%	1 - .01%	
Outcome: I feel that the priorities identified at the forum accurately match where I feel the Town needs to focus looking forward to the next ten (10) years.	36 – 46%	41 – 52%	1 - .01%	

What I valued most about this forum:

- Input of many great ideas
- It was great getting to hear the opinions of other Bristolians
- Free discussion of personal/community topics
- Creativity, openness, & genuine concern toward positive improvement
- Having the opportunity to hear from others about issues I'm passionate about
- Broad range of ideas, people & backgrounds
- The ability to hear ideas and express opinions/ideas
- Positive aspects about Bristol
- Hearing other opinions
- Being able to hear ideas from others and being able to voice my thoughts

- The interaction between everyone
- Cross table interaction/ diverse population (not racial, however)
- Anyone could register and participate in the discussion
- Hearing the points of view of others
- Meeting new people; interacting with others; getting my thoughts out; hearing other people's ideas and forming new ones of my own
- Meeting all different types of people from all walks of life and sharing ideas and dreams
- Meeting new people of my town
- Open discussion
- Great ideas; very informative
- Ideas from a diverse group
- Meeting people and ideas
- Variety of people
- Being able to be a part of the vision
- Getting together with other residents to discuss Bristol's future
- A partnership created for council & townspeople
- Complete group participation
- Willingness to work together for the best town possible
- Time well spent & well organized
- Interaction with other Bristol citizens
- Consensus from large group
- The wide range of ages, gender & professions brought a lot of different view points and values
- To be a part of this very important community project as we think about the present and future of our town
- Diversity of opinions
- Ideas generated; meeting participants
- Community collaboration & participation
- Understanding that the future is different from Bristol is fabulous past. Change needs to happen on some accounts
- Sharing ideas & discussing as a group the most important ideals of people in Bristol
- A great variety of residents with many great ideas
- Community spirit; quality of attendees
- A chance to be a part of the community; meet people gain knowledge about my community
- It was interesting to realize that many people shared the same views for Bristol
- Diversity of opinions/background of participants
- The opportunity to speak my thoughts & feeling about my vision of Bristol
- Being able to express my ideas and opinions, hearing others' ideas
- So many attendees! So great!!
- The sense of our community and civic involvement
- Collaborative work; meeting people
- Clarification of issues
- Ideas shared; meeting many people in the community; identifying priorities

- I valued the friendly, positive spirit of all the participants
- Community input
- Being able to hear a variety of points of view
- The feeling that everyone there truly wants Bristol to be the best place to live, work, play & raise a family
- The opportunity to be heard & to meet more community members
- Interaction with a broad range of concerned citizens; working together for the final goal of a better Bristol
- Keeping Bristol the jewel of RI
- Listening to everyone's ideas, influences, outlooks, etc.
- Bringing together such a large number of civic-minded people; prioritizing future improvements
- Civic participation
- The exchange of information; very interesting and informative
- The feeling of community: people taking time out of their nights to come and contribute
- Diversity; honesty
- Meeting people and hearing concerns
- Meeting neighbors & others in the community
- The last group – how we can make our vision for 10 years happen
- Ability to openly express the feelings, interest of the community
- Meeting new people
- Free exchange of ideas
- The opportunity to share thoughts with fellow town citizens
- The connection everyone shared
- Seeing so many varied people come out to be involved in this forum
- Listening to other people's ideas
- That we all got to voice our ideas...

What follow-up I would like to see occur:

- Where our ideas have gone and what has happened to achieve these ideas
- Some of these ideas implemented
- I would like to see these things implemented
- Action on some of the key elements
- Focus on priorities pointed out by the vision forum and communicating to citizens on progress as made
- More incentives for bringing top shelf entertainment to Bristol
- Update on the movement or outcome of programs that were discussed
- Revisit our vision & make sure our ideas are passed along to the people to make them happen
- A report that is given to the community development department and available publically
- Updates on progress
- 2 year review
- Information gathered shared with the public via newspaper, website

