



March 2 and 3, 2007

Post Office Box 238, Bristol, Rhode Island 02809

www.voicesforbristol.com ☎ 401.254.1692

VOICES FOR BRISTOL'S FUTURE

MARCH 2-3, 2007 FORUM REPORT

**Forum Facilitation by: Patricia Perry and Andrea Chasen
Forum Report: Patricia Perry and Andrea Chasen**

Voices for Bristol's Future
Forum Report

Table of Contents

| | |
|--|----------------|
| Overview of Forum | Page 3 |
| Observations | Page 4 |
| Recommendations | Page 5 |
| Forum Summary | Page 7 |
| Appendices | Page 14 |
| • Appendix 1: Dialogue Guidelines | |
| • Appendix 2: Community Assets | |
| • Appendix 3: Trends/Changes & Opportunities | |
| • Appendix 4: Vision Elements | |
| • Appendix 5: Prioritization of All Themes | |
| • Appendix 6: Evaluation Summary | |
| • Appendix 7: Steering Committee | |
| • Appendix 8: List of donors | |
| • Appendix 9: Consultants & Facilitators | |

OVERVIEW OF FORUM

A. Purpose and Use of this Report:

This report provides a record of the participants' work during the March 2-3, 2007 Forum in Bristol, Rhode Island and it is intended to assist both participants and non-participants in using the output to create and implement their vision for Bristol.

In addition to a summary of the Forum, the facilitators have added two sections: their observations and recommendations. These commentary sections are intended to help the participants and town officials appreciate the incredible effort and work of the Town's residents and underscore their expectation that this work has merit and will be recognized and used by their elected and non-elected officials.

This report is divided into five sections:

Section 1: Background - History and context of the Forum

Section 2: Observations – Facilitators' observations from the Forum

Section 3: Recommendations – Facilitators' suggestions for successful Implementation based on work in other similar communities

Section 4: Forum Data - A detailed summary of the process and the work of the participants.

Section 5: Appendices

B. Background:

The March 2-3, 2007 community forum was both the culmination of and the commencement for the development of a vision for Bristol, RI in the 21st century, created by a fully representative body of residents.

In April of 2006, a Steering Committee of approximately 13 people from Bristol gathered and discussed their desire to put together a forum where a diverse and representative group of townspeople could share their concerns, ideas and hopes for Bristol's future. In addition to providing specific suggestions to help Town officials make decisions that reflect citizen input, they believed that such a forum would inspire many more citizens to get involved.

This Steering Committee was comprised of both long-term and newer residents of the community. The catalyst for the idea of a forum was the recognition that Bristol has undergone a tremendous transformation in a relatively short period of time. Like many other cities in the Northeast, Bristol has moved from being a small manufacturing-based community to one that has lost this base and is seeking to take advantage of its waterfront location and proximity to other Rhode Island/New England destinations to develop a new sense of identity.

In addition, the Steering Committee recognized that this transformation, like any big change, could be a source of conflict and division. To reduce the possibility of creating deep divisions in the community, the Steering Committee began its work pro-actively,

sensing that the time was ripe to channel concerns into constructive grassroots initiatives that would help Bristol revitalize itself.

Under the direction of two professional facilitators, the Steering Committee formed numerous sub-committees for fund-raising, invitational outreach to a diverse audience, forum logistics, public relations and media, and general organizational matters necessary to bring an anticipated 150 Bristolians together for a Friday night/all day Saturday event that was designed to do three things:

- a. Bring together people from all parts of Bristol in a way that they could meet and get to know both new and older residents;
- b. Create a neutral environment where every participant's voice was heard without censorship;
- c. Be a springboard to find new energy and new people to get involved so that the forum's work would be sustained and used for decisions to be made on behalf of the townspeople.

The Steering Committee included a member of the Town Council who helped maintain a liaison with the formal town structures and political representatives.

Beginning in the fall of 2006, the Steering Committee named itself "Voices For Bristol's Future (hereinafter referred to as "Voices"), created a logo, began fundraising, started a media campaign, and created an inventory of all organizations in Bristol to help with ensuring full representation of the Town's diversity and demographics at the forum.

The success of this well coordinated and organized work was amply demonstrated in both the success in fundraising and the positive response to the invitations.

The March 2-3rd forum was held in the Town's high school and brought together more than 125 people from the community; most of whom had never met before.

OBSERVATIONS:

1. The Town's demographics were well represented by the participants. Moving around the room, one continued to overhear such comments as "I thought I knew almost everyone in Town, but there are so many people here that I never met before".
2. It appeared that there were quite a number of people participating in this work who had not had any previous connection to any formal town structure or institution.
3. There was little to no grandstanding occurring throughout the Forum. The process encouraged people to think beyond personal agendas and hear new opinions and thoughts.
4. No one person assumed the role of expert during the event. Because this event was freed from the need to make decisions, many ideas were promulgated.

5. It was clear during the Forum that relationships were being built that will continue to benefit the town in terms of “social capital”, the connections that lead to strong civic involvement.
6. The capability of Steering Committee members to work in a careful and thoughtful manner that set an inclusive tone and minimized polarization and adversarial relationships was noteworthy.
7. Throughout the event participants raised their concerns and expectations that the elected Town officials might dismiss this work and that the Forum’s results might not be used. While no promises were made by any of the Steering Committee that the Town would use the results, it was clear that the participants expect their work to be taken seriously and appreciated by the Town officials.

RECOMMENDATIONS:

1. Capacity Building: There was palpable energy in the room to continue working together. It will be critical to create a more structured entity to continue the work begun and give meaning to it. It also is extremely important to build the capacity of those in the room to sustain and grow and meaningfully participate in helping to flesh out the Forum’s products.
 - a. Training should be provided for the Steering Committee and Task Force Chairs that would include:
 - i. Good meeting practices
 - ii. Tools for action planning
 - iii. Process tools (dialogue not debate)
 - iv. Change management concepts: understanding and dealing with resistance, thinking strategically
 - b. Use ongoing civic engagement forums, to continue to reach out and teach citizens the skills of participatory decision-making.
 - i. As more people become engaged and willing to participate, plan for burn out of current participants and succession planning for new participants to ensure continuity of work.
2. Linking with Decision-Makers: To strengthen the communication and connection between the vision of the Forum and the Town’s current planners and decision-makers, it is important to work with the various departments and include decision-makers from such departments in all work.
 - a. Identify and include elected officials who are approachable and responsive to the clearly articulated priorities, issues and concerns raised during the Forum.
 - b. Identify and support emerging leaders in the community
3. Communication: It is equally important to create ongoing communication links between all who attended as well as reach out to those who either were not able to attend or not part of the original invitational list. It would be helpful to hold a series of smaller forums with other townspeople: the local facilitators who helped during this Forum would be able to help design and facilitate these smaller forums.

4. PR Practices: The Voices Steering Committee should continue to use its media outlets to publicize all work, successes as well as those items in progress. It would be helpful to create a transparent governance structure that keeps Bristolians advised as to how elected, appointed and town employees utilize the work from this Forum and future work.
 - a. Website
 - i. Provide up-to-date information on accomplishments
 - ii. Show a schedule of all meetings
 - iii. Present actionable items and how citizens can help support and challenge decision-makers to listen
 - iv. Provide a toolkit of methods for sustainability and where might learn about them
 - v. Publish successes
 - b. Use local newspapers and cable station for ongoing updates and/or articles of special interest related to the work of the Task Forces
5. Use of Raw Data: All the raw data from the work done at the Forum is in this report. While it captures a great deal of the event's work, it may not be as complete as some would like. Task Forces can be formed to work in depth on one particular issue as well as new interest areas that were not as fully fleshed out during the Forum.
 - a. Task Forces should be given all the raw data related to their topic in order to ensure that nothing is lost.
 - b. In working with other established groups in Town that are focused on similar areas of interest, the raw data can be shared and used to identify gaps
6. Community Participation: The concluding event of the Forum required participants to work on their area of interest/vision and consider both the obstacles to implementation of the vision as well as some possible short and longer-term action steps to overcome the obstacles. As Task Forces grow and develop that work, it is important to continue to reach further into the community for additional input and new members.
7. Self-Reflection: All successful organizations are committed to regular self-evaluation practices where they:
 - a. Reflect on what works well and why
 - b. Study what does not work as well and analyze the trouble spots
 - c. Pay attention to the vitality of the group, its openness to new ideas, and its willingness to question assumptions and continue to educate itself on topics of interest.

