

# A Brighter Future - Finding Economic Development Solutions ROUNDTABLE REPORT

Thursday, February 28, 2019



## A Growing Movement to Increase Local Economic Vitality - Presenting Nationally Recognized Revitalization Expert Donovan Rypkema of PlaceEconomics

*Sponsored by Friends of Historic Bristol and Grow Smart RI.*

Friends of Historic Bristol is a volunteer nonprofit organization that engages the community to safeguard the quality of life and grow the economic vitality derived from Bristol's cultural, historical and architectural heritage through initiatives and educational programs.



**GrowSmartRI**  
Sustainable Economic Growth  
& Quality of Place

For more than 20 years, Grow Smart RI has been helping revitalize RI's downtowns, Main Streets, and overall economy while preserving its magic and soul. As a nonprofit organization, we've been proud champions of such key revitalization incentives as the State Historic Tax Credit, the New Municipal Infrastructure Grant Program, local Compete Streets initiatives, and state funding for brownfield cleanup and an improved transit system.



Dear Friends,

*Friends of Historic Bristol* and *Grow Smart RI* want to again thank our participants for joining our program “A Brighter Future – Finding Economic Development Solutions” featuring Donovan Rypkema of PlaceEconomics on February 28, 2019.

Based on the feedback received (refer to Appendix 3) it’s apparent you found it to be productive and that you would be open to continuing to engage in discussions centered on the general topic of economic development solutions.

As promised, we have attached a copy of the Roundtable Report which includes both Donovan’s Power Point presentation as well as the comments made by participants. Obviously these notes are not intended to be “word-for-word” (we didn’t tape the roundtable discussions) but rather to capture the sense of the discussions.

Also, we want to emphasize that none of the comments presented necessarily reflects a position espoused by or is the opinion of either *Friends of Historic Bristol* or *Grow Smart RI*. What we’re providing here is what all participants shared at the meeting.

These notes are organized by Roundtable, at 1:30 PM, 3:00 PM and 4:30 PM, for easy reference. Refer to Appendix 2 for a complete listing of the participants in the three roundtables.

Please let us know if you have any suggestions, as we are already in the process of planning our next event.

Sincerely,

*Keith Maloney*

Chair, Friends of Historic Bristol

**A Brighter Future  
Roundtable Report**

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## Overview of the Roundtable Discussions

The nonprofit Friends of Historic Bristol brought Donovan Rypkema of PlaceEconomics to Bristol as part of our on-going economic revitalization program, **A Brighter Future – Finding Economic Development Solutions**. This program works to create a collaboration of business and industry owners, civics groups, nonprofits and local government to develop winning strategies we can use to boost our underutilized local economy. It includes hiring nationally recognized Economic Development experts with proven track-records to bring their experience, insight and models that we, in conjunction with businesses and government and other nonprofits, will customize and implement for Bristol. FHB supports mindful development that enhances our small-town character and supports expanding opportunities for small businesses that grow from tourism and traditional local industries.

Donovan Rypkema is the principal of PlaceEconomics, a Washington D.C.-based consulting firm with extensive experience in downtown and neighborhood commercial district revitalization, reuse of historic buildings, and analysis of preservation's economic impacts. He was brought to Bristol on 2/28/2019 for a series of Roundtable discussions and evening presentation with more than 200 Bristol leaders and citizens from across Rhode Island.

During three Roundtable discussions with some 75 local business owners, Bristol municipal leaders, non-profit organizations, religious leaders, and others, Rypkema explored what economic development consists of and how it has changed in the 21<sup>st</sup> century. He shared his wealth of experience earned over 40 years as an economist working with towns and cities across the United States and Europe. He reinforced the fact that there is no "silver bullet" that will revitalize our economy and that all groups in town need to join together to be successful: government, business and non-profits must work together because the opportunities and tasks are far too many for any one sector to accomplish alone. He spoke of the wonderful assets we have here, e.g., Roger Williams University, our magnificent historic architecture, our museums and existing buildings that have great potential for re-use.

During Rypkema's evening presentation at St. Michael's Episcopal Church, he examined how historic preservation serves as a proven driver of economic revitalization in our nation's downtowns and Main streets. This presentation is available on the Friends of Historic Bristol website (fhbri.org) on the [Resources page](#) at the video section titled "Economics and Historic Preservation: Lessons for Rhode Island and *Main Street*."

