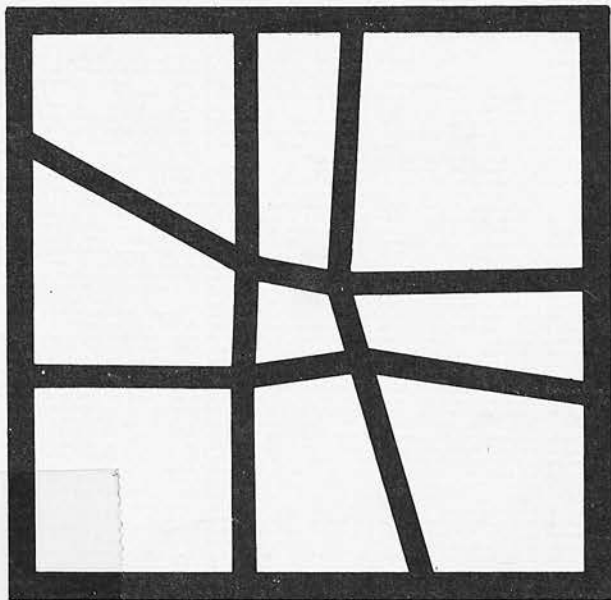


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## **BRISTOL R/UDAT**

A Planning Team Visit — November, 1975

# BRISTOL R/UDAT

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## THE VISIT:

In the fall of 1974, Henry Steinhardt, AIA, representing the American Institute of Architects Urban Design Committee visited Bristol at the request of Kenneth E. Allen, AIA, representing the Connecticut Society of Architects. After a preliminary survey of the city, Bristol was recommended to be considered for a R/UDAT visit.

In the summer of 1975, Robert S. Sturgis, FAIA, visited Bristol at the invitation of the Total Downtown Committee, of the Bristol Chamber of Commerce, to set the ground work for a R/UDAT study.

A team was then organized for a visit on November 21 - November 24, 1975.

92-8/620

PROGRAM:

The Urban Planning and Design Committee of the American Institute of Architects has been providing Urban Design Assistance teams to various American cities since 1967.

Some thirty teams have now been invited into specific areas to deal with the environmental and urban problems which range in scale from regional to specific.

Each member of the R/UDAT team is selected to provide his speciality consistent with anticipated needs of the study area.

Members are not compensated for their service and agree not to accept commissions for work which might come as a result of their study.

The team acquaints itself with the community and its people ... presents its analysis from a fresh perspective ... offers its recommendations and often a new approach for planning or for action.

Members of the American Institute of Architects  
Regional/Urban Design Assistance Team.  
Bristol, Connecticut  
November 24, 1975

R/UDAT Program Chairman  
Ronald A. Straka, AIA  
Boulder, Colorado

#### THE BRISTOL TEAM

Robert S. Sturgis, FAIA, Team Chairman  
Cambridge, Massachusetts,

Architect and Urban Designer, Former President  
of Boston Society of Architects and former  
Chairman of AIA Urban Planning and Design  
Committee. Has been a participant in seven  
previous R/UDAT programs.

Harry S. Weinroth, AIA  
Brookfield, New Hampshire,

Administrator of Community Development Department,  
Lawrence, Massachusetts.  
Former Associate Planner for San Leandro, California.  
Administrator of Merrimack Valley Transit Authority.  
Member of the U. S. Conference of Mayors working  
Sub-Committee on Community Development.

Roy Gerard, Ph.D  
Grand Island, New York

Economist. President of Economic Consultants  
Inc., Buffalo, New York and Syracuse, New York.  
His firm has been engaged in more than 150  
communities throughout New York State, Vermont,  
Massachusetts, Connecticut, New Jersey, Ohio  
and West Virginia in preparation of economic  
studies covering housing, population, finances,  
economic base, capital budget, government unifi-  
cation, economic impact of bridges, roads,  
colleges, and management analysis of social  
agencies.

Samuel B. Ashford, AIA  
Raleigh, North Carolina

Architect and Planner. Former member of National  
Committee of Urban Planning and Design. Present  
Chairman of Raleigh Appearance Commission,  
Member of Greater Raleigh Area Development  
Commission. Served as Coordinator of a R/UDAT  
visit to Wilson, N.C., a community of 40,000  
people.

#### Student Members

Barbara Feibelman  
Stefanie Ledewitz  
Barbara Sundheimer

All seniors in the Yale School of Architecture.  
Master of Architecture Program. Students in the  
Urban Design Studio.

#### Team Coordinator

Kenneth E. Allen, AIA  
Architect, Bristol, Connecticut

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OBJECTIVES:

The objectives of the R/UDAT Program are:

to improve the physical design throughout the nation;

to illustrate the importance of urban and regional planning;

to stimulate public action;

to give national support to local AIA Chapters in their efforts to improve their own communities and become actively involved in urban design and planning issues.

An assistance team cannot provide detailed analysis or solution. Nor can it provide final plans to complex problems in the three or four day visit. It can objectively approach long standing problems with:

a new look by experienced outsiders;

give new impetus and often new directions for community action;

make clear and comprehensive recommendations which are professionally responsible as well as politically and economically feasible and publicly understandable.

Bristol has a void at its center. Large parcels of vacant land in the center of town are ironic reminders of what was once a busy and important business district. The R/UDAT team was called in to suggest ways to break the deadlocks which exist and to fill those too-obvious gaps.

Upon seeing many pleasant, well-maintained residential areas, a strong (if temporarily depressed) industrial base and almost no evidence of poverty, we began at first to wonder if indeed Bristol has any real problems.

But we soon learned that there was a void in Bristol's morale at least as big as the empty land at the center. "We do not think well of ourselves," as one active citizen put it. Teenagers as well as adults feel it. Like their counterparts everywhere else, they are drawn to the center of town, but in Bristol they find very little to do.

On the other hand, we are told that many, both young and old, are enthusiastic for sports, both as spectators and as participants. Bristol is proud of Muzzy Field and its AAA Red Sox farm club. The Boys' Club and Girls' Club are used to capacity and need more space. (There are many also interested in the arts, music and drama.)

Furthermore, increased interest in sports is not confined to Bristol. The major leagues have expanded and the number of professional sports is increasing. The possibility of a financially-sound facility for professional sports is increasing.

Therefore, we see great promise in the ideas and efforts of those who have already proposed a sports arena and we urge that all groups in Bristol get together and make it a rallying point for a new city and a new spirit.





# BRISTOL AS IT IS

## LOCATION

Bristol is a city of 60,000 set on the edge of Connecticut's western highland 18 miles west of Hartford, 11 miles east of Waterbury, on U.S. Route 6 which used to be a major east-west route but which has been superseded by Interstate 84 to the south.

## TOPOGRAPHY AND CLIMATE

It is divided and subdivided by hills and stream valleys which create difficulties for road connection but which provide magnificent residential sites, parks and scenic vistas. It is a perfect square 5.3 miles on a side, with elevations ranging from 50 to 1,000 feet above sea level. The soils are of glacial origin. Ground water and run-off are persistent problems. The climate is typical of much of New England with extremes of temperature from 0°F to 95°F and rainfall from 40 to 50 inches per year, but temperate and pleasant on the whole.

## HISTORY

Ebenezer Barnes was the first permanent settler in the early 1700's and the name Barnes is frequently heard today. In the agricultural society up until the time of the American Revolution, the Congregational Church was the state religion and was responsible for all municipal decisions. Following the Revolution and the incorporation of the city in 1785, industry began and included saw mills, tin shops, distilleries and the first clocks.



## HISTORY con't.

The skill in use of wood and metal for clocks was useful in a number of other products and put Bristol on the crest of the wave of industrial expansion around the time of the Civil War, as the names of Bristol Brass and Clock, the Rockwells and New Departure came on to the scene.