FORUM SUMMARY FROM VOICES FOR BRISTOL'S FUTURE:

Friday Evening

On Friday, March 2nd, a group of 130 citizens of Bristol gathered for the first evening of a 1½-day 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 for Bristol's future
- Generate recommendations for how to reach that vision
- Build community energy/interest/involvement/connection

It became clear right from the beginning that the organizers had succeeded in their attempt to recruit participants who represented a broad range of Bristol voices, including teenagers and elders, newcomers and families who had been here for generations, organizational representatives and citizens-at-large, parents of school children and those long past, and, most important, long-time devotees of Bristol's famous Fourth of July Parade. It also was striking how many of the participants and their family members have served or are serving in the Armed Forces.

Participants were given guidelines for effective dialogue and asked to approach the discussions with the intent to listen, explore, share, inquire, and work to jointly discover new ideas that would serve the Town well. (*See Appendix 1 for Dialogue Guidelines*)

In addition to talking about their hopes for the event, participants spent time responding to the question: ***“What do we love about Bristol and want to carry into the future?”***

The list of town assets that they came up with was long and complete. Just a few of the things that were repeated many times over at all the tables were: (*For a full list, see Appendix 2*):

- Volunteerism, civic-minded people
- Distinct, walkable downtown
- A community where you can live, work, and play
- Diversity of small businesses; opportunities for new ones
- Waterfront/water views/water access/Bay and Harbor
- Diverse cultural groups
- Parks and open spaces; wildlife; trees
- Historic beauty; historic preservation; historic integrity
- Strong sense of community; Town spirit
- Small town feel; non-suburban nature
- Bike path
- Roger Williams University
- 4th of July Parade; Main Street at Christmas; Fairs and Festivals
- Architecture
- Cultural opportunities; Museums
- Town Common
- Safety
- Flavors and smells of Bristol

Saturday Morning

On Saturday morning, March 3rd, participants were asked to sit at a different table. (Over the course of the event, they would sit at 4 different tables, giving them an opportunity to meet and interact with a large number of fellow citizens).

To help them in their thinking about Bristol's future, they heard a presentation from Councilwoman, Mary Parella, and Steering Committee member, Kristine Campagna.

The data included:

- Historical trends
- Demographic data
- School data
- Economic data

After considering this data, table participants identified “**Key Changes, Trends and Opportunities**” they saw facing the Town. Once they had brainstormed a full list of changes/trends/opportunities, each table then reported out one Change/Trend and one Opportunity. (*For the full list from individual tables, see Appendix 3*)

The **Key Changes/Trends** reported were:

- Difficulty retaining people who live here
- Population Growth
- Lack of educational improvement
- Short sighted development plan
- Shrinking open Spaces
- Disproportionate income and housing
- Cost of housing is approaching/exceeding 30% of median household income
- No change in minority population
- Stress on the infrastructure
- University expansion
- Increase in # of kids in single-parent households and below poverty line
- Growing disparity of incomes, resources, and needs of the community

The **Key Opportunities** were:

- Programs/recreation for all ages using parks/tourism/waterfront/downtown
- Comprehensive human service model
- Devote energy, time, resources to education
- Use underemployed and at-risk people in business and growth
- Environmental leaders
- Make education a priority
- Lower tax rate. Re-assess tax base and keep people in town through education and job training
- Increase industry
- Tie development to open space planning
- Multi-level holistic approach to improve schools thru university partnerships
- Review and update zoning with citizen input and oversight
- Education: emphasize economic development by encouraging students to seek employment in R.I.

Participants spent the next part of their morning turning their ideas for Bristol's ideal future, 5-10 years from now, into unique visual maps and drawings that captured everything from how the Town looks and feels, to its values and guiding principles, use of natural resources, community leadership/citizen participation, and economic resources and development. (*To see all the vision elements identified by individual tables, go to Appendix 4*)

Once everyone had had a chance to view these wonderful creations, they listed and grouped the essential vision themes that they saw throughout the drawings, at which point they were given an opportunity to "vote" on those themes that were most important to them.

The top six priorities were: (*The other themes/votes can be found in Appendix 5*)

- Education – 71 votes
- Environmental/Green – 71 votes
- Downtown (including historical) – 64 votes
- Waterfront – 37 votes
- Economic development (including Metacom Ave) – 36 votes
- Recreation (including arts, community center) – 34 votes

Two tables were assigned to each of the top 6 priorities, after recognizing both the importance of the other themes and assuring participants that none of them would be lost. Participants were asked to go to the table that held the most interest for them, where they would work for the afternoon.

The two discussions at the theme tables in the afternoon focused on:

- ***What are the key roadblocks or obstacles, related to this theme, either internal to Bristol and/or at a state level or beyond, that might get in the way of fulfilling this vision?***
- ***Identify some next steps to make the vision reality, thinking about specific ways to address the roadblocks you've identified. Consider both short term/quick hit (30 days) and longer term next steps.*** People were encouraged to think about what they had seen working in Bristol or elsewhere, as well as drawing on all the Town assets they had identified on Friday night.

The tables were given an hour for these discussions, and then asked to join with the other table discussing the same theme. Together they came to consensus about their Top 3 Roadblocks/Obstacles, Short-Term Next Steps, and Long-Term Next Steps.

The final large group report out of these items was of particular significance as several Town Council members and members of the press came to hear it. The reports were as follows:

EDUCATION

Obstacles

1. Bureaucracy stifles creativity
2. One-size-fits-all mentality
3. Fund allocation not focused on positive outcomes

Short-term Actions

1. Website interactive, up to date, collaborative; student, teacher, community including the newspaper and other media
2. Fact sheet regarding how to get on the school committee agenda with issues
3. Exit interviews for dropouts and students in the GED program

Long-term Actions

1. More alternative education approaches (individual learning styles)
2. Develop relationship/partnership with all state universities
3. Encourage/improve parental involvement through Adult programs

ENVIRONMENT/GREEN

Obstacles

1. Rapid growth/numerous variances
2. No financial incentive to develop "green"
3. Lack of education

Short-term Actions

1. Form conservation board w/ members of various environmental groups to establish and delegate environmental duties (advisory panel)
2. Form an alliance with other groups in other towns
3. Resolution in support of Kyoto Treaty to inspire

Long-term Actions

1. Update sewer treatment plans
2. School Committee should endorse/implement an environmental awareness part of the curriculum
3. Expansion of recycling program is a MUST

ECONOMIC DEVELOPMENT

Obstacles

1. Inconsistency" between Downtown and Metacom Avenue
2. No Economic Director or creative plan for waterfront of downtown development
3. Lack of effective transportation in and out of town.

Short-term Actions

1. Attend Town Board and Committee meetings to learn and make presence known
2. Survey availability and affordability of space for business
3. Establish a subcommittee to re-evaluate our Zoning regulations

Long-term Actions

1. Develop a strategic plan (10 years) with measurable goals/objectives for implementation
2. Hire an Economic Development Director (or establish a committee)
3. Create/Offer better tax incentives to attract business

WATERFRONT

Obstacles

1. Funding to make this happen
2. Mooring analysis & determination to maximize full potential
3. No comprehensive watershed plan

Short-term Actions

1. Proposal regarding the purchase of Robin Rug
2. Gather information and revisit grants and funding
3. Engage professionals: review other models (harbor commissioner) Jamestown; how to improve processes

Long-term Actions

1. Expand power of harbor commissioner
2. Marina Plan; make public; seek alternates to marina plan
3. Keep people active; keep them motivated

DOWNTOWN

Obstacles

1. Lack of coordination of Committees, Leadership, Town Council
2. Lack of funding at all levels
3. Understanding of historic preservation/stewardship

Short-term Actions

1. Increase participation in Downtown Advocacy groups
2. Support Downtown Condo development
3. Create "layman" term brochure on standards, requirements for planning and zoning, etc.

Long-term Actions

1. Invest in infrastructure – sidewalks, lighting, parking
2. Reinitiate downtown school rehabilitation
3. Seek federal and state grants.