We want to thank the 200 citizens of Bristol who joined "Friends of Historic Bristol" on 2/28/2019 to participate in a vibrant discussion with nationally recognized economist Donovan Rypkema regarding how we can build on the assets we have to make Bristol an even better place to live and work. The feedback received from participants was positive. 95% found these presentations to be "informative" to "very informative." 93% believe that members of the public and multiple organizations should join local government to work on economic development solutions, and 97% were interested in attending future events. Like previous Bristol community forums, the room was filled with the enthusiasm to continue to be involved in the Town. We will take their suggestions and critiques and continue to pursue our mission by engaging the public to grow Bristol's economic vitality.

# **Principles of Economic Development in the 21<sup>st</sup> Century**

## **A Power Point Presentation by Donovan Rypkema, PlaceEconomics**

### **What is Economic Development?**

The conscious, organized effort to improve a local economy. Effective, strategic, and sustainable economic development meets six tests:

1. There are positive, measurable benefits
2. Benefits extend beyond the short term
3. The public benefits are significantly greater than the public costs
4. The economic benefits are primarily local and broadly distributed
5. There are significant qualitative as well as quantitative benefits
6. Incentivized economic development programs serve as a catalyst to additional, primarily market driven economic activity.

### **Today Economic Development needs to be Quality of Life Based**

The challenge of defining "Quality of Life": Many QoL Variables on the individual level are not primarily the venue of local government.

- Family happiness
- Good health
- Friends
- Church
- Personal savings
- Secure job
- Available leisure time

### **But Community Quality of Life Components have been largely agreed on**

- Economic Environment
- Social Environment
- Natural Environment
- Built Environment
- Green Spaces
- Public Spaces and Buildings
- Culture/Leisure
- Demographics
- Education
- Health Care
- Democratic Institutions
- Traffic and Transportation

**The improvement of each of these QoL components requires the joint efforts of the Public Sector, the Private Sector, and the Nonprofit Sector. The task is too big to be successfully taken on by any one sector.**

## Lessons

1. Economic Development is increasingly QofL Driven
2. Wide range of categories of QofL Components
3. Many of those areas are targets of opportunity for all three sectors (public, private and nonprofit)
4. Many types of investments – education, culture, traffic, public space, etc – are simultaneously QofL investments for Economic Development.

## Five Economic Development Realities

1. In prior history, people followed jobs. In the 21<sup>st</sup> century, jobs follow people.
2. In the 21<sup>st</sup> century, Millennials are in the Driver's Seat. Millennials now outnumber Baby Boomers.
3. In the 21<sup>st</sup> century, new Means of Measurement are required.
4. In the 21<sup>st</sup> century, Everyplace is the Competition.
5. There are always Scare Resources, no matter how good or bad the economy is.

## Economic Development Yesterday/Today

20 <sup>th</sup> Century	21 <sup>st</sup> Century
Advantages of Location	Advantages of Place
Compete on low wages, low taxes, cheap land	Compete on quality workforce, community quality of life
Measure success by economic outputs	Measure success by economic, social, and environmental outcomes
Perspective "What benefits the company"	Perspective "What benefits the community"
Incentives as "bribe" to locate here	Incentives as leverage for long-term investment
Focus on recruitment of Big Guys	Focus on small and start-up

## Principles of Economic Development

### *Focus of Economic Development*

- Place-Based
- Local/Community
- Long-term
- Sustainable
- Knowledge-Based

### *Form of Economic Development*

- Diverse
- Inclusionary
- Accessible
- Partnerships
- Interdependent

### *Competitiveness of Economic Development*

- Quality
- Livability
- Differentiation (A Place is competitive to the degree that it is different from another)
- Resilient
- Entrepreneurial/Risk Taking
- Catalytic

### **Lessons from Amazon –**

#### **The following Economic Principles were reflected in the Amazon RFP**

- Place-Based
- Local/Community
- Long-Term
- Sustainable
- Knowledge-Based
- Diverse
- Inclusionary
- Accessible
- Partnerships
- Quality
- Livability
- Differentiation
- Entrepreneurial/Risk Taking
- Catalytic

**Economic Development has Changed and Local Communities can be the Biggest Beneficiaries.**

## Roundtable Participant Comments

The following comments were made by individual participants and do not represent a group consensus or opinion of either Friends of Historic Bristol or Grow Smart RI.

### 1:30pm Session

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Economic development happens at the LOCAL level.