## ECONOMIC BASE

Industry based on high skills has been characteristic of Bristol from the beginning. New Departure, now a division of General Motors, started with doorbells and progressed through bicycle bells and the coaster brake to its present manufacture of roller bearings. Associated Spring has made fine springs since 1857, originally for clocks. Bristol Brass has moved on from parts for clocks to copper alloys in general. Superior Electric, only 33 years old, has applied Bristol's metalworking techniques to the modern field of electronics. A long list of other industries includes printing, hardware, tools and modular homes. In retailing and services, Bristol is nearly self-sufficient and includes a market of 225,000 people within a 20 minute radius of the center.

## THE PEOPLE

In contrast to many American cities, many residents of Bristol have grown up there. They are known for being hardworking, skilled, loyal to their jobs and interested in the good life. Wage rates are high, led by the UAW union at New Departure and the average income is about \$12,000. A major ethnic group are the

French-Canadians who came down from Quebec at the time of the First World War and who have stayed and multiplied. The population is presently about 58,000. There was a 22 percent growth rate before 1970, which has slowed somewhat since then.

Young people continue to be more interested in blue-collar jobs available locally and tend not to go on to college education. However, about 25 percent of the work force commutes to white-collar jobs in Hartford.

There is a strong interest in sports among residents of all ages, and there is also a significant interest in art, music, and drama.

## TRANSPORTATION

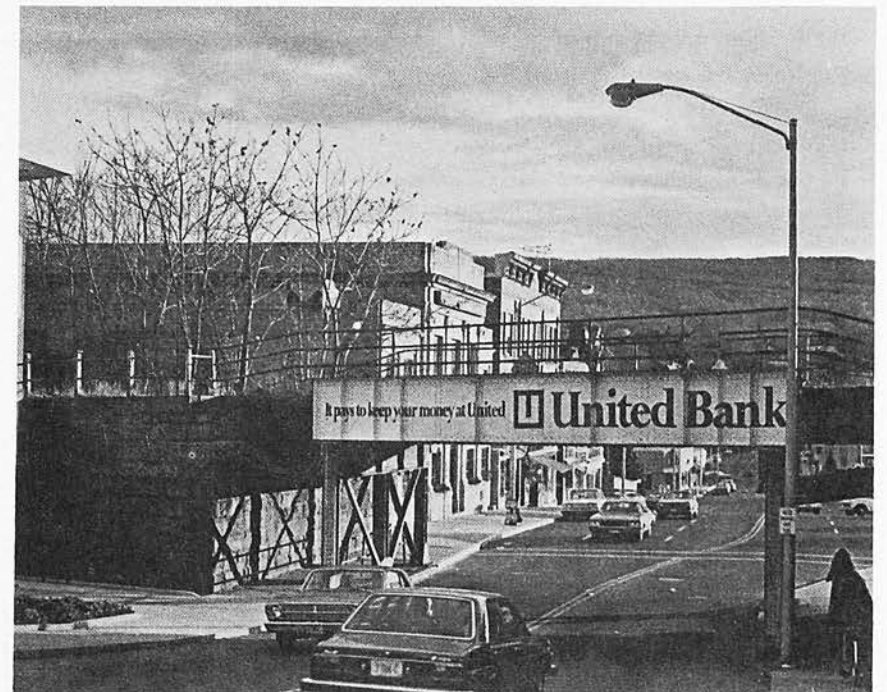
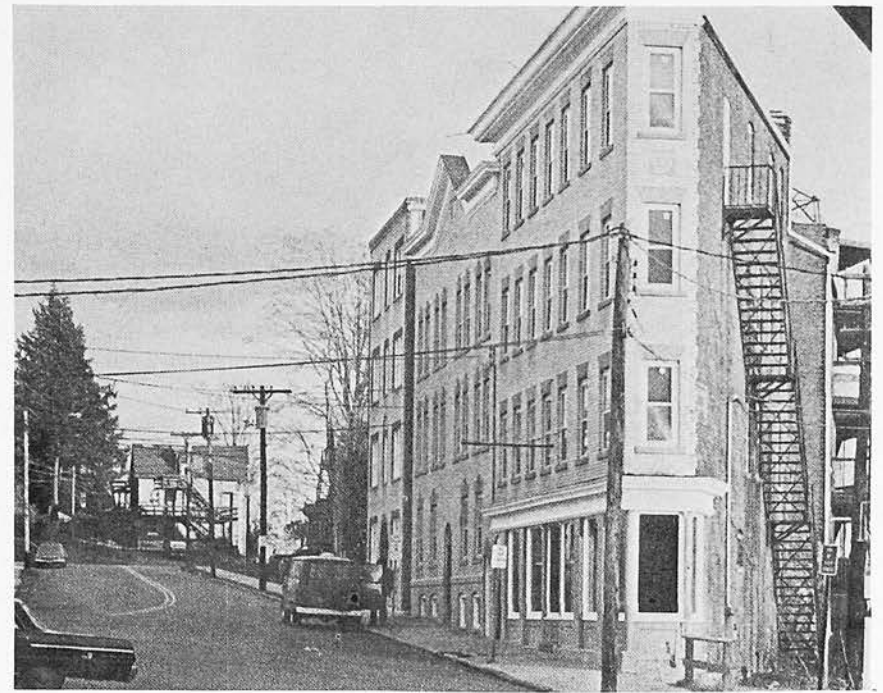
The automobile and the truck are the predominant modes of transportation. The last railroad ran in 1960. The road network is fragmented. The only clear through road is a two-lane, Route 6, which, however, has been considerably congested with the growth of strip commercial development. Access problems to the new industrial part in the S. E. area of town have been relieved considerably by the improvement of the Route 229 connection to Interstate 84. There is no significant amount of public transportation. The Hartford-Springfield airport, 31 miles away, is the nearest access to the national airways network.

## LAND USE

Up until the 1950's, Bristol had a stable land use pattern focused on a center at Main Street, with industries radiating out along the river and stream valleys and residential areas occupying the slopes and hills. With the advent of urban renewal

legislation, the city was persuaded to improve itself through land clearance and redevelopment. The land was cleared but redevelopment ran into intense opposition. The issues are not yet resolved and the dislocated businesses were soon attracted to Bristol Plaza being built on Route 6, two circuitous miles away from the center. When the Centre Mall was finally built, shopping habits and the center of gravity of new residential areas had shifted so as to make it difficult or impossible to reestablish the old patterns.

At the same time, Route 6 as a major artery had become obsolete and was replaced by Interstate 84 well to the south of Bristol. The S. E. section of the city became more attractive for industry, but other uses associated with highways have gone to Plainville, New Britain and Southington.



# THE ECONOMY

## The Economy of Bristol

Bristol is a manufacturing center. Approximately half (8,500) of its total employment (17,300) at place of work was in manufacturing in 1972. Since the community's labor force that is employed totals some 23,500, there is a net out-commuting of some 6,200 residents to other areas. (Gross out-commuting to other communities is equal to some 9,600 residents, while gross in-commuting by non-residents into Bristol is 3,400).

Durable goods provide the basis of manufacturing employment. This reliance on durable goods has made the city dependent on cyclical swings, which results in high unemployment rates. With the exception of retail trade (accounting for 15% of the labor force), there is no concentration of employment in any other sector.

Some of Bristol's manufacturing industries have had to shift their operations because of inadequate space. Saved by the efforts of the Bristol Industrial Development Corporation, these companies have since used their new facilities to add machinery and to increase output with fewer workers. Average weekly earnings in the manufacturing industries were \$184 in August, 1974. That this average is high is explained by the predominance of the durable goods segment of manufacturing employment. It also is a significant factor in a median family income of some \$11,835 in 1970. The presence of many families (585 out of 14,408) earning \$25,000 and over in 1970 results in a mean income (total dollar income divided by number of families) of \$12,669 in the same year.