RECREATION

Obstacles

1. Lack of Mobilization
2. Lack of Space/Buildings
3. Lack of priority placed on recreation

Short-term Actions

1. Spread awareness of the need for a recreation/arts center
2. Form a committee... plan the work... work the plan
3. Publish monthly flyer that details events and opportunities

Long-term Actions

1. Create liaison position from art/recreation community who reports to/dialogues with Town Council and Community Government
2. Survey young people to determine areas of interest before developing events/programs
3. Communicate the plan and sustain interest

While each report out was specific to the topic area, some of the overall principles that would help guide sustainable initiatives were similar in nature. Most groups recognized the importance of:

- Getting better educated in their topic area
- Educating others and building awareness of the issues
- Identifying and working with existing groups interested in or already working on their topic
- Establishing/expanding new groups and/or positions where there is a gap

In summing up the Forum, the Steering Committee members reiterated their appreciation for the fabulous turnout, high energy, and thoughtful input. They noted that follow-up plans and actions would include:

- Sending out the final report from the event to all participants and posting it on the website
- Holding a workshop for the Town Council in May at which they would present the findings
- A planning meeting within the next month for all participants interested in getting involved in carrying the next steps forward (people were asked to write down name and contact information). It is significant to note that 92 people signed up.

Participants also completed an evaluation form before leaving.

Summary of Evaluations:

Participants were overwhelmingly positive in their evaluation of the event, with more than 98% rating it “good” to “excellent” in organization and interest; and over 90% rating it “good” to “excellent” in its applicability to their involvement in the community.

Some of the things they repeated in terms of what they valued about the forum were:

- Meeting so many people and hearing what they had to say
- The diversity of voices and opinions
- The interest, energy, and enthusiasm of Bristol's citizens
- A chance to express themselves and be heard
- Seeing the level of concern and commitment
- Mutual respect for everyone's ideas
- Learning about what is going on in Town

What participants said they learned:

- Everyone loves this Town
- There is a commonality of ideas, interests, vision
- “That my voice is part of a choir”
- Others share the same commitment
- There are many ways to get involved
- Some surprising facts about education needs and poverty
- A broader perspective on numerous issues

What they would like to see happen next:

- Follow-up meetings
- A report sent to everyone
- A working committee; task forces
- Getting the information and ideas to appropriate committees
- ACTION!! Implementation of the ideas.
- Involvement of the Town boards to make things happen
- More forums, meetings, education efforts
- Citizens getting and staying involved
- A long range plan

Finally, many people offered their assistance in specific or general ways by getting onto committees, going to neighborhood meetings, working on focus groups, helping with communication of efforts, marketing, basically doing anything that needs to be done. *(For a full summary of the Evaluation forms, see Appendix 6)*

APPENDIX 1

Dialogue Guidelines

- **Participate** at your own level of comfort
- **Listen** to understand
- **NO** interrupting
- Speak as an **individual**; reflect as a **community**
- Use **respectful** language
- This is not a time to **persuade**
- Keep it **confidential**
- Allow the facilitator to ensure **support** of these agreements

APPENDIX 2

Community Assets We Want to Carry Forward

Table 1:

- Natural Thriving Eco-system
- Affordability
- Local Jobs/Work
- Public Boardwalks to Water
- Fourth of July Parade and Christmas Tree Lighting
- Maintain a viable and diverse downtown
- Access
- Live/Work/Play
- Small Town
- Progress with Moderation
- Culture
- History
- Melting Pot
- Architecture in town
- Maintain quality built environment
- Continue Philanthropy and Volunteerism
- Diversity
- No Private Areas
- Preserve existing open space

Table 2:

- Authenticity and Cultural Accessibility
- Walk able downtown
- Small businesses/personal
- State Street Dock and Boat Ramp
- Water views
- Strong Portuguese cultural aspect
- High Performing Schools
- Favors of Bristol – Diversity in Restaurants
- Civic minded people
- Businesses that allow people to live and work within the community
- Historic museums
- Volunteerism
- Memorial Day Parades and Ceremonies
- Strong connections between business owners/customers, and town leaders/citizens
- Trees/Canopy
- Historic Beauty
- Number of Churches
- Support of children
- Warm and Welcoming
- Famous/Infamous
- Audubon Society
- Bike Path

Table 3:

- Distinct downtown
- Open Spaces and Parks (Mt. Hope Farm, Colt State Park etc.)
- Fourth of July Parade
- Summer outdoor concerts on the Common
- Museums (there are 10)
- Waterfront (improve and conserve)
- Bay and Harbor
- Friendly
- People are always present downtown
- Pride in property/ownership
- Right of Ways
- Diverse cultural groups
- Ethnicity of Wood Street
- Volunteer Spirit
- Historic Landmarks
- The New Snowflake
- Arboriculture (trees)
- The Swans
- Roger Williams University

Table 4:

- Gorgeous Harbor
- Access to Harbor
- Colonial heritage and architecture
- Sense of Volunteerism
- Number of museums and cultural heritage centers
- Sense of community
- Diversity
- Small town flavor
- Walk ability
- Parks and Open Spaces
- School Buildings
- Downtown Schools
- School System
- Roger Williams University
- Livability
- Maritime Character
- Historic and Scenic Character
- Boardwalk
- Reasonable taxes
- Geographic Isolation
- Downtown
- Beautiful Homes
- Fourth of July
- Patriotism
- Tom Byrnes Bike Path
- Great Restaurants
- Churches

- Diversity of Religious Denomination
- Job Availability
- Attractiveness of living/working in Bristol
- Ability to have voice (ex.- forum)
- Speak Out
- Mount Hope Bridge
- All community individuals
- Bristol State House
- Authentic New England Town Common (laid out in 1680 with downtown plan)
- Nice sculptures/statues
- Historic District
- Mount Hope Bay
- Bristol Harbor
- Kickemuit River

Table 5:

- Speakout, Waterfront, Downtown Area, Historic District, Colt Park, Friendly People, Access to Water/Parks, Restaurant Variety, Peaceful/Safe Environment, Walk ability, Boardwalk, Mansions/Museums, Diversity of People
- Civic Participation, Public Spaces, Access to Water, Youth Activities
- Finds under \$50
- Restaurants, familiarity, non-suburban nature, history, ethnic cultural diversity, characters
- Shoreline beauty, walk ability of downtown, neighborhood feel, ethnic diversity, cultural diversity of expression
- Beautiful architecture, Access to Water, It's home
- Tree lined streets, Unrestricted access to water, red/white/blue street stripes, character of the town, walks downtown, historic architecture
- Historical integrity, lack of overdevelopment, public green space, public access to water, clean water, pride in community, citizen involvement and volunteerism, acceptance of diversity
- Camaraderie among citizens, strong sense of community, attractive new businesses
- Stone walls, scent across Hope Street, access to water, architecture of homes, grid, museums
- Town Common, Schools given to Town

Table 6:

- Well Groomed Homes
- Christmas Festivals
- 4th of July, New Star
- Historical Architecture
- Passionate People
- Colt Park
- Involvement by people in the community
- Bike Path
- Diversity of merchants in town
- Small town feel
- Waterfront

- Harbor
- Aidans
- College in Town
- Diverse Ethnic Community
- Close to medium and major metro center – get the good with the bad
- Museums
- Trees
- Town is safe and we want it to stay that way
- Small Farms resulting in fresh produce
- Boat Building

Table 7:

- Downtown including post office, library
- Views west down the street and across the harbor
- Preservation of historic buildings; could be improved
- Keep the water view; Core asset of Bristol
- Not a “cookie cutter”; very diverse
- Events that involve the entire community
- Colt State Park
- Town Common as a focal point
- Variety of architecture
- Fishing Industry
- Involved citizenry
- Voices for Bristol
- Volunteer Fire Department
- Small Town feel with big town assets
- High performing schools
- Waterfront and the public access to it
- Trees
- We have transportation that keeps us connected
- We have beaches
- Roger Williams University
- Bike Path
- Story of town since 1600s
- Variety of religions
- Excellent bakeries, restaurants and eateries
- Fairs/Festivals/Ethnic Influence
- Manufacturing (ex – boat building)

Table 8:

- Fresh Perspectives
- Openness
- Diplomatic
- Love of Community
- Tenacity
- Common Business Sense
- Compromising Ability
- Youth
- Consensus Builder
- Longtime Sobriety