There are differences between the size of a community and what economic development looks like:

- Two fundamental ones: First, larger places inherently have more resources for professional assistance (economic development staff, etc). So in smaller places, more responsibility lies with organizations and individual efforts. i.e. peer to peer recruitment. Local businesses can serve as developers/resources. Secondly, there needs to be a focus, like attracting millennials. Focus - capture millennials - retain or attract before age 35. 1/3 jobs are locationally indifferent. How do we attract them?
- Need to create a good business climate. Advantage of smaller place - make room at table for millennials. Smaller places allow more big roles for individuals, including millennials. Lack of millennials attending this meeting - they need to be consciously asked and recruited. To attract them, they have to be able to get a job.
- Larger places might now lose out to smaller places with good quality of life and lower rents (working remotely is a big part of this).
- The history and culture of the community are also factors. Regional differences might also be part of it.

Bristol is immigrant-driven.

- Jobs might be more important for people like immigrants, rather than quality of life.
- Immigrants are risk-takers. Their in-migration is a precursor to economic boom.
- Immigrant communities lead to more new enterprises - they are more entrepreneurial.
- Settling down might revolve more on quality of life after some amount of time.

Encouraging and corralling mixed-use, smart growth development:

- The co-location of "Live - Work - Play" in downtown is a recipe for revitalization.
- People living immediately downtown has a huge financial impact on business success in the area. So incentivizing downtown residential capacity is a safe bet. Residents downtown is also a public safety attribute (eyes on the street, bodies on the street).
- You can incentivize downtown living. This requires a multi-faceted approach. Building codes are part of that. Can-do, make-it-happen building inspectors are also important. "The book doesn't say you can't, so lets look to see how we can make it happen" vs. "The book doesn't say you can, so you can't." Subsidies also might be required but pay themselves back. Need 360 degree perspective.
- Investments like sidewalks in downtown leverages economic development, property values, money spent in businesses.
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- Upper floor housing (above retail) and small scale housing are more successful.
- Snowball effects are real. Success comes from small-scale improvements. One property owner adds two units, another follows, etc.

#### Seasonal living issues:

- Potentially negative consequences of having seasonal living exclusive renting properties: kids aren't in school; property tax is fine but sales tax isn't enough since only living there a portion of the year — and not buying big ticket items like you do in a household.
- Year-round residents have people in the neighborhood all the time. So this has impacts on public safety, infrastructure need, infrastructure optimal usage, etc.

#### Bristol specific — *from audience members*

- Bristol has good assets — restaurants, college, schools, walkable downtown. What are we lacking: retail life, hotel beds, tourism industry. We have good local government, bad state government. We have onerous fire code. Property owners need help in that regard.
- Why did the hotel fail? DEM regulations
- Make it easier for things to happen at the local level via more lenient state regulations.
- People don't stay in Bristol because there's hardly anywhere to stay. We host 300 weddings, but guests sleep outside of Bristol for weddings in Bristol, for example.
- 60% of all expenditures of a tourist are spent where they stay the night, so Bristol should increase its overnight bed capacity.
- State regulations are too stringent - too many regulation-related costs for small businesses.

Rents need to be a function of business volume. There is an interdependence between landlord and tenant.

- For small businesses, volume of rent and profit are usually about the same percentage. 200k income can pay 10-20k in rent
- Value of real estate comes from its context, what surrounds it, not from what lies within the property lines.
- The purpose of Preservation is to protect the content from which value emerges in a district. Buildings should be like people – “good neighbors.”
- A landlord cannot be successful if he/she says “Find me a tenant and I will then fix up the space.” Rentals must be ready to rent.
- Rent can only go up if the business's income can go up. There is no such thing as an “independent businessman.” Everything, and certainly all businesses, are inter-dependent.
- Downtown Bristol real estate properties are now purchased by outsiders with a lot of money. Changed from earlier generations where the mix was more diverse.
- How have other communities supported a broad based downtown population? There are no magic answers.

Financial institutions, then municipalities, then merchants get involved in economic Development. The last ones who get involved are the property owners because they feel they are not affected. In fact, they are the MOST affected.

Quality of life in a gentrified situation:

- Nobody has got THE solution, the Silver Bullet. Need a range of jobs/range of housing that are complimentary.
- Housing affordability is a huge issue. Middle class homes now too expensive. To meet the need for increased affordable housing, you can't build new and rent cheap unless you build crap or have deep subsidies. So you need old housing stock, repurposed.
- Need a wide range of jobs. Even high-end restaurants need wait staff. Resource: [transitionnetwork.org](http://transitionnetwork.org)

Middle class spending has been strapped, and the digital experience has taken some of that (phone, games, etc.), along with stagnant wages. Spend a lot on phones/technology. Also, many commute to Boston or Providence. We need jobs in Bristol so people spend less money and time in commuting. Local jobs are huge.