There are few families below the poverty level in the City; in 1970, only 3.7 percent of all families were below the poverty level of \$3,262. Total expenditures by the city for welfare were \$45,000 in 1974-75, of which 90% was refunded by the State to the City. Hence, the net cost of welfare was only \$4,500 or a negligible amount.

Total retail sales in Bristol of \$118 million in 1970 represented about 60 percent of total income in the community. This would imply that there were substantial purchases of goods in Bristol by non-Bristol residents, since retail sales generally account for about 40 percent of the consumer budget. Even if the retail sales figure is over-stated, its reduction by some 10 or 20 percent would still imply that the retail segment is strong in the City.<sup>1</sup>

From 1970 to 1972, retail sales activity rose by 18 percent, or about equal to the increase in the cost of living in that two-year period.

Despite periodic high levels of unemployment, Bristol's economic situation is strong. This strength is further reflected in the attraction of incubator industry to the area; e.g., growth of small firms along Middle Street as well as the previously mentioned ability of the city to relocate industrial firms within the city limits.

In 1967-68, the city undertook a massive effort to save New Departure, a division of General Motors. Some \$5,500,000 in bonds were floated by the city for sewer utilities and industrial park auxiliary facilities to entice the company to remain in Bristol. Including interest costs, the total expense to the city will be \$10,000,000 over a 20-year period.

The population of the City of Bristol at 55,487 in 1970, was 22 percent more than in 1960. This population is expected to grow to more than 62,000 by 1980, or 14 percent more than in 1970. Despite this population increase, the number of school-aged children declined from 12,232 in 1971 to 11,530 for 1975, and is projected to fall slightly in the next five years as the birth rate drops.

1. Some question has been raised as to the accuracy of the data on retail sales.

## Finances

The City's financial position is strong. Its total budget was \$26,227,000 for 1975-76. Excluding water department inter-fund transfers, the net total was \$24,758,000. This represents an increase of 8.1 percent over a two-year period, substantially below the gain of over 20 percent in the cost of living in that same period. Part of the rise of 8.1 percent is accounted for by a gain of nearly 4 percent in the Grand List (total taxable property) in the 1974-1976 period.

Residential property accounts for 49.7 percent of Bristol's tax base prior to deduction of exemptions for veterans, the blind, and the elderly. Industrial property accounts for 9 percent and commercial property, 4.3 percent of the tax base. Vacant land equals 13.4 percent, motor vehicles 11.4 percent, and personal property, 12.2 percent of the Grand List (gross taxable).

Outstanding indebtedness of the City totalled \$24,363,000 as of June 30, 1975. This total was only 20 percent of the estimated debt limit. Unlike cities in other states, Connecticut cities do not have an upper limit on their taxing power. The tax rate rose by nearly 25 percent from 1971 to 1976.

## Market Potential - Housing

Future growth in Bristol will be primarily in residential, office and other commercial structures and facilities. In the ten-year period from 1965 through 1974, a total of 5,780 units were added to the housing stock. However, the annual average addition to the stock was 716 from 1965 through 1971. This annual average declined to 289 or 60 percent less from 1972 through 1974. Lack of availability of money was probably the major factor explaining this decline. Over the next five years, given an increased supply of mortgage funds, it is possible for housing starts

to rise to 350 units annually. This calculation is based on estimated population (by the CCRPA) of 62,300 in 1980. In 1970, there were 16,972 households in Bristol for an average of 3.26 persons per household. By 1980, the household size will decline at least to 3.06 based on Census estimates. At 3.06 persons per household, there will be 3,386 more households in 1980 than in 1970. Deducting 867 units built from 1970 through 1972, the remaining 2,419 households for seven years equals 345 units per year.

While multi-family units dominated the increase in housing stock in the late '60's, community attitude and zoning restrictions will dictate fewer multi-family units as a percentage of all housing units in the later 1970's. Probably 200 of the increase in stock will be for single-family units, 150 for multi-family units. During the early '70's, there was an extremely high vacancy rate of 15% for multi-family units. This rate has since declined to under 5 percent as of early 1975, excluding the New Cambridge Apartments. With 5% considered as a "normal" vacancy rate, it is obvious that new multi-family units can be absorbed in the market with few vacancies, if the amount of construction doesn't exceed 150 units annually. Any construction beyond that level will encounter absorption problems, although absorption is not expected to weaken significantly up to a 200 unit limit annually considering the need for new units by occupants who desire upgrading from their present locations. Rental levels should not exceed \$200 for a one-bedroom unit or \$225 for two bedrooms.

Non-effective or non-market demand for housing is in addition to the market rate demand discussed above. Such non-market demand for the elderly is now about 500 units; for families, about 250 units, according to the Bristol Municipal Housing Authority. This non-market demand requires subsidy programs to make it possible to place households or individuals into units.

Satisfaction of these needs depends upon the availability of funds under the Section 8 program of the Community Development Act of 1974.

#### Market Potential - Office

There is a high occupancy level of office space in the City. Rental levels are low; however, tenants get heat only as part of their rent. Rates range from \$2.00 to \$5.50 per square foot. It is anticipated that employment in Government, finance, insurance, real estate and services will grow by at least 200 annually over the rest of the decade. Assuming a minimum of 125 square feet per employee, annual needs for office space should equal some 25,000 square feet. Since much of the existing space is in antiquated structures, it is probable that another 5,000 square feet of space, at the very least, will be needed annually for such relocation.

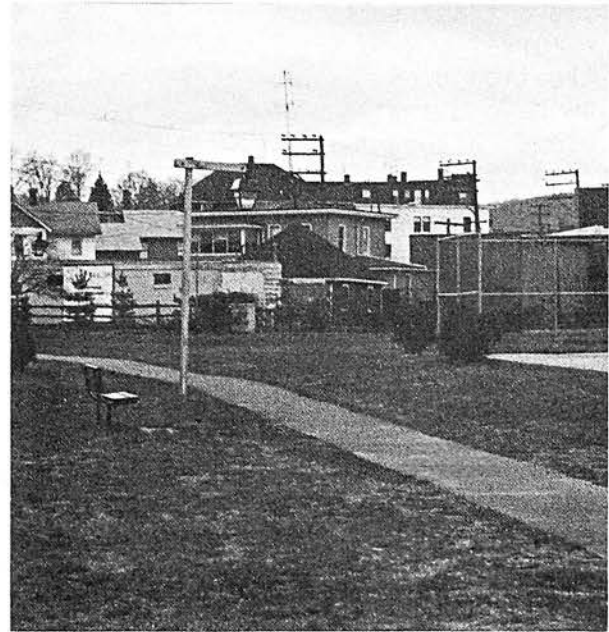
In addition to office needs engendered by growth, a substantial backlog probably exists for medical and dental space should such supply be developed. For Plainville, as well as in other neighboring communities, professional office space has stimulated these professionals to move to new locations. This "demand" for professional office space can reach up to 15,000 square feet annually over a period of about four years.

#### Market Potential - Retail

While retail space in Bristol is adequate at present, the addition of 3,500 housing units over the next ten years could establish a need for 200,000 square feet of retail space. Since some of this space is already available in vacant stores, the net demand is probably on the order of 100,000 square feet.

#### Market Potential - Industrial

The City has 376 acres of unoccupied industrial space, most of it with available water and sewer service.