- Walk ability
- East Bay Bike Path
- Downtown District
- Natural Beauty
- Proximity to Sports, Cultured Activities etc.
- Small Town Familiarity
- Not Suburban
- Roger Williams University
- Generosity of Neighbors
- Mt. Hope Bridge – Visual & Commercial
- Events at the Courthouse
- Historical Buildings/Historical Society
- Architecture
- Community Oriented Activities
- Blithewold/Mt. Hope Farm
- Audubon Society
- Colt State Park
- Island Mentality
- Water Activities – kayak, sailing etc.
- Town Common/Other Parks
- Native American Heritage
- Museums – Linden Place, Heffenreffer
- Diversity in Restaurants
- Public Access to Water
- Public Activism
- Main St. at Christmas
- Post Office and Libraries in Town
- Red/White/Blue center street line

Table 9:

- Sense of family
- Continued Improvement in the School System
- Preserve the “Free” Library
- Not just a “Bedroom Community”
- Preserve all the wonderful outside community events
- Cultural Diversity
- “Sidewalk” The individual/personal things that make Bristol the place that you want to live
- Historic Integrity/Identity
- Museums, Parks and the Town Common
- Better Relationships between Town and RWU
- Bike Path, Sailing, Outside Activities
- Good Neighbor Soup Kitchen
- Maintain small businesses to be able to afford to be here and grow
- Maintain the comfortable town scale
- Consistent Zoning and Planning
- Ability to Speak Out and be Heard
- Sense of Caring and Concern for Others
- Trees
- How everything is close and accessible
- Sense of Safety

Table 10:

- Cultural Influences and Traditions
- Downtown Environment – trees, architecture, sidewalks, library, post office
- Variety of Ethnic Neighborhoods
- Bike Path
- Recreation Offerings
- Open Space – Colt State Park, Mount Hope Farm etc.
- Diversity of Small Businesses and Opportunity for New Ones
- Sense of Community
- “Kickie”/Harbor – Water, and Boat Access
- “Smallness”, Familiarity, Safety
- Cultural Opportunities – Museums all 8 plus
- Architecture- Colt School etc.
- Shopping – we’re “self sufficient”
- Busline – Hope St.
- Fourth of July Parade
- Grand Illumination
- Volunteerism
- Concerts – Colt School, and Common
- Fireworks
- Old Schools – Colt, Guiteras etc.
- Roger Williams University
- Wildlife, Birds, etc.
- Smells of Bristol – Bakery, Low tide, and Restaurants

Table 11:

- Walk able, ethnic diversity, University, The Bay, history, community identity, parks
- Diversity of people- ethnicity, culturally, socio-economically, “can-do” spirit, ability to keep up with change and be flexible
- Volunteer firehouse, Catholic Community, “Norman Rockwell” safe feeling
- Community Activism/Volunteering, Cultural Resources, and a defined Downtown Coastal Area
- Marine Business Growth, Small Town Atmosphere
- Our Pride, Our Neighborhoods, Cleanliness of our shoreline, Love of Passion
- Trees, Mt. Hope Bridge, Prudence Ferry, Coggeshall Farm, Mt. Hope Farm, Bike path
- Independent Businesses, Marshlands/Wetlands, Public Transportation, No microphone at the “Sip ‘n Dip”
- Architecture
- Accessibility to Providence, Newport, Boston, T.F. Green Airport
- Compact Size

Table 12:

- Downtown Core, Atmosphere, Walk Ability
- Small Town
- Town Spirit
- Interactive Community
- Waterfront Accessibility
- Neighborhood Schools
- Accessible/Public Parks
- Historic Character
- Cultural Diversity
- Socio-Economic Diversity
- Neighborhoods
- Museums
- Tree Lined Streets
- Architecture
- HDC
- Historic Preservation
- University
- Boating Industry, Boat Building/Boat Recreation/Town Docks
- Audubon
- Coggeshall Farm
- Colt State Park/Mt. Hope Farm/Blithewold/Linden Place
- Community Traditions (4th, holiday stroll, tree lighting, R.I. Philharmonic
- Pride in Ownership
- Real Town
- Enterprise Zone
- Gardens/Trees
- Town Common
- Focus on Hope Street our Stripe
- Volunteer Fire Department

APPENDIX 3

Trends/Changes/Opportunities

Table 1 Trends/Changes:

- Higher Income Level, Higher Education Level, 2nd Home ownership
- More money/development (i.e. Walgreens) traffic increase
- More development residential, mooring field/waterfront
- Dramatic property increase, median income has remained stagnant
- People who live here can't afford to continue in future - retention
- More development
- Demographics
- Alcohol/drug rate
- Not enough programs for all
- Traffic increase/lack of road maintenance
- Increase in real estate for sale
- Decrease in sales

Table 1 Opportunities:

- Programs with recreation for all ages: Programs and parks and tourism and town.
- More upscale restaurants and spec. shops
- Casino and mall on the swampland
- Increase tax base through commercialization for residents
- Newcomers
- Volunteers
- Better relationships between town and RWU
- Embrace the harbor and tourism

Table 2 Trends/Changes:

- Losing middle class
- McMansions
- Traffic too much
- Population Growth
- Aging of Population
- Loss of open space and farmland
- Increased Housing Costs
- Decreased in SAT takers
- Increased in Hospitality and Restaurants
- Increased in planning and zoning variances

Table 2 Opportunities:

- More problem solvers
- Increased in affordable housing
- Opportunity to increase SAT taking and graduation rate.
- Tourism
- Continue to improve our school system k-12
- Water Management(run off, consumption,water resources)
- Comprehensive human services model
- Investment in arts and humanities in public schools
- Encourage entrepreneurial investments

- Improve educational standards and programs throughout system

Table 3 Trends/Changes:

- Development to looser
- Standards not current historical standards, Lack of consistency
- Overregulation of historical standards
- Lack of controls in residential development
- Growth in extreme socioeconomic ends
- Sky rocketing property values
- Shrinking open spaces
- Decrease high school graduation rates

Table 3 Opportunities

- Opportunities in marine industry
- Growth in tourism industry
- Opportunity to become environmental leaders
- Opportunity to better manage watersheds
- Expansion of recreational activities
- Increase sewage capacity
- Sustainable economic development
- Opportunity to shape Bristol's Future
- Create more educational and culture activities

Table 4 Trends/Changes:

- Increase in housing and rental costs
- Increased poverty
- Disproportionate income/housing
- Diversity..ethnicity
- Perception Newport
- Dichotomy
- 32% students out of district
- Increased open space
- Development of farmland
- Decrease industry
- Change in nature of jobs
- Better performing schools(elem)
- # of students not completing high school
- Population more spread out

Table 4 Opportunities:

- More retirees, time to volunteer
- Improve recycling program(expand)
- Rehab industrial buildings, new use of jobs
- Get to know people,revive sense of "neighborliness"
- Clean up bay
- Address school issues and policies(poss. Use wealth moving in town)
- Make education priority
- Identify cultural links to graduation rate
- Move an involve high school students
- Charter School
- Condos downtown

- Revitalize center

Table 5 Trends/Changes:

- Income No change for fifteen years
- Children below poverty level
- Land Use
- High school Dropout Rate
- Population Increase
- High Percentage to private schools
- Increase population and low income
- Drain on schools
- Development at RWU takes drain on community: budget,police,rent
- Amount of Development
- Cost of Housing
- Drop out Rate
- SAT Scores
- Lack of educational improvement

Table 5: Opportunities

- School improvement team made of community not just educators
- Parental commitment to education
- New people
- Formulate plan by town and RWU
- Energy time and money to education
- Decrease in development
- Increase economic development

Table 6 Trends/Changes:

- More recreation available
- Short sighted development plan
- Open space not all accessible
- Increase in at risk households
- Increase in income extremes
- Not adequate planning in education
- Schools moving from suburban to urban core system
- Housing cost growth

Table 6 Opportunities:

- Capitalizing on open space
- Increase Philanthropy and outreach
- Increase recreational opportunities for teens
- To fix results of short sighted development
- Opportunity for using under employed at risk people in business and growth
- Increase property values help grow tax base
- Keep more students in school

Table 7 Trends/Changes:

- People that move in bring initiative and involvement
- Large increase in poverty level
- Cost of housing (building rent) mean 30%