What other strategies have been used elsewhere to support knowledge workers, etc. and in a sustainable way — *from audience member*

- Need to develop strategies to attract and support knowledge workers.
- Need to create an environment that supports local entrepreneur on a small scale – incubators and shared spaces.
- Be business friendly – have affordable rents for residents.
- Transportation costs tie in with rents for sure. Housing + transportation are major issues in the affordability equation.

Economic development in the 21<sup>st</sup> century comes from the bottom and percolates UP. Economic development is such a big task that no one community sector can take on the whole job by itself. How do you have all three sector -- public, nonprofit, private – on the same page for this bottom-up movement? — *from audience member*

- Need to minimize the cost of doing business.
- It takes all three sectors to create things like business incubators.
- We have a college here with graduates. How do we create an environment to get those grads to want to stay and be able to stay?

We need to do systematic, diligent research on what businesses we have and what businesses we need. How do you research what brings people to Bristol? It is activity-based (e.g. July 4<sup>th</sup> parade, boat show, burger competition)? What activity belongs in the troughs, peaks and valleys of activity? We need to offer more activities to attract RWU kids and others. We need a more pro-active relationship with RWU. Surveys – what do the students want in Bristol?

### 3:00pm Session

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A distinction must be made between the terms "Location" and "Place." Location refers to the geographic coordinates related to any city or town, etc. Place refers to the combined cultural, economic, social, architectural, interactive, etc. characteristics of a city or town, etc.

Increasingly, "Place" is the determining factor in whether or not a person chooses to stay or move to a city or town.

Rhode Island has some of the worst business taxes in the country, so how do we grow with that disadvantage?

- The first component of Quality of Life is the Economic Environment, and business taxes are a big part of that.
- So at the state level we have an economic environment issue we need to tackle through changes in policies and legislation.
- Fundamental policies ought to encourage, not discourage, private business.

38% of high school graduates don't meet minimum standards; how do we hope to compete?

- You can't! Education - needs to be good enough to compete - important to maintain competitive edge.
- Even the most basic manufacturing jobs are knowledge-based.
- It's a universal problem. Don't have the answer except that education

Our town might age out. We're not attracting young, innovative people to our town. But Bristol is a really cool town and a good place to raise a family ... what do we do?

- There needs to be not just their existence but the active involvement of young people.
- Incident at Kickemuit Middle School has damaged the town and will continue to do so for some time.
- Detroit has thousands of young people moving there. Young people can make an impact in a bigger city.
- Younger people need to be involved to change the status of things, but need to be invited. Work commitments prevent them from attending meetings. Need to make room at the table for them and room to take on leadership positions.
- 60% of millennials are looking to find the place they want to live – THEN they will find a job there. Get them before they turn 35 and settle down.
- One way to attract millennials: provide start-up subsidies and low-cost space.
- Examples of small communities that retain college grads: Greenfield, Indiana; Shepherdstown, West Virginia; Rensselaer Polytechnic Institute bought buildings downtown for startups.
- NORC: "naturally occurring retirement community"; frequently small towns with colleges
- Baby boomers and millennials are looking for the same stuff: walkability, neighborhoods with character, etc.

Rhode Island is aging overall very rapidly. What are the services available for them that would benefit the whole community? Health focus? After-school programs that link seniors and kids. So you can leverage overall QoL while also meeting specific needs of key subpopulations.

- Health care is one of the QoL variables.
- The kinds of living arrangements that seniors prefer were the characteristics of historic neighborhoods: walkable, mixed use, diverse community, etc.
- There are programs pairing retired folks and kids – innovative ways to leverage assets.

Bristol has economic peaks and valleys — college kids coming in and out, July 4 is big peak, etc. ... If you're looking into the future, what kinds of businesses can fill the void, the valleys? Also, people don't mind pricing if the experience is worth it.