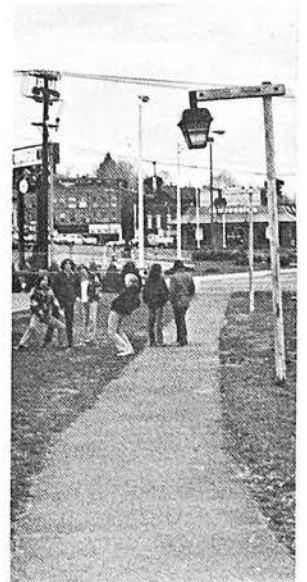
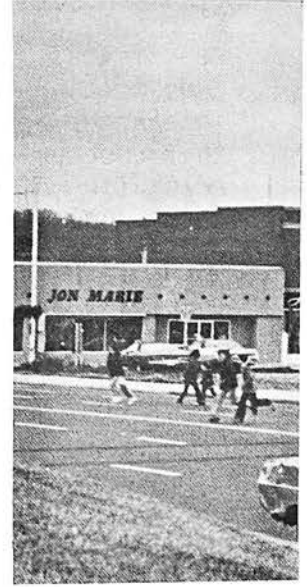
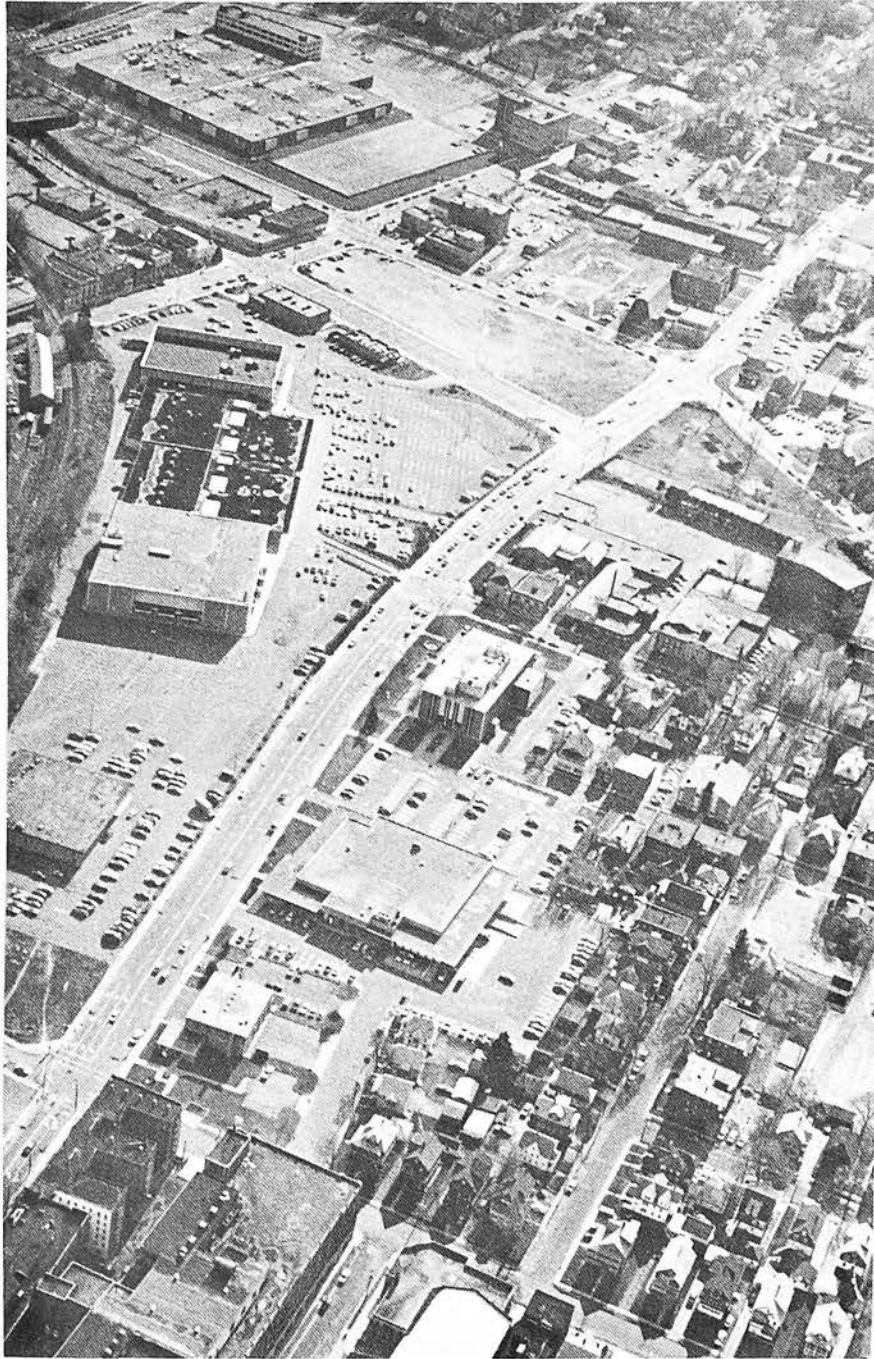
Use of this space depends on the activity of the Bristol Industrial Development Corporation or other groups interested in such development. About one-fifth of that unoccupied space should be reserved for possible relocation of existing industry. The remaining 300 acres would be available for attracting new industry to the City.

#### The Tools To Accomplish The Job

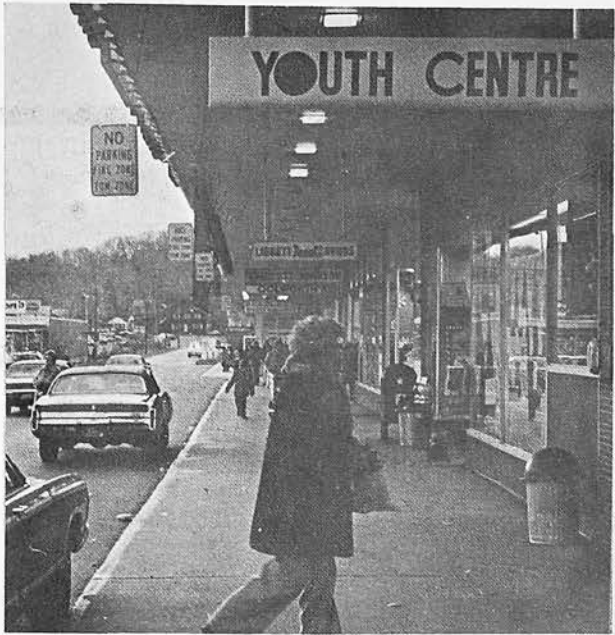
The City should consider adoption of an enabling resolution to participate in the City and Town Development Act. This Act permits full tax abatement on land, buildings and equipment for up to 20 years. The City can also make loans for land, buildings, equipment and operating purposes through borrowing at bank rates of 6 to 8 percent. Money from this Act can be used for quasi-public facilities, such as the Boys Club. At the State level, Revenue Bond financing exists for land, buildings and equipment in which the State puts up 90% at 7 to 7 1/2% for 20 years. The latter Act, as well as SBA loans under Section 502, has been used by the Bristol Industrial Development Corporation for both industrial and commercial facilities. B.I.D.C. provides 10% of the total funding.

The burden of the City and Town Development Act falls on the consumer and home owner to the extent that greater individual earnings and/or increased yields from sales taxes to the City do not offset additional taxes paid.