- Low/moderate income groups increase over 10 years
- Diversity in culture and people
- Price of housing increasing dramatically; making it difficult to stay here
- Change in demographic not one house owners, 2nd house is in Bristol
- Increase in “McMansion”, Expensive housing
- Population Increase
- Increase in children leaving the town for private schools
- Concept of working poor, increase in lost perception
- 3 billion as a revenue base

Table 7 Opportunities:

- To increase affordable housing
- Stay true to the comp plan
- Less variances, enforce current zoning
- Large developments bring in larger tax revenue
- Continuing to expand job opportunities for non-college students
- Involve people that are not full time residents, get them interested, vested interest
- Increase graduation rate
- Better Recycling business and residential
- How do we change people’s perception
- How to increase their standard of living for a better life
- Lower tax rate by reassessing tax base, encourage increase in education to keep people in town
- Increase job training opportunities
- Increase Housing

Table 8 Trends/Changes:

- Housing Cost and Type of housing built
- Increase in rents-business/housing
- Median household income decreased
- High School graduation rate low
- Physical improvements to buildings
- Increase in restaurants
- Over growth in housing development numbers
- Large percentage non-public school students
- No change in minority
- Increase traffic on Metacom

Table 8 Opportunities:

- Small business friendly
- Education Attainment
- Volunteerism/involvement
- Educational Development Growth
- Technical Schools
- Sustain Viability of Real Estate
- Expand Mentoring Program
- Hospitality and Industry
- Maintain Open Space
- Attract Business
- Increase in Tax Base

Table 9 Trends/Changes:

- Visitorship Rising Good/Challenging
- Increase in Low/Moderate
- Shift Farming/Manufacturing to Residential
- Median Income and Jobs Trend Down
- Density Resulting From Condo Development
- Real Estate: Increase in Property Value/Affordability
- Density Compromises Community Values
- Cost of Living Increase
- Stress on Infrastructure
- Development Compromising the Environment
- Increase in Trash

Table 9 Opportunities:

- Recycling
- Through Education and Housing Give Everyone an Opportunity
- Tap into Roger Williams University
- Development Tied to Open Space Planning
- Dwelling/Land Value Comparison
- Volunteerism and Energy
- New Investors Give Back
- School & Town Council Work Better
- Portuguese Community Contributes to Vibrant Culture

Table 10 Trends/Changes:

- Development outside of core
- Disappearance of underdeveloped land
- Increase of small business
- Cost of living growing faster than income
- Increase price of housing
- Graduation rate rising
- Increase potholes
- Kids in single parent households and or below the poverty level
- Waterfront development on the rise
- Aging infrastructure: electricity water

Table 10 Opportunities:

- Review/update zoning ord. with citizen input/oversight
- Increase awareness/utilization of available programs

For low income families

- Preserve open space
- Better utilize existing resources: Coggshell, Mt. Hope Farm
- Tap into and encourage NEW Bristolians to participate
- Use of decommissioned schools
- Improve graduation rates
- Community boating programs
- Make positive impact on Bristol
- Support small businesses

Table 11 Trends/Changes:

- Increased population/# of households
- Decrease in open space
- Improvements in school system
- Property values \$
- Influx of retirees
- Population growth slower in last 10 years
- Low recycling rate
- Increase in single parent households
- Portuguese percentage of population
- Harbor concerns
- Small businesses
- University expansion
- Increase in children in private schools
- Scholastic achievements as deterrent
- Increased congestion(cars/people)
- Limited parking
- % of high school degrees and below to professional/university degrees

Table 11 Opportunities:

- Multilevel, holistic, approach to improve schools through university partnerships

Table 12 Trends/Changes:

- Greater turnover in small business ownership
- Disparity of income and resources needs of community
- Increase of number of lower moderate income is alarming and dramatic
- Population density: Problems in traffic and noise
- Increase in social issues and problems
- How much expensive to here. In a state with limited private opportunities and high demands .Sate Public employment
- College Town :Attraction to Higher Education needs to increase

Table 12 Opportunities:

- Roger Williams as a resource to the town for adult education, courses and recreation
- New Library as a resource to the community
- Negative opportunity, Upscale bedroom community
- Education: Opportunity to emphasize the economic development to encourage students to seek employment in Bristol RI
- The development of Robin Rug as a tremendous opportunity to the team
- With the beauty of this town to activate more environmental action
- Business to work with universities to create internships and jobs
- Prevention to Mount Hope lands

APPENDIX 4

Vision Elements

Table 1:

- Finished Library

- Full Retail Space Occupied
- All Concrete Sidewalks
- Use of all schools around the Common /Reuse of schools for schools
- Rec facility teens/families
- Keep roads at present widths
- Community Boating Program (at i.e Mt. Hope Farm)
- Incorporate community activities/events to inc. quality of life and bus
- YMCA facility
- Robin Rug -> shops, middle income apts., courtyards, fountains, sports center, classes/enrichment, studios, Sylvan Learning Center, theatre/arts, boardwalk, water activities
- Coop b/w RWU & schools (internships/employ)
- Unifying School Communities
- Schools educationally adequate and multi-use of schools – open to the community
- More affordable housing
- Better parking – traffic flow – tie downtown to the Waterfront Thames 1 way South, Hope one way North
- Rid abandoned property with free enterprise
- Designated planning zones for economic development (i.e. small bus.)
- Volunteers executing town SUCS – use SR. citizens

Table 2:

- Quality Schools /Safe Environment
- Better Traffic circulation and sidewalks
- Small businesses/personal
- Better use of elderly resources
- Fisherman at the waterfront
- Performing Arts Center
- Mixed use and view corridors along Thames St.
- Town Administrator appointment not elected (professional)
- New blood in the Town Council

Table 3:

- Open waterfront and preserve open space
- Elimination of blight
- Preservation of neighborhoods
- Public sailing center
- Shops thriving and co-existing with residents and businesses
- 100% graduation rate
- Reuse undeveloped old buildings (i.e. mills, warehouses)
- Park in the place of Robin Rug
- Teen Center
- Vibrant downtown – post office, library and more diverse businesses
- Natural open space downtown
- Four lane Metacom Ave.

Table 4:

- Historic Integrity of Town (specifically commercial)
- Metacom Facelift
- Lovely Partnership with RWU

- Cleanliness (dog poop/Sip & Dip)
- Significantly Change Downtown Waterfront
- Access to Waterfront for Fishing and Public
- Clean Harbor
- Extend consistency/uniformity of appearance from downtown to extremities of town
- Local transportation system
- Length of time in town does not translate to worth of individuals
- 75% available open space preserved for future generations
- Revitalized industrial areas
- Speakout – free town
- Positive interrelation between schools and town resources and organizations (ex. – library)
- Better traffic patterns
- Protect Harbor and Kickemuit River
- Keep balance between attracting tourists and becoming “honky tonk”
- Broaden and widen Metacom Ave. (4 lane highway w. median) – limit hodge - podge development
- Instill value of education

Table 5:

- Environmental Awareness/Education
- Vibrant Business Community- Pedestrian/Active Core
- Connect Marketplace to waterfront (Arts/Entertainment)
- Inland Open Space
- Preserve remaining Farms
- Beautiful architecture, Access to Water, It's home
- Preserve Historic Heritage
- Vibrant Waterfront – Maintain Access
- Preservation/Securing Mt. Hope Lands
- Central Parking Garage
- Excellent School System
- Continue Downtown/Core – Bristol is a walking town
- Community Center
- Agora – Open Market, Forum/Entertainment
- City Planning
- YMCA Return
- Theatre
- Economics/Culture Community

Table 6:

- One Way Traffic through downtown
- Waterfront – Vibrant (People, Fishermen, Restaurants, Bikers&Strollers, Boats)
- Core/Historic Area looks much as it does today
- More Economic Activity @ Kaiser & Wood St.
- Downtown Schools & Businesses still there
- Continue Musicals & community activity on the common.
- Fix Infrastructure so flooding is a thing past
- No People living in the closed schools
- Retain small town & Family Oriented Atmosphere

- Bristol Schools Number #1 in RI
- Bristol Citizens Partnering w/ Schools
- Restoration of Buildings in Town
- See the Benefits of New EDC Director
- Retail on 136 in Attractive Clusters Incorporating Green Space
- Vibrant Economic Development in Broadcommon Area
- Downtown Beautification
- New visitors get directions to parking down time

Table 7:

- House & lot compatibility based on % of size with house & size of lot
- Remodeled town government with greater participation by citizens: volunteers; some elected
- Bike path on east side waterfront with water access
- Distinct; vibrant; characteristics throughout the town/wherever you go you know where you are
- Booming tourist community/tourist friendly Bristol
- Retains native populations; cultural traditions and customs
- "Utility Free": Underground utilities
- Open sanctuary; petting zoo
- Old factories, transform old buildings into recreational; cultural arts center
- Public space on waterfront (full access to this space)
- More public gathering places things that draw people to the waterfront
- Sidewalks everywhere
- Total Recycling
- All school facilities modernized; same level (all equally equitable)
- Wood St. becomes as active and vibrant as Hope Street
- Better Access to EM Service
- Diminished Traffic
- Trolleys
- Ferry: "Thames to Thames", Bristol to Newport

Table 8:

- Tree-lined streets- preservation of urban forest
- Increases enrollment & support for public schools
- Sidewalks – walk able community
- Cleaner waterfront, water use, swimming
- Less congestion @ waterfront harbor
- Affordable housing for all
- Performing Arts Center
- Design guidelines for Metacom corridor
- Cluster style development of future home buildings – preserve open space
- Small business/vocational opportunities (tax credits, dedicated economic development person)
- Robin Rug developed for community (Senior housing, open space)
- Density centers around services
- Schools embrace unique learning styles (less testing more skills based learning)
- Colt State Park (family oriented activities)

Table 9:

- Underground Utilities
- Comprehensive plan with an urban design and lots of community input
- An active waterfront, clean and respectful environment
- School System rated in the top % of the nation
- Brown University remain open space
- Ways to bring people out of their homes (parks, attractions)
- Rational Development focused on the Marine Industry
- Keep Mt. Hope Farms preserved & protected
- Healthy Flow of walking traffic to support local businesses
- Wireless Internet throughout Bristol
- Better integration of natural environment with built environment
- Vibrant Downtown, variety of shops, everybody respecting each other & welcoming
- Industrial Base fully developed and sustainable
- Functional Metacom Avenue plan

Table 10:

- Diverse population – ethnic culture, socio econ, interactive
- More inviting town entrance @ Silver Creek – Park etc.
- Intergenerational interaction – Old mentoring young; young engaged
- In town Farmer's Market
- Beautify the "Back Road"
- "Suburban" Renewal – Sidewalks etc.
- More "bustle" downtown
- Better access @ "Munic. Dock"
- Thriving Economy – Jobs -> pay; affordable housing
- Stronger performing arts presence
- Incorporate Recycling, into Town projects
- Vocational training – Marine Industry esp.
- Better school siting
- Wind Power

Table 11:

- Town community, holistic center
- Racial & Religious diversity
- Performing Arts Center
- Improved Sewer/Water system
- Visitor friendly w/out being "touristy"
- Wind turbines as renewable energy
- Intown Elementary Schools/Mosaico "Sense of pride program"
- No LNG
- Vastly improved recycling program
- State of the art communications system between town & citizens (interactive web site)
- Improved physical plant for schools
- In town work opportunities
- One-way downtown traffic pattern (-> Hope, <- Thames)
- Rehabilitated Industrial Sites
- Improve/Maintain watersheds (reduce flooding)
- Silver Creek beautification

- More upscale, elderly affordable housing, appropriately located
- Study for mooring max capacity in harbor

Table 12:

- High graduation rate
- Architecturally beautiful homes & buildings
- Maintain and improve vibrant flavor of downtown (“Mom” & “Pop” feel)
- Comprehensive plan for affordable housing for young & senior population
- Finished waterfront boardwalk (bike path to coast guard)
- Core services downtown with sufficient parking
- Voc-tech program school
- State of the Art schools
- “Walk able” neighborhoods throughout town
- New “Eco-friendly” businesses (existing businesses adopt ECO-friendly policies)
- No blighted properties
- Harbor repopulated w/marine life
- Cultural diversity & expression of traditions
- Condo – complexes are visually appealing
- No flooding
- “Clean” Metacom Ave.
- Revitalized neighborhood schools
- YMCA/Rec center w/pool
- Lots of public access to waterfront

APPENDIX 5

Themes and Prioritization of Themes

The top six priorities were:

- Education – 71 votes
- Environmental/Green – 71 votes
- Downtown (including historical) – 64 votes
- Waterfront – 37 votes
- Economic development (including Metacom Ave) – 36 votes
- Recreation (including arts, community center) – 34 votes

The next three were:

- Infrastructure – 31 votes
- Smart Growth – 26 votes
- Traffic/transportation – 14 votes

Others that did not fit in any of the above groupings included:

- Cultural Diversity/Heritage – 8 votes
- Housing – 5 votes
- Government – 1 vote
- Roger Williams – 1 vote
- Sense of pride – 1 vote

APPENDIX 6

**Voices for Bristol's Future
Summary Evaluation**

| | POOR | FAIR | GOOD | EXCELLENT | NOT APPLICABLE |
|--|------|-------|-------|-----------|----------------|
| 1. Organization: Was there the opportunity for you to participate? | | | 6.25% | 92.5% | |
| 2. Interest: Did the material hold your interest? | | 1.25% | 26.2% | 72.5% | |
| 3. Application: Did you learn something that you can apply to your involvement in the community? | | 7.5% | 20% | 70% | |
| 4. Did this forum meet your expectations? | | 2.5% | 26.2% | 72.5% | |

What I valued about this forum:

- The Community coming together
- Feedback, interesting, impressive turnout and involvement
- Enthusiasm of people
- Chance to offer ideas for the future
- Meeting other people, hearing their ideas and the feeling of a common vision emerging
- The group participation – everyone participated & listened!
- Great opportunity to provide community engagement
- The ability to interact with my neighbors
- Turn you & interest; multitude of ideas
- Seeing Bristol's Future in a different light
- The opportunity for people to discuss ideas
- Meeting new individuals and listening to their views
- 150 people
- Diversity; open mindedness

- Opportunity to exchange ideas and meet people (2)
- That I had the opportunity to participate with so much energy seeing I've never been involved in the process
- Meeting more involved people
- Multiplicity of issues and opinions/suggestions
- Ability for all participants to express themselves
- Providing a voice for all (so well facilitated) to contribute their ideas about the future of Bristol
- Organized well; people spoke & cooperated well
- My voice was heard
- The interest here of all involved
- Diversity of opinions; chance to listen to concerned neighbors; optimism & "can do" attitude
- Seeing the level of interest/concern evidenced by the participation of so many Bristol residents
- Hearing cross-section of ideas; often stifled at other public events
- The opportunity to meet a lot of people and build relationships
- Opportunity to share information
- There may be a way to improve things quicker without procrastination and red tape
- I learned that we have some common goals regardless of our time in Bristol
- It was very organized although I did not know many people, I was able to meet people quickly & never felt bored
- It has been very interesting hearing what is on the minds of our fellow residents
- Mutual respect for one another's opinions
- Unified care about improving our community
- Consensus building
- I really enjoyed it and value it because we could all benefit from it
- The different demographics represented
- That it is a valuable exercise
- Opportunity to meet community (both known & unknown) to discuss & explore the significance of our community or Town of Bristol
- Open & free exchange of ideas
- More informed stand on State of Bristol; sense of community
- Listening to the opinions of others w/o judgment but as a means to further/expand my own knowledge of the issues presented
- Good topics; well organized
- Chance to meet community members
- The opportunity to meet town members with similar concerns
- Everyone's opinions and ideas
- To meet other Town residents and come up with mutual concerns
- Bringing such a large number of responsible citizens together
- Hearing from different individuals with different views
- More knowledge of what is going on in our town
- Getting fresh new ideas

- The diversity of participants
- Different opinions coming together out of the community
- Meeting other caring people
- That opportunity for many voices from different walks/ages to meet & discuss past/present/future of Bristol
- Tremendous civic mission from concerned citizens
- The ability to offer my individual personal ideas & being heard
- A forum to express our concerns; need for proactive volunteers; monitoring of Town Comprehensive Plan; meeting Bristolians who are passionate about a new vision
- A lot of people have the same ideas
- The opportunity
- Networking & meeting new people
- Sharing my thoughts with others
- Community involvement
- That everyone had the opportunity to contribute; I met new people
- Good exchanges on a variety of important issues. Unfortunately many solid ideas could not be reduced to short phrases without over-simplification
- Meeting people (2)
- Meeting people; seeing consensus within community
- Knowledge about how a forum is organized and its purpose
- Developing relationships
- Interchange of ideas among various interest groups
- Communication
- I valued everyone's ability to listen and synthesize conclusions
- Heart & desire by a diverse population to make Bristol better!
- Positive, enthusiastic, respectful attitudes of participants
- Ability to share ideas & present potential solutions
- Seeing the dedication & desire of the group of people for a better Bristol
- People do care about the community