- Tourism is inherently a volatile industry; if it becomes too large a share, it makes the peaks and valleys more intense. Peaks and valleys in economic conditions in Bristol need to be addressed - perhaps with special events to cover the slack periods. Need more year round activities with good example of how ski areas have converted from seasonal to year round resorts.
- One third of all jobs can take place anywhere – not location dependent. How can you get them here and keep them here? A conscious strategy that starts and retains that talent/business is critical. They can withstand the local peaks and valleys.
- There can be diligent, systematic research on what those needs are.
- How does a town help businesses? Manage books, hiring the right people, adjust hours... giving assistance with whatever their issues are.
- Peer - to - peer recruitment of new business is most productive approach.
- States and the town often make big bets on losers. But Economic Development is trickle up, not trickle down.
- So again, in order of priority and ease:
  - Retain existing businesses,
  - Help successful ones expand,
  - Attract new ones (look for businesses that already have 2+ locations so that they will already have the experience of operating “branch” store), and
  - Nurture start-ups.

If shoppers feel they have to have parking right in front of your store, then they are looking at your store as a “destination.” It is much healthier for all the downtown stores to nurture an inter-dependent downtown district that stretches for blocks. That way, wherever your shoppers park, they will be drawn to walk through the entire district and shop at multiple stores.

What about a performing arts theater? Would that attract people year round? Second Story Theater started small, they grew, they got grants and bonds, they bought the old theater in Warren, pumped in a ton of money, tried to open a restaurant, and the whole thing imploded. — *audience member*

So what actually works?

- Let's not be negative. We have college kids — let's get them to be here on a more consistent basis. So what are they looking for? Have we surveyed them?
- Bristol has a lot of experiences to enjoy — state park, bike path, farm... 'it needs a little more flavor'.
- Ski mountains have become full-time resorts ... golf, hiking in the summer, etc. to make them year-round. So there are activities in Bristol in the summertime. Newport deals with seasonality as well, festivals galore including winter fest. What do we need to fill up our valley in the winter and shoulder seasons of spring and fall? Let's think like a ski mountain.
- Greenville, SC is a success story. You can stroll Bristol in about fifteen minutes. In contrast, you can be in Greenville for hours — historic places to see, dozens of shops, breweries, baseball team. It's all a thinking of how to retain these out-of-towners and these kids. Closing off streets for bands, chili cook offs, etc.
- Vision is important, but you can't make decisions just for tomorrow — you need an intermediate term. Think 5-8 years. Make the distinction between things you can do about it and things you can't — at least anytime soon.

We have no shortage of great ideas. The problem is we don't always have the support system in our local politics that is needed. Holding the same conversations, the same complaints, get a person burnt out, and then energy needs to be spent on your own business because it's your livelihood.

- How many college kids are part of the tourism group? None.
- College kids can encourage change. And get them invested in Bristol as an incentive to return to settle down. Gotta capture that university market (staff and students).

### **4:30pm Session**

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Does Bristol have a workforce in place today where jobs would come for that workforce? Or should we be attracting people with certain skill sets by offering certain community factors?

- 1/3 of all jobs are location indifferent. 60% of millennials look for place, then job.
- Retain college grads. 5,000 students (& 1,500 staff) at RWU. Why don't they stay?
- A lot of millennials are gonna finish a 4-year degree and want the big city experience. But after they get a taste of that, they look for affordable rent costs.
- What do you need to offer to get them to comeback to Bristol?
- Internships (boat-building at the Herreshoff Museum) can attract millennials.
- RWU offering 1 week program on STEM immersion.
- Immigration from Portugal and Azores – very successful in Bristol. Need to celebrate that. Bristol Art Museum program on immigrants.
- Immigrant learning center in Marlboro.

How do we serve the full span of residents? Do we too often focus on young college-educated people?

- Tons of jobs now and in the future don't require college education.
- Quality of life checklist items require employees who are not college educated.
- Key component is to serve a broad base. The relative priorities are gonna be different depending on demographic. Affordable housing is a key part of that. You can't build new and rent cheap, so how do we use our existing resources to make sure they're not lost.

What about a plan after this whole process?

- Believes in visioning and goal-setting, and also intermediate goal strategies. Not too short and not too long. There must be a strategy of some kind and some degree of formality, with assigning of responsibilities spanning the three sectors and being shared between them all.
- *Friends of Historic Bristol says:* Why we are doing this whole thing and having it cosponsored: there is a process of smart growth. Donovan believes in it. We have the formula — taking all of us, establishing some objectives, and working together to achieve them. It's a long-term commitment to Bristol. We have Hope St., Wood St., Metacom Ave... What can we do to help the Economic Development of Bristol across the town and not just on one strip?