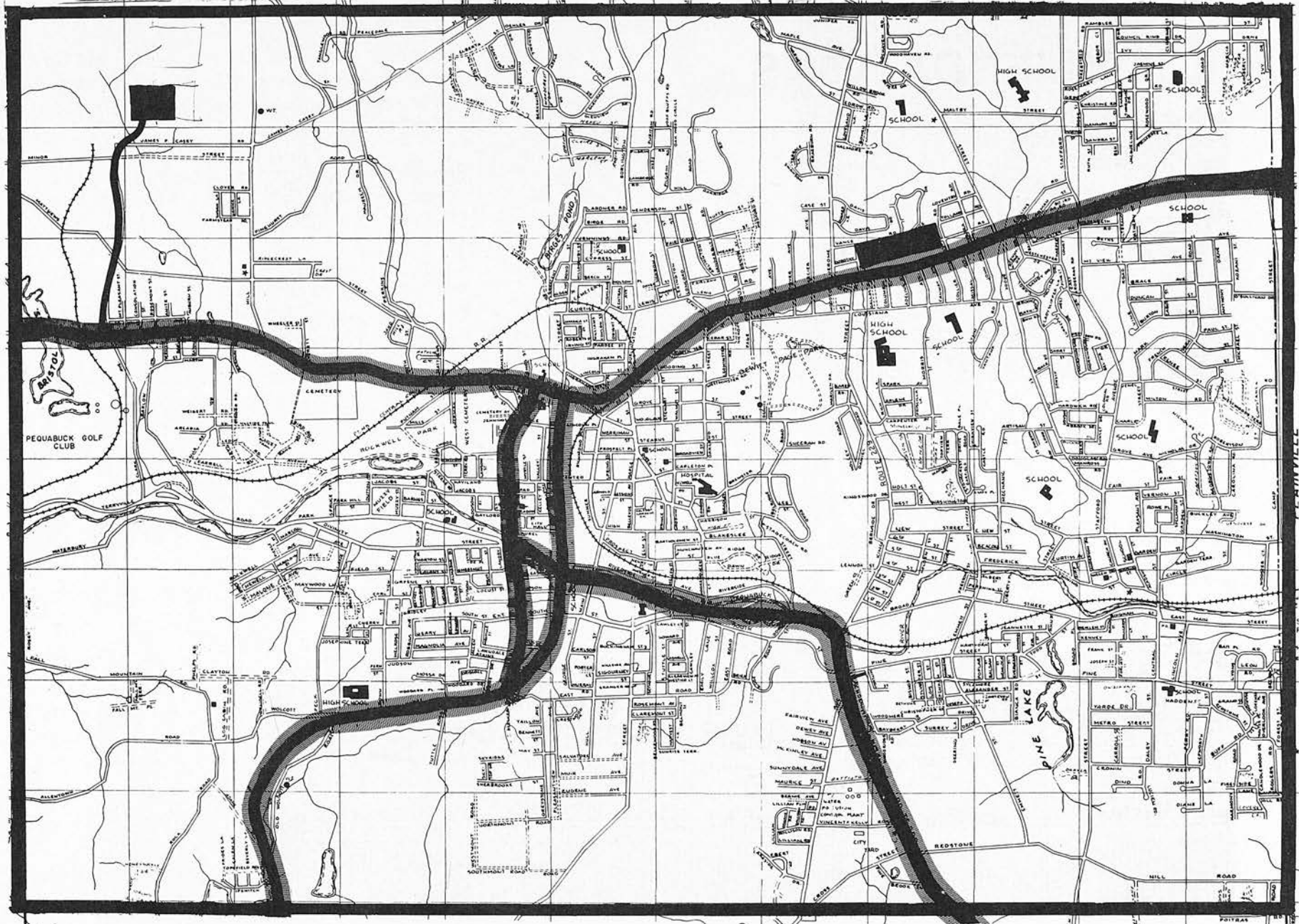
The City has substantial unused debt capacity to borrow for additional public improvements needed to provide utilities for planned private and quasi-public facilities. A willingness to bond for facilities to serve commercial and recreational uses would help provide the infrastructure now lacking, especially in the downtown area.







# REGIONAL CIRCULATION



 **SPECIAL SIGNING & LANDSCAPE TREATMENT**

# RECOMMENDATIONS

## RECOMMENDATIONS: General and Specific

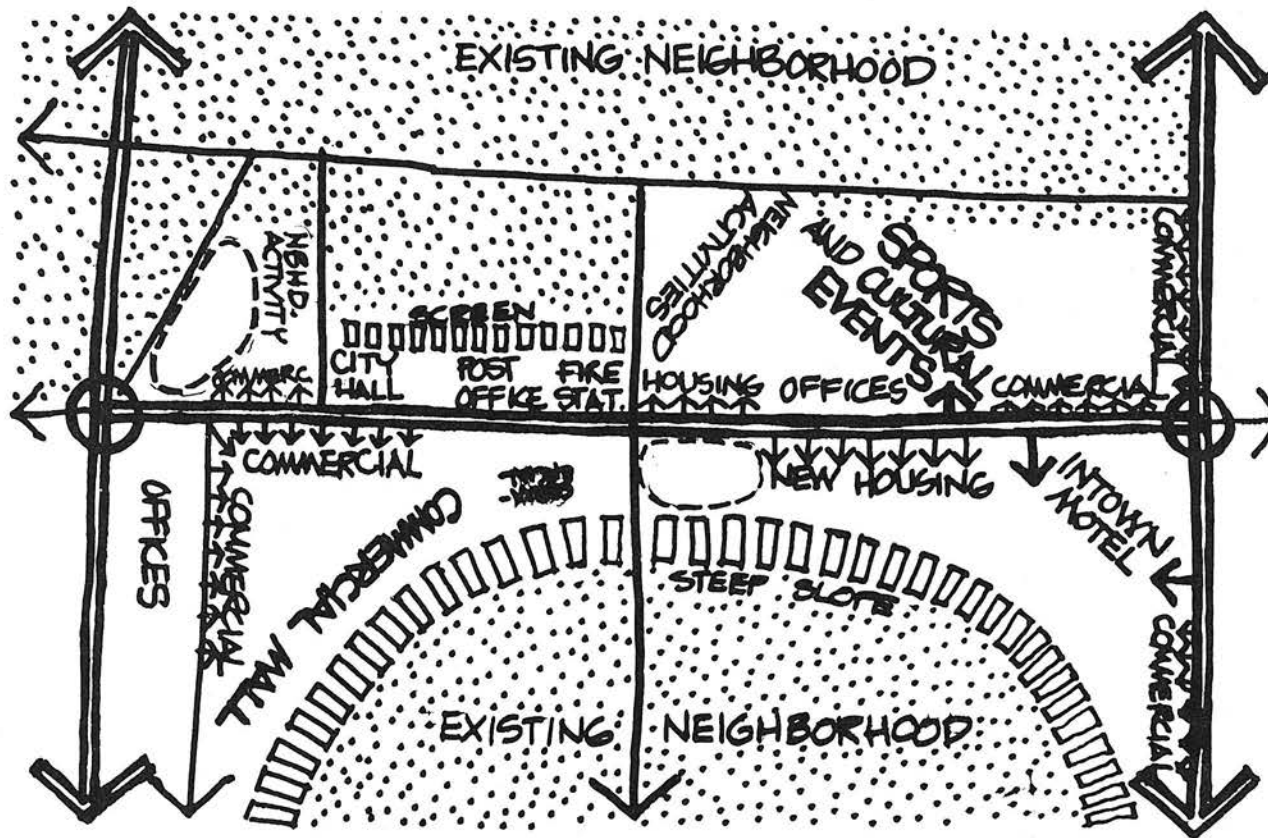
### . Housing - Within defined Center Bristol

- . Construct 400 new units at two different locations over next three years--on North-side urban renewal parcel and the South Side School property.
- . Rehabilitate existing non-residential structure for 100 units. Former New Departure property.
- . Consider re-use of A. J. Russell factory building for residential, if ever vacated. Building lends itself to such use and would be valuable addition to the Federal Hill residential area.

### - Abutting Center Bristol

- . Provide rehabilitation loans and grants to owner-occupied structures for rehabilitation based upon a pre-established list of desired improvements and permitted materials.
- . Establish a historic housing inventory and rehabilitation plan for appropriate areas.
- . Establish a non-profit housing corporation to distribute loan and grant monies based upon contributions from Community Development Block Grant funds and allocations from local banks.

Amend City's Housing Assistance Plan (HAP) to reflect housing recommendations as a means for establishing City policy and eligibility for federal housing assistance funds.