What I learned from this forum:

- More or less – people are on the “same page” regarding Bristol’s future
- We can make a difference
- How many people in Town have same ideas, vision
- People want to be a part of the change
- There is a lot of “I want” but not enough of “How do we support” attitudes
- Everyone has good ideas
- That even though we may not all have been born here, we all love this town
- People are interested
- I learned more about what others are experiencing in this school system
- That given a great plan to execute a workshop like this; it really works
- People have common interests & love and concerns for Town of Bristol
- The need to participate
- Few differences between “newbie’s” and older Bristolians than is generally perceived

- Schools in worse shape than I thought
- Stats and PowerPoint
- A lot
- Some startling data on income and education in Bristol
- There are many common goals
- Others' perspectives
- The main interest of people can be boiled down
- We have many common interests
- Knowledge about the love of this unique Town
- Community is possible
- We can make a difference through participating and shaking off apathy
- How to listen
- If you want to be involved, it was a perfect way to start
- Many others interested in improving Town
- The residents of Bristol love the Town
- Interesting to observe framework for "pulling this off". Well done. Great to meet so many people in the community
- Many people value Bristol & want it improved for everybody
- That so many of us have common goals for Bristol
- I learned that my voice is part of the choir
- Too much to list. But I gained a broader perspective on numerous issues
- Many of my issues are my fellow Bristol resident issues & concerns. There is so much energy & enthusiasm for this that we must move forward on it.
- That working together we can make a difference
- Others share commitment to Bristol
- That everyone really cares about the future of the town & most have similar visions of the future
- Wide public participation is needed for town planning at all levels, especially the Comprehensive Plan
- Good ideas I didn't think of to improve Bristol
- That some people have a message which is wonderful but the delivery of that message is arrogance and superiority
- That there exists many different ways to be involved in Bristol. Many great people
- Together, we can be heard and effect change
- Opportunities to get involved
- Other approaches – other ideas
- That a people generally share a very similar vision
- That we have a lot of caring people in the Town who care about the Town of Bristol's future
- Disturbing stats about poverty & education
- So many new opinions
- Many issues were similar to similar to mine but many were different or not known or thought about by me.
- Many concerns held in common
- Lots of good ideas of ways to improve Bristol

- A lot more than I anticipated
- Most priorities are shared by many; Open space, windmill power, economic development are misunderstood
- I became much more clear of the problems that need work
- There are concerned citizens even though they are not present at Town meetings
- Common priorities for the Town
- It is important to get involved
- Much of the education issues
- That there is more concordance on issues than would be thought
- Broad-based opinions can reach a common goal
- Encouragement
- That all “Bristolians” have an invested interest in our community – Bristol
- Important to have input from residents. They really identify the needs for a better Bristol
- Change, especially, good change, can happen because people do care
- More about town organizations, town government, condition of schools, education needs, traffic problems, open space, attract businesses now, offer tax incentives
- The power of people coming together is amazing!
- There are many concerned citizens who value Bristol
- Drop-out data from schools – deplorable!
- That lots of people care about Bristol’s future

What follow-up I would like to see occur:

- The realization that hard decisions need to be made even if they make some people unhappy but are in the best interests of the town
- A new Bristol census survey – the last data was collected 7 years ago – major change has happened just in the last 5 years.
- Action items
- Follow-up meeting
- Pass on ideas to town/local government boards for follow-up
- Where should we go from here – involvement in actually making it happen
- We see if the ideas turn into implementation
- A working committee for the development of a recreational facility for the community (pool, gym, daycare, after-school, summer camp)
- That what we came up with will make an impact
- Continue meetings/organizations
- A follow-up action group
- That sub-committees continue to put “pressure” on necessary government bodies to see the good ideas realized
- Consideration of recommendations by elected officials; follow-up with or w/out “consideration”
- Follow-up groups to work with town planners
- Promotion of issues addressed
- More specifics

- Town council to take positive actions on recommendations made here
- Neighborhood – re-creations (of this event)
- More detailed work to develop workable plans/solutions
- Elimination of shrill rhetoric in public discourse
- Published report of forum utilized in preparation of the updated comprehensive plan
- Workshops; more media; more open invitations
- Increase in grass roots momentum & civic participation
- This needs to have follow-up & implementation phases
- Action on some of the issues addressed
- Email, occasional phone calls, & discussion at the April event
- Yearly ½ meeting & assess if recommendations are on track
- All of us remain active
- Another Voices meeting now and then
- Any
- More activism in advocacy groups, Preserve Bristol, DBMA for example; inundated attendance at Town Council & Board meetings
- Continue to engage the town residents
- Continued involvement from all segments of community
- Ways to implement what was done and inform all residents
- That the town boards listen and put together ACTION PLANS around our suggestions
- Steps being taken at administrative levels to implement our fixes – short-term and committees established for our goals – long-term these activities
- Results
- Disperse info gathered to all concerned groups; educate Bristol residents as to how this forum affects them and how they can benefit from our proposals
- Formation of committees and opportunity for informal follow-up
- Evaluation of whether or not we actually implement these ideas – within 1 year
- Create a task force from this group to advocate for and monitor where all these recommendations go
- Develop long-term plan to implement ideas
- Action!! I don't want this conference to have been for naught
- Another meeting and start implementing some of the ideas
- I would like to see this great of a turn out at different council & board meetings
- A formal response from the Town Council after the forum gives its presentation will help us know where we stand
- Smaller focused task forces
- Town act on concrete recommendations
- The town put serious effort into turning Robin Rug area into a park; make zoning laws stick to protect water views
- Take this to Town Council and really increase awareness
- Task forces
- Gathering and summarizing of general and specific suggestions, etc.
- Active committees to be formed to work “hand-in-glove” w/ local government
- Committees to implement progress; a follow-up forum yearly to address issues

- Group/steering committee may follow-up on recommendations made to town government. Further forums geared at short-term/long-term goal assessment.
- Keep me posted; I submitted a card
- More people attending town council meetings and various board meetings
- Continuation of process with focus groups
- I hope that the suggestions of this forum come to fruition
- I would like to see the theatre arts/recreation receive more attention
- A real written plan & proposal submitted to the Town!
- Summary sent to each of us; Town Council response
- People to continue to stay involved
- Actual movement to address identified issues
- Town taking results seriously
- Action
- Forward this info to appropriate groups/boards – eventually publish suggestions and how they will be implemented.
- Charter schools – build a YMCA type facility. Street lighting – Bristol is a ghost town, too dark
- More meetings and maybe newsletters
- Publicity coverage – local papers, Providence Journal, business newspapers, PBNews
- That more committees be set up for further help for Bristol's future
- Working committees to move specific issues forward; how do we become more involved in advancing ideas
- Form conservation board to unify conservation, environmental efforts and avoid duplication of tasks
- Everyone sign up for committees
- To see some of the ideas implemented

What I would like to help with:

- Next revision to comprehensive plan, 2008
- Linking the environment with education
- The working committee to make this goal happen. I worked for the YMCA for 8 years & brought YMCA to a community in Dartmouth, MA
- Anything I can (2)
- Be on a sub-committee to accomplish "Bristol's Future"
- Anything you need help with (2)
- Recreational & cultural focus group
- Economic development issues
- Neighborhood meetings
- Cultural initiatives
- Activities for the young; environmental issues
- Environmental & education efforts
- Education initiatives; green/open space; economic development
- Anything that I may qualify to help achieve the goals of this forum
- Relationship maintenance
- Environmental issues