How do we bring our downtown back? It's looking like a ghost town. Have the landlords attended these meetings? What's our square footage rental compared to other communities? Why are they filling stores there and not here?

- *Rent & profit bit from Donovan:* It's mathematically impossible for you to be better off not taking an income than taking an income as a landlord. There's always gonna be some vacancy and there should be and that's normal but long-term vacancy is self-defeating.
- Businesses need each other. So a business next to the the vacant space is suffering.

Get the landlords together? Retail is an issue. Important shops are not in walking distance from downtown, so it's hard to pitch for people to move into the neighborhood from a place where things are walkable. Landlords have packed spaces with service industries and food.

- It's a problem everywhere.
- Plans were in place years ago for a residential/market mixed use project at Robin Rug, so why weren't they carried out?
- The loss of the state historic tax credit was huge.

So where do we go?

- Need a vehicle to move forward with these ideas and concerns.
- Economic development is local.
- Need local government to provide a support system for economic development.
- Needs to be an organized process between all sectors-- public, private and nonprofit.
- Avoid burnout; teach your replacement.
- *Friends of Historic Bristol says:* We make reference to Main Street America. When we

approached the town as a co-sponsor, they thought we were trying to force the approach onto Bristol. That's not the case. But MSA has the experience and the formula to accomplish this stuff: getting people together to work on a common focus. Residents here contribute time and talent to this great town. How do we marshal that into a focused effort that starts with a state-level organization that will support the Main Street America concept? It doesn't mean that Bristol has to become a Main Street America-designated town with all the checklist items. You can be a Main Street community for \$1,500 a year. That gives you access to all that the Main Street America organization has to offer. It takes a village. Including town leadership and all the non profits and business owners and etc. It requires stamina.

- Main Street America is expanding internationally.

Rhode Island is one of two or three states where populations are stagnant or declining — regulations, etc. are part of that.

- Declining population in RI for past 20 years — historic districts are a big part of population growth in RI.
- *Grow Smart RI says:* We may be at a turning point in these trends. RI's population is starting to increase. A half dozen national firms have opened up shop in RI recently. Seems like an indicator.
- *Local government representative says:* We have to remember that the building in question (Robin Rug) is privately owned and he's not ready to sell it. We have to manage expectations. In RI we're very negative. But Bristol has a lot to celebrate. We have to keep reminding ourselves that it's getting better — with Economic Development, it's part of the quality of life to say things are good. Good energy brings good energy.
- *Friends of Historic Bristol says:* We can be better.

## APPENDIX 1: Roundtable Conveners

Ben Bergeholtz	Friends of Historic Bristol
Marianne Bergeholtz	Friends of Historic Bristol
Tom Bergeholtz	Friends of Historic Bristol
Rayona Clemens	Friends of Historic Bristol
Steve DeLeo	Friends of Historic Bristol
Audrey Brito Field	Friends of Historic Bristol
Caroline Jacobus	Friends of Historic Bristol
Robert Jacobus	Friends of Historic Bristol
Keith Maloney	Friends of Historic Bristol
Susan Maloney	Friends of Historic Bristol
Jane Mesagno	Friends of Historic Bristol
C.J. Opperthausen	Grow Smart RI
Alex Papo	Friends of Historic Bristol
Berta Raposo	Friends of Historic Bristol
Gary Warner	Friends of Historic Bristol
Scott Wolf	Grow Smart RI



## APPENDIX 2: Roundtable Participants

N.B. Participation does not imply endorsement.

Bob Aldrich	Save Bristol Harbor
Linda Arruda	Proprietor, Papers, Packaging & Panache
Pastor Burton Bagby-Grose	Pastor, First Congregational Church
Fr. Marinaldo Batista	Pastor, St. Elizabeth's Church
Susan Battle	Executive Director, Linden Place
Ellen Bensusan	President, United Brothers Synagogue
Karen Binder	Executive Director, Blithewold
Lisa Bracken	Proprietor, Angelina's
Stephan Brigidi	Proprietor, Bristol Workshops in Photography
Mike Byrnes	Explore Bristol
Tom Carroll	Chair, Republican Town Committee
Nancy Chace	Proprietor, The Cottage
Brian Clark	Director, Boston Realty Advisors
Sen. Cindy Coyne	State Senator
Jerry Dauterive	Professor, Grad. School of Business, RWU
Pam Delaney	Resident Activist
Jim Dollins	Vice Chair, Bristol Harbor Commission
Rep. Susan Donovan	State Representative
Don Durfee	Operations Mgr, Our Lady of Mt. Carmel
Fatima Estrela	People's Credit Union
Dave Ford	Herreshoff Marine Museum
Fr. Barry Gamache	Pastor, St. Mary's Church
Rob Hancock	Save Bristol Harbor
Matt Hayes	Publisher, East Bay Newspapers
Jeff Hirsh	Proprietor, Lobster Pot
Garry Holstrom	The Men's Club
Steve Katz	Member, Bristol Planning Board
Anne Kellerman	Realtor, William Raveis
Steve Lake	Chair, Coggeshall Farm Museum; Proprietor, Coffee Depot
Jane Lavender	Board Chair, Bristol Art Museum
John Long	Realtor, Keller Williams