**ACTIVITY DIAGRAM**

EXISTING LAND USE



. Public Improvements:

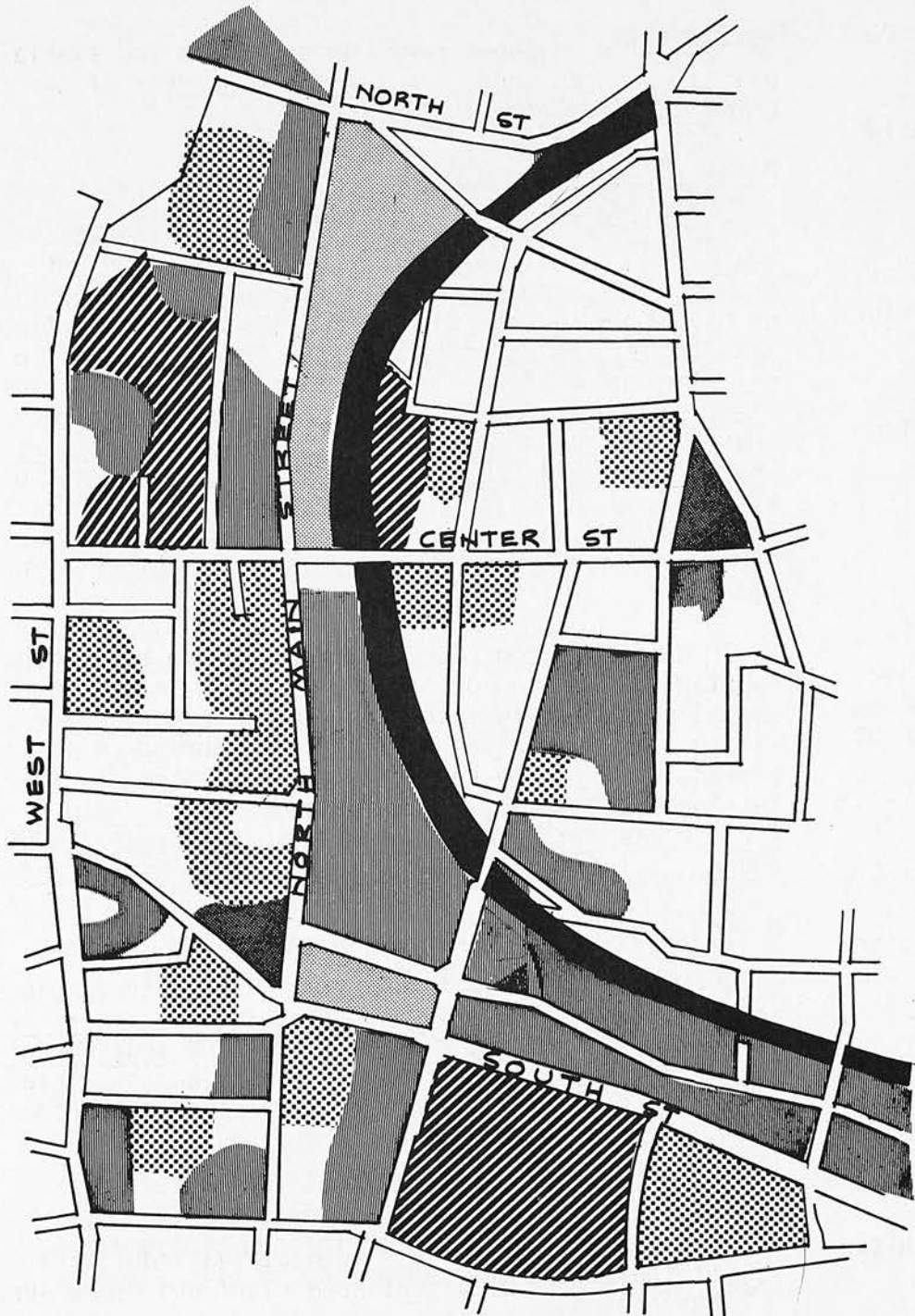
- . Establish a landscape plan and criteria for municipal provisions of design - oriented sidewalks, street trees, other landscape features, street furniture and signs to enhance Center Bristol and its linkages.
- . Establish a capital improvement program to schedule public improvements in plan priority areas.
- . Plant evergreen tree barrier across rear of City Hall parking lot parallel to North Main Street.
- . Emphasize the Mum City image of Bristol by planting mums throughout Center Bristol.

. Streets and Transit System:








- . Define traffic corridors for distributing traffic into and through Center Bristol using signs and landscaping. Users of Center Bristol must be able to find it easily.
- . Work to establish a local transit system to carry elderly, handicapped, young and others who cannot avail themselves of automobile transportation.
- . Establish a transit transfer station and waiting room in Center Bristol.

. Business:

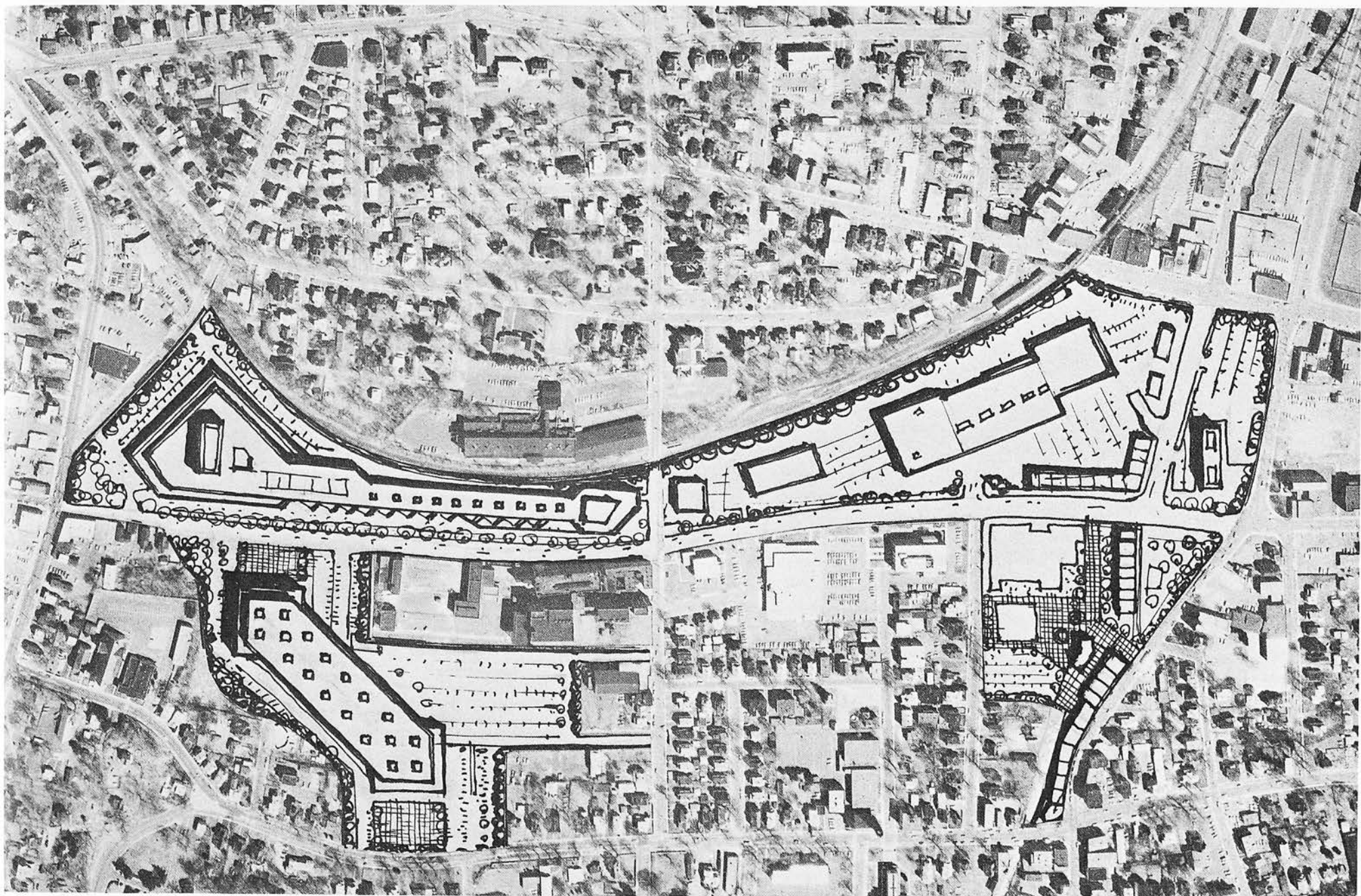
- . Establish a non-profit retail business assistance corporation as means of provided venture capital for new businesses or the substantial expansion of existing businesses.