- That this effort leads to better implementation of the comprehensive plan
- Action on the priorities determined at the tables!
- Educational support to our K-3 program especially
- More positive change
- I understand meeting like this are once every 10 years. I'd suggest much more regularly, if that be true
- I would like to see what is presented to the Town Council/Administration and then see what is decided
- Break into working groups (only people who truly want to be there)
- Create task forces on topics to come up with more details of the top ideas
- Synopsis of points in written form sent digitally
- More meetings – email contact follow-up on what continues to happen – progress
- Economic development plan (realistic)
- Publicize major areas to be worked out in updated comprehensive plan
- Continued open public forums – open forum for business owners
- Follow up & revisit options & discuss topics regarding my interests
- Opportunity to work towards achieving some of our great suggestions
- Notification of ideas from the forum that are implemented
- Continues meetings – notification of updates re: the process
- Do some of the suggestions recommended
- To make these happen
- Some of these proposals & ideas become a reality; senior housing & veterans affairs & traffic control (Metacom area)
- More voice to younger (mid 20's-mid 30's and teens) A plan for the future – less discussion of the past
- Execution of ideas
- Summarize top suggestions of major themes
- How the collected ideas progress
- Perhaps a follow-up email with points that were a direct result of the VFB that made it into the comprehensive plan
- Task forces – Waterfront Task Force
- Summary document circulated to all participants
- Expand senior housing availability
- Action steps to actualize the goals set forth here
- Invite us all back to see the draft
- A final “proposal” to be presented to the Town Council with our priorities
- To know what will be adopted from the forum
- Another get together to hear decisions on our input
- A smaller group to help prepare comp plan
- Transition ideas to reality continue this sort of forum
- Feedback on feasibility of ideas
- Town officials and people working together better
- It would be nice to have comp plan facilitators talk to the commercial & recreation users of the water to get more specific plans for the downtown waterfront

- Written summary of outcomes; focus groups around key issues (last exercise) with council/committee chairs
- Participants invited to work directly on comprehensive plan
- First draft of plan/public input & response community-wide vetting process, etc
- That the important issues (the top on all tables) get accomplished
- Communicate back
- Two-year evaluation of proposed projects
- Every 3712 months updates
- Publish and email night 1&2 data
- Action plan as to what's next
- A continued & solid effort to continue our road to making Bristol all that it deserves to be
- Attempt to choose over this decade three areas: eg recycling, alternative energies, etc
- Love to see what the final plan ends up looking like
- Many of these ideas, concerns and suggestions pushed forward for the Comprehensive Plan

What I would like to help with:

- If you send out updates & requests, then I may be able to assist
- I would observe and follow specific guidelines for above
- Economic Development
- Involved wherever I can
- Economic Development/Business Development
- Planning & design & supervision
- How our local library can facilitate closure of the "digital divide" across the entire town esp for adults
- Planning and waterfront
- Forum with commercial & recreation users of the water
- Town beautification
- Muni wi-fi coverage of the Town
- Anything I can
- Economic development or infrastructure committees
- I can be flexible
- Action steps
- Advocacy
- Whatever is needed, especially other volunteer/civic engagement opportunities
- Open to help however I can. I'm a graphic designer by trade, but enjoy working with my hands & getting people informed, excited & involved in projects
- Tourism (associated with Linden Place)
- Everything
- Environmental future; library- mobile book truck; elderly/special needs volunteerism; recycling; public gardens & students
- Veterans affairs; town infrastructure
- Civic pride & engagement
- Planning opportunities

- Planning
- Civic engagement; environment
- Civic pride & engagement
- Future vision for Bristol
- Education alternative – we need a way around common core; it's too tough for our kids & misses the point of what kids need
- Strategic plan
- Economic development
- Anything with arts & education
- Street signs – more user friendly
- Education – strengthening k-3 students skills to increase outcomes
- Metacom Avenue traffic improvement plan
- Veterans affairs
- Education & parks & recreation
- Creative thoughts, design etc. that's my specialty
- Organization of entertainment group
- I am all ready fully involved in activities – Community Strings Project
- Getting sidewalks put in all over greater Bristol – not just downtown. Make Bristol Walkable
- Everything & anything

APPENDIX 7 – Steering Committee

Diana Campbell, Chair

Bob Aldrich

Linda Arruda

David Barboza

Samantha Faria

Lindsay Green

Barbara Healy

Susan Maloney

Tony Morettini

Terri Moreira

Berta Raposo

Steven Roth

APPENDIX 8 – Table Facilitators

Bob Aldrich

David Barboza

Jennifer Cavallaro

Henry DiPietro

Susan Donovan

Craig Evans

James Lavender

Jane Lavender

Terri Moreira

Lisa Milich

Lynn Moran

Marjorie McBride

Tony Morettini

Fran O'Donnell

Adam Ramos