Gina MacDonald	Executive Director, Mt. Hope Farm
Paul Mancieri	Proprietor, Leo's Restaurant
Juan Mariscal	Resident Activist
Pat McCarthy	Resident Activist
Pat McGloughlin	Resident
Rev. Jacob McGuire	Pastor, First Baptist Church
Lori Medeiros-Pereira	Citizens Bank
Chuck Millard	Member, Bristol Planning Board
Mary Millard	Member, Bristol Historic District Commission
Joe Murray	Independent businessman
Denise Nehaz	C&R Mercantile
Sarah Redman	Proprietor, Hair, Heart & Soul
Jack Reinholt	Chair, Great Decisions
Rachel Robinson	Director of Preservation, Providence Preservation Society
Cid Rodrigues	Bank Newport
Pete Sebring	Proprietor, Bristol Oyster Bar
Sen. Jim Seveney	State Senator
Lynn Shaw	President, Bristol Merchants Assoc & Proprietor, Harbor Bath & Body
Lisa Sienkiewicz	Proprietor, Gil's Appliances
Lou Souza	Attorney
June Speakman	State Representative
Lynn Turnbull	Proprietor, 195 Franklin
Sai Viswanath	Proprietor, DeWolf Tavern
Chris Vitale	Bristol Economic Development Coordinator
Alayne White	Proprietor, Alayne White's Salon
Diane Williamson	Bristol Community Development Director
Cliff Wood	Executive Director, Providence Foundation and Downtown Providence Parks Conservancy
MaryKae Wright	Community Strings
Maryanne Ziegler	Resident Activist
Catherine Zipf	Executive Director, Bristol Historic & Preservation Society

## **APPENDIX 3: Evaluation Results**

More than 200 Bristol leaders and citizens from across Rhode Island attended a Roundtable Discussion or the evening presentation on 2/28/2019. Of those attendees who completed our survey:

- **95%** found these presentations to be “informative” to “very informative”
- **93%** believe that members of the public and multiple organizations should join local government to work on economic development solutions, and
- **97%** were interested in attending future events.

## APPENDIX 4: Donovan Rypkema



Donovan Rypkema is principal of PlaceEconomics, a Washington, D.C.-based real estate and economic development-consulting firm. The work of the firm is at the nexus of historic preservation and economics. He has undertaken assignments for public and non-profit sector clients in 49 US states. He also teaches a course on the economics of historic preservation at the University of Pennsylvania where he received the 2008 G. Holmes Perkins Award for Distinguished Teaching.

Rypkema was educated at Columbia University receiving a Master of Science degree in Historic Preservation. He is author of several publications including *Community Initiated Development*, *The Economics of Rehabilitation*, and the *Feasibility Assessment Manual for Reusing Historic Buildings*. Rypkema's book, *The Economics of Historic Preservation: A Community Leader's Guide* is widely used by preservationists nationwide and has been translated in to Russian and Korean.

Rypkema has worked with such groups as the Urban Land Institute, the Mayors' Institute on City Design, the American Planning Association, Smart Growth America, the National Trust for Historic Preservation and the International Downtown Association. Federal Government clients have included the U.S. Army, the Department of State, the Department of Housing and Urban Development, the Department of Interior, and the Advisory Council for Historic Preservation for whom he prepared a report entitled *Measuring Economic Impacts of Historic Preservation*.

In the fall of 2012 Rypkema received the Louise du Pont Crowninshield Award from the National Trust for Historic Preservation. The Crowninshield Award is the nation's highest preservation honor and awarded for lifetime contribution to historic preservation in the United States.