# EXISTING LAND USE

- COMMERCIAL 
- INDUSTRIAL 
- INSTITUTIONAL 
- VACANT 
- RECREATION 
- RAILROAD 
- RESIDENTIAL 

- . Hire experienced, proven staff person for business assistance corporation to actively pursue new retail business.
- . Construct new two story retail stores along North Main Street in the Bristol Centre Mall as means of providing an urban pedestrian atmosphere to the street and compacting the Mall site. Construct a parking deck between the new stores and the existing stores. Utilize other urban design tools to enhance the Mall entrance and to tie the Mall to the remainder of Center Bristol.
- . Limit construction on urban renewal parcel C-8 to a five story professional building. Introduce urban design landscape features to the North Main and Main Street edges of the parcel.
- . Emphasize Center Bristol as a professional office area. Enforce zoning regulations as to home occupation use of residence by doctors and lawyers to maintain neighborhood stability.
- . The demolished South Side School parcel should be coordinated with the future development of housing on existing South Side School property, expansion of the Bristol Press, Southern New England Telephone Company. The site should be developed initially for offstreet parking and landscaping for the subject block and parcel C-8.
- . Existing business structures in the vicinity of the intersection of West and School Streets should be the subject of an intensive urban design study to establish a format for their preservation and enhancement. Included in this study should be the possible re-use of the Veeder-Root/ St. Anthony's School structure and the existing Boys' Club. Consideration should be given to the introduction of a crafts - oriented economy into area and an elderly - center.



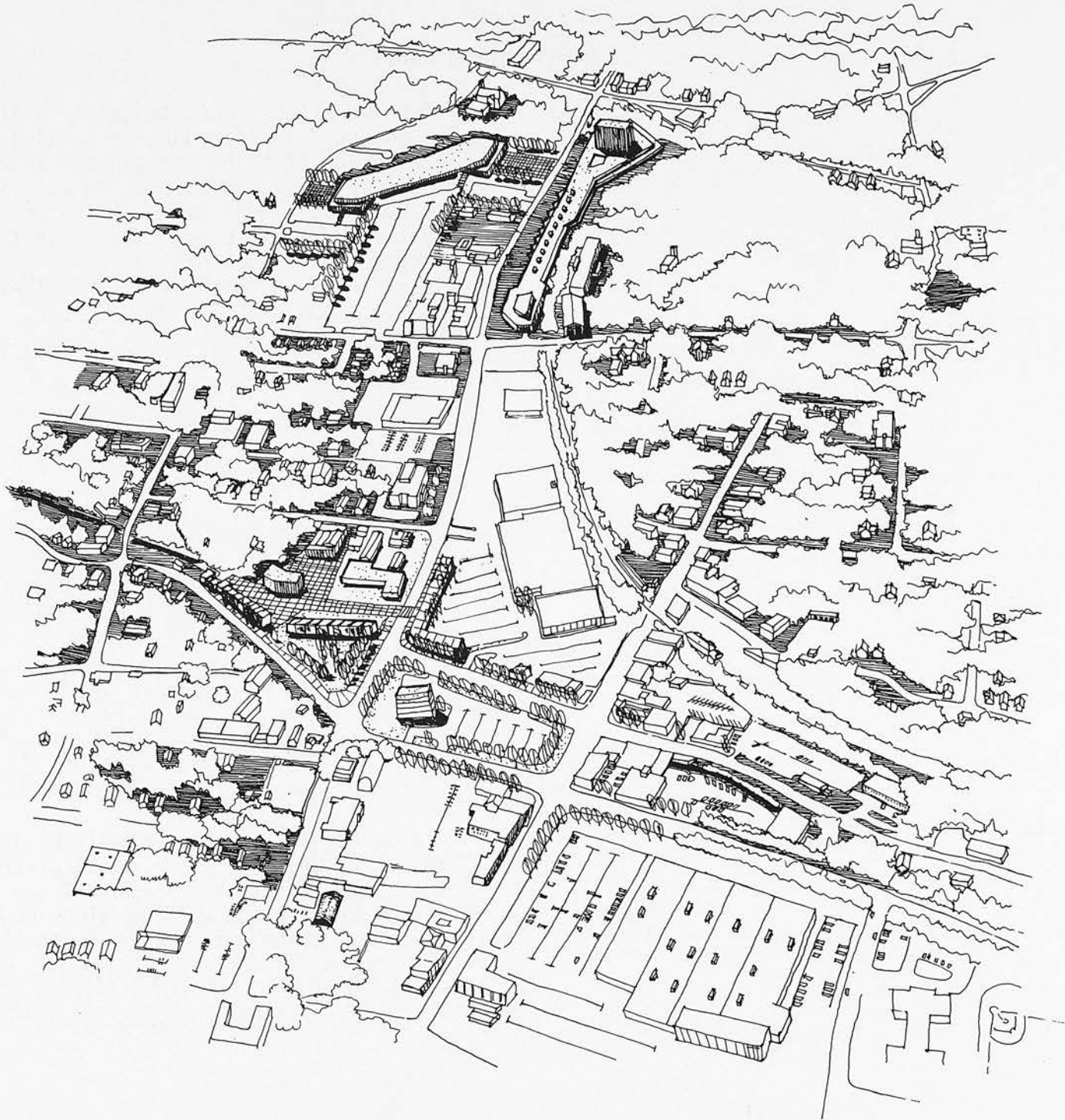


. Public Investment:

- . Of prime significance to Center Bristol is the need to introduce facilities which will allow it to be independent of a retail business image and to provide activities on a seven day a week scale -- day or night. To this end, it is recommended that a multi-purpose center be constructed on land assembled along both sides of Valley Street and fronting on North Main Street. The Center would include a new Boys' Club, olympic size swimming pool, hockey and basketball facilities, some 5000 seats, a special auditorium for Bristol symphony and choral activities and offstreet parking. Facilities in the multi-purpose center would be arranged in a manner to avoid duplication. Furthermore due to significant traffic generating impact of the facility, Race Street should be dead-ended before West Street. Following a commitment to the multi-purpose center, it is anticipated that a motel complex should be feasible for construction on a portion of the Northside urban renewal property. The multi-purpose center should be financed in phases through a combination of private and public funds and a citywide fund-raising drive.

. Other:

- . A separate design study should be undertaken to define the treatments to be given along the street linkages between Bristol Plaza and Center Bristol, as well as along Route 69 - Wolcott - Union Streets and Route 229.



## THE HUMAN ENVIRONMENT

Bristol is a city of hills, streams and trees. This environment should not be cut off at the edges of Center Bristol. In contrast to the blacktop and automobile atmosphere in Bristol Plaza and other such areas, Center Bristol can be designed as a pedestrian zone attractive for both residents and visitors.