- Downtown development
- Historical/design input
- Making the ideas become reality
- I'd be happy to work with focus groups on these issues: affordable housing, exodus of young adults due to lack of job opportunities, tourism, or historic preservation
- Ongoing support of the objectives
- The next step! Especially interested in being involved in a committee that addresses the issue of Recreation/Arts. Long live the Pastime!
- Green issues, specifically helping to promote closer working relationships between town and Coggeshall Farm and amongst all town museums
- Environmental commission – education programs on recycling and/or expanding recycling
- I'd like to help with communication to the public or to serve on a task force
- Anything that will move the ball forward
- Be involved with future meetings, committees
- Agenda & strategies for implementation
- Recreation for kids and education; Thames St traffic (make a one way) numerous others
- Everything. I am great with computers, math, numbers & finance. I am good at organization and hard working
- Environmental advocacy, especially as it relates to expanding the recycling programs to truly make ours a “maximum recycling” program
- Education improvements; I'd like to be involved with comprehensive reform
- Environmental initiatives
- Protecting water access to the public
- Participate in Voices again. Assist with anything, volunteer reliable interest awareness, marketing
- Schools
- Continue meetings and discussions on identified issues
- Volunteer on committees
- Education delivery system
- Waterfront
- Economic development (2)
- Making sure that the arts are not neglected
- Network the town issues –when and where to show up
- Waterfront & environment
- Planning and execution
- Implementing changes
- Continue to help; education; get involved with recreation again
- YMCA type facility; display a wrecked car, involved in a death-resulting accident on a school parking lot. Make it visible to kids that it's dangerous to drink & drive.
- Aggressive marketing campaign to attract new small business, tech software, biotech, environmental, financial services to our area
- Whatever I can! Especially interested in Recreation.

APPENDIX 7

STEERING COMMITTEE

Linda Arruda - Downtown Business Merchants Association, Preserve Bristol, Linden Place, Bristol Art Museum, Friends of RWU Library, owner Paper, Packaging & Panache store.

Kristine Campagna - Visiting Nurse Association

Diana Campbell, Chair - Parks & Recreation, Bristol-Warren District School Committee, Preserve Bristol

Charlie Garcia - Reynolds School Parents Group, Save Our Schools, Bristol Youth Soccer Association coach, house manager for two Habitat for Humanity Houses and Preserve Bristol

Lindsay Green - The Bristol Newby Society, Preserve Bristol co-chair, Guiteras School - Art Dept, Potter League- Animal adoption and training in Middletown, Bristol Library reading program for kids, Coggeshall Farm, Mosaico: Graphic Design Mentor, Bristol Historical Society, RISD Graphic Designers Association in Providence, East Bay Citizens for Peace

Susan Maloney - Preserve Bristol, volunteer and fundraiser

Marie Mauricio - Treasurer of St. Elizabeth's Holy Ghost Committee, Treasurer of The Bristol Portuguese School, a member of the Downtown Merchants Assoc., PTO Bishop Connelly High School and Mosaico Board, owner Katerina's Children's shop.

Terri Moreira - Fire Dept; Ladies Auxiliary; Treasurer of Byfield School PTO, Red Cross Coordinator for Bristol

Frederico Pacheco - East Bay Chamber of Commerce, Rotary; prominent member of the Portuguese Community

Mary Parella - Bristol Town Council

Sr. Mary Reilly - Co-founder of Dorcas Place, Founder of Sophia Academy, Member of Women Ending Hunger - RI Community Food Bank

Steven Roth - Kickemuit River Council, President for the past 25 years, Bristol Harbor Commission, Bristol Boat Show Committee, Bristol Phase 2 Stormwater Steering Committee, East Bay Association for the Arts, past board member

Vicky White - Town of Bristol Visitor Center Coordinator, President-Bristol Paw Park Association, Radio-"Talk Bristol" Host 88.3 FM, PTG-OLMC, Publicist-Bristol Art Museum, Bristol Substance Abuse Task Force, Teen Hotline Coordinator, Collie Rescue League of New England, Master Recruiter for New Unit Development-Narragansett Council, Boy Scouts of America, Cub master-Pack 6 Bristol, Assistant, Scoutmaster-Troop 6 Bristol

Patricia Woods - volunteer

APPENDIX 8

DONORS

| | |
|-------------------------------------|--|
| Sip N Dip | Elizabeth Camara |
| Serpa Creamery | Stanley Dimock |
| Ricotti's | Thomas Enright, D.M.D. |
| Tweet's Balzanos Family Restaurant | Viveca Falkman |
| Bristol Bakery | W. Barrett Holby, Jr. |
| Wood St Bakery | Ira Magaziner |
| Seabra | Keith & Susan Maloney |
| Sunset Café | Edward & Elizabeth Tanner |
| Redlefsen's Rotisserie & Grill | Gary Watros & Beverly Larson |
| Stop & Shop | Patricia Woods |
| Bristol Bagel Works | Chuck Millard, General Contractor |
| Subway | AN Nunes Agency |
| Bristol House of Pizza | David Bates |
| Papa Joes Wrap Shack | Bristol County Travel |
| Roger Williams University | Fred Pacheco |
| Leo's Ristorante | Century 21 - Rondeau Associates |
| Raytheon | Coventry Credit Union |
| Sam's Club | Cup Defenders' Association |
| Bristol Harbor Homemade | Downtown Bristol Merchants Association |
| Staples | Gillary's Pub |
| Dunkin' Donuts | Knights of Columbus |
| Bristol Town Council | Lima Funeral Home |
| Preserve Bristol | RI Credit Union |
| Dunkin Donut | Sovereign Bank |
| George Patton Associations, Inc dba | Union Commercial - Andy Panza |
| Displays2Go | Ted & Rayne Baer |
| People's Credit Union | Joseph & Janice Antinucci |
| Save Bristol Harbor, Inc | George Burman |
| Suzanne Cohn | Ned Dwyer |
| Bristol County Order of Elks | William G. Low, Jr. |
| Citizens Bank | Merritt & Susan Meyer |
| Farmer & First CPAs | Greg & Kathy Norden |
| Gertie & Frank Pardee | Sandy Van den Broek |
| Seraphin DaPonte | James Tavares Construction |
| Vicky White | Susan Rankin |
| St. Gobain Performance Plastics | Michael & MaryKae Wright |
| Lombard Pozzi | Nicholas & Cara Cromwell |
| Mosaico | Lee & Ann Marie Giusti |
| Historic Preservation Society | Eric & Dagmar Hall |
| Richard & Joan Abrams | Eric & Sarah Hertfelder |
| Steven & Lesley Barker | Robert S. Hamel |
| Jonathon & Melinda Birs | |

APPENDIX 9

CONSULTANTS

PATRICIA DAY PERRY

Patricia D. Perry, PsyD., is a psychologist, facilitator and consultant with over 20 years of experience working with individuals, groups, organizations, and communities to build the visions and implement the changes that meet their deepest values and highest hopes. She has worked exclusively with non-profit and governmental organizations on a broad range of initiatives that have involved high stakes dialogues across divisive social issues, sustainable planning for schools and healthcare systems, and community wide civic engagement processes. Her belief is that good public decision-making involves giving people not only data, but also opportunities to openly discuss their beliefs and choices with others. A graduate of Stanford University, Harvard University and the Massachusetts School of Professional Psychology, she received additional training at the Gestalt Institute of Cleveland in the Organization and Systems Development Program.

ANDREA NAGER CHASEN

Andrea Nager Chasen, the founder and principal of Resolutions, is an experienced lawyer, mediator, trainer, and facilitator. In her work as a consultant, she has provided mediation, diversity, and conflict management services; developed, designed and conducted workshops; and provided diagnostic analysis and training for corporations, community and government entities experiencing internal and external conflict, and or the need to become effective collaborative partners. In addition to providing these consulting services, she has served as a senior affiliate with the Mercy Corps/ Conflict Management Group, as a senior consultant on community policing concerns with the Police Executive Research Forum, and as a facilitator and consultant to the federal Project Safe Neighborhoods program: other clients include the British Transport Police, London Underground, Transport for London, Merrimack Special Education Collaborative, Hampshire College and the Massachusetts Attorney General's Office.

TABLE FACILITATORS

| | |
|-------------------------------|----------------------------|
| Bob Aldrich | Anne Kellerman (alternate) |
| Mary Ann Allen | Beverly Larson |
| Kristine Campagna (alternate) | Joseph Maia |
| Tom Carroll | Keith Maloney |
| Elizabeth Evans | Haven Miles |
| Charlie Garcia | Tony Morettini |
| Rachael Holt | Jack Reinholt |
| Patty Houlik (alternate) | |