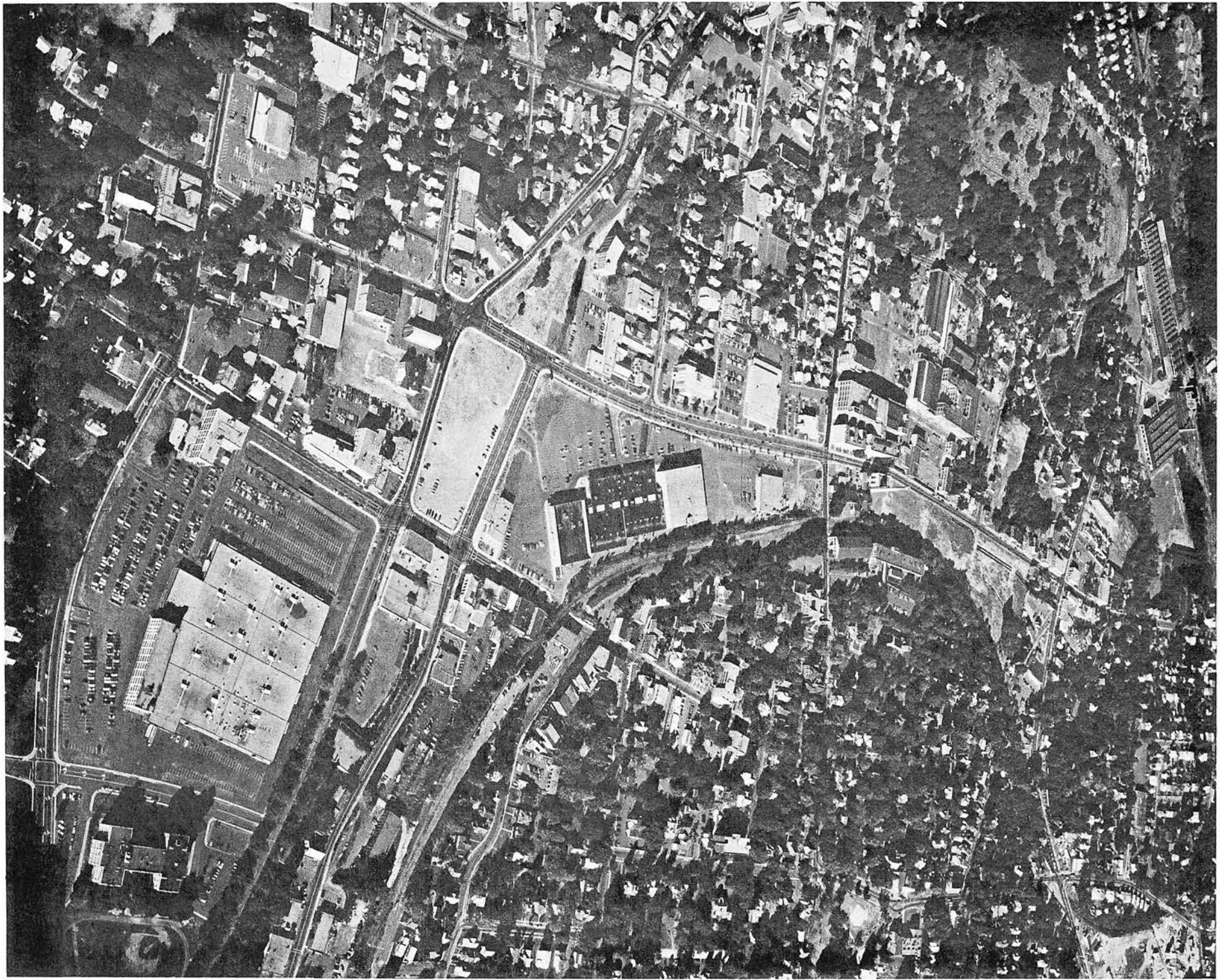
- . The pedestrian should be given priority in the entire North Main Street area. The street should be narrowed at pedestrian crossways and at other points where planting would be effective.
- . Trees should be used to define the streets. to reinforce building entrances and to shade quiet sitting areas.
- . Running water is always a valuable attraction in urban spaces. Bristol's only problem is how to deal with an excess of it. It would be foolish not to make some use of the stream which runs through the Northside site.
- . The presence of Federal Hill overlooking Center Bristol is an important visual opportunity, certainly from above and possibly as a backdrop for buildings below. A footpath and bikeway along the railroad right of way might be considered.
- . We have been reminded that building entrances, curbs and other changes of level should be designed with the capabilities of the elderly and the handicapped in mind.

The selection of a competent and imaginative landscape architect is of utmost importance to the design of Center Bristol.

Can the plan be accomplished? Can it be turned into buildings and landscaped areas -- people and jobs? Answers to these questions will be affected by a series of factors. The factors as perceived are listed below -- and it is not an all encompassing list:

## IMPLEMENTATION

- . Adequacy of City Zoning Regulations. There is a need to establish a review of existing regulations to determine their ability to assist plan implementation.
- . Determination of the level of enforcement of the Zoning Regulations and number of variances which are granted. It is important to undertake an evaluation of past community performance in living up to the requirements of the Zoning Regulations and/or the steps to be taken to guarantee Zoning Regulations conformance in the future.
- . Establishment of a community involvement system and corresponding political acceptance response. Utilizing current involvement in Community Development Block Grant application procedures this type of system should be easily attainable.
- . Work towards an improvement in the level of communication and cooperation between City line departments and autonomous authorities. Give consideration to merging community development functions, i.e. planning, housing, redevelopment, economic development into one agency to achieve a more accountable City line department which can be more responsive to the citizen's of the community.
- . Establishment of a Charter Study Commission to report within a nine month period on the effectiveness of the present form of City government to accomplish its governmental tasks.
- . Investigation of the City Manager form of government as an alternate to governing Bristol.



Determination of whether City government can take a leadership role in accomplishing plan recommendations. Or -- should the assignment be given to a broad-based committee of City leaders?

## PROFESSIONAL ASSISTANCE

Bristol's new planner has done much in a short time to organize and clarify the essential information about Bristol's condition so that future public discussion may be better informed. He deserves the support of the city administration and agencies.

On the citizen side, Bristol cannot fail to be a better place if others follow the example of immense personal effort displayed by the architect who organized the R/UDAT invitation.

For the future, and in addition to the development of Center Bristol itself, it makes sense to engage outside consultants for the following tasks which are needed to raise and to maintain the environmental quality of Bristol:

- . An urban design study of Route 6 from border to border, to be followed up with detailed civil engineering and landscape plans. The design should not only include roadway improvements but should prescribe guidelines for adjacent properties, access thereto, and sign policies.
- . A permanently-retained urban design consultant to the city administration who would recommend policies for the design of buildings, parks, streets, etc. and would advise the administration on all construction done by the city or which requires city participation.

## Acknowledgment

City agencies, elected officials, business and civic leaders, and interested citizens are recognized for their active support of this study.

## Sponsorship

The R/UDAT visit has been provided under the auspices of the Connecticut Society of Architects, a Chapter of the American Institute of Architects.

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The invitation for a team has been extended through the Total Downtown Committee of the Bristol Chamber of Commerce.

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The request for a team was directed to the American Institute of Architects, accompanied by letter of interest and support from the City of Bristol, the Bristol Press, the Bristol Chamber of Commerce, the City Planning Commission, the Redevelopment Agency and Radio Station WBIS.

Financial support for the team visit has been provided by the Bristol Chamber of Commerce through special contributions.

#### Photographic And Design Assistance

William H. Barnes  
Peter Cawley  
Robert deFossis  
John A. Hunter

John W. Cornwall  
Raymond S. Cragin, ASLA  
John Paquette  
Michael Lloyd

#### Special Acknowledgements

Bristol Chapter of National Secretaries Association,  
(International)  
Elizabeth A. Parenti, Civic Affairs Chairman,  
Coordinator

Central Connecticut Regional Planning Agency  
Andrew Grande, State Representative  
Associated Architects, Farmington, Connecticut

#### Media Coordinator And Printed Report

William H. Barnes

#### Printing

The Garrett Printing Company, Inc.