State Street (image courtesy City of Bristol)
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Bristol Line by Terri Campbell

Race Night on State (image courtesy City of Bristol)

Pinnacle (image courtesy Johnson Commercial Development)
INTRODUCTION

The City of Bristol, Tennessee is known for its quality of life, sense of belonging, civic pride, and family life. It is also known worldwide for its entertainment, outdoor recreation, history, culture, and, of course, it’s motor speedway.

Bristol exemplifies many of the qualities that are attractive to multiple age and demographic groups already – access to nature and the outdoors, a vibrant Downtown, interesting historic neighborhoods, music and entertainment, regional retail centers, great places to eat, beautiful parks, homegrown businesses, faith-based institutions and a great education system.

Other towns and cities are working to become the kind of community Bristol already is. City leaders, past and present, have shown years of dedication to planning, economic development, and the provision of quality of life amenities to Bristol residents. This commitment is apparent in the relevant plans and studies that exist which range in scope from parks to trails to redevelopment plans. Bristol is now in the fortunate position to focus future actions on elevating what it already has, promoting it, and taking on next-level projects to improve the community even more.

There is much to celebrate about Bristol, but there is some work to be done to secure an even brighter future. Promoting Bristol’s sense of place, history, culture, and character going forward will attract new investment and opportunities - people are choosing real and authentic places. Continued energy to diversify Bristol’s economy and attract new employers and population is very important to Bristol’s future. Efforts should include promoting and protecting the elements that make Bristol great already, as well as working hard to secure access to higher quality education, a diversified and robust job market and broader economic and cultural choices.

It will be to Bristol’s benefit to focus on attracting the next generation of talented people to brighten Bristol’s economic future. Working hard to keep and attract the younger generation will help Bristol grow and reverse more recent trends toward a flat or declining population base. Doing the things that will make Bristol attractive for the next generation will also contribute to the quality of life of current citizens by bringing in diversity, fresh ideas and energy.

Ensuring Bristol remains a great place to live for all citizens is another vital area of focus. The median age of Bristol’s population is nine years older than the rest of Tennessee, which indicates that once people move here, the City’s assets and quality of life make it a place to stay for a long time. Focusing efforts toward making the City an even more dynamic and comfortable place to age in place will contribute to it becoming a favorable place to retire.

Coincidently, current trends for aging in place include having access to the same sorts of things that the younger generation wants, which makes investing in elevating Bristol’s quality and diversity even more imperative.

This Comprehensive Plan considers that Bristol’s citizens, City staff, and leadership wish for Bristol to evolve into an even more economically sustainable, healthy, fair, responsible and highly livable place that elevates the lives of its citizens, while promoting and protecting the attributes that make it one of the best places on earth to be.

By acting on the Actions outlined in this Comprehensive Plan, policies, plans and ordinances can be created that will ensure that Bristol will not only remain a highly desirable place to visit, but a desirable place to live, work and prosper for generations.
Bristol Becomes – A Comprehensive Plan for Bristol Tennessee is the result of engaged citizens and stakeholders contributing their voices to a vision for the future that will enable Bristol to shine brighter. Elements of the community’s vision and aspirations articulated throughout the community engagement process are narrated below and describe what Bristol will become over the next 30 years with shared commitment, focus, and work.

Businesses of all types will locate, start, and grow in Bristol’s business and research parks and in renovated Downtown buildings, offering a wide range of career opportunities that offer higher income levels to our citizens. Bristol is a regional shopping destination with the areas best shopping, dining and entertainment options. Plentiful educational options, workforce development, access to capital, economic incentives, and a culture that values homegrown businesses make our economy strong. Our public and private partners have demonstrated a unity of purpose. When you do your part, you will find opportunity for success.

We are unique and authentic with a locally-focused and maker-oriented economy. Our local businesses are entrepreneurial...
and support the music, arts, crafts, tourism and entertainment industry, we have thriving technology, manufacturing, and other industries. Our population is growing with younger, well educated folks, that are transforming our economy and giving the City much needed energy.

Our historic buildings are home to eclectic businesses that reflect the character of the City, and a creative economy of artists, makers, and innovators is thriving. We also support new industries that fit with the skill sets of our well trained and educated citizens. Jobs are abundant for all types of our workers.

Bristol’s unique heritage and character is reflected in our preserved Downtown with tree lined streets and unique historic buildings that offer a variety of living, shopping and work options. A calendar of music festivals and events at our motor speedway and other venues Downtown and at the Pinnacle offer exciting events year-round. The infusion of art, craft and music shapes new businesses and is expressed in our public spaces and cultural identity.

Surrounding Downtown are diverse, thriving and well-maintained neighborhoods that are seeing new life as diverse people of all age groups move in and remodel historic homes. We walk on ADA accessible sidewalks and bike on tree lined streets in established bike lanes. Our neighborhoods include parks, sidewalks, housing of varying density and affordability, schools, places of worship, and the things that great neighborhoods possess – all within walking distances. Our new neighborhoods exemplify these principles too and are developed compactly to encourage walking, while preserving our cherished countryside.

We enjoy unparalleled access to the outdoors, such as at Steele Creek Park, that offers a variety of high quality experiences in nature. We fish in beautiful clear streams, enjoy boating in our
lakes and hunting and hiking in our surrounding mountains. Our outdoor recreation enhances our economy and informs how we think about protecting our natural resources.

Whether you drive a car, take the bus, ride a bike or walk, getting around Bristol is easy. We can live in Bristol’s downtown neighborhoods without a car and still enjoy economic, academic, and social success. Public transportation is widespread, frequent, and reliable and serve all of our neighborhoods. Sidewalks, greenways, and bike lanes get us where we want to go safely and keep us active and healthy. It is also easy to move around our region in many modes of transportation and we aren’t limited by the need to own a car to get to work or to enjoy the regions assets.

We are working to support abundant housing choices for people of all economic levels and stages of life and are working hard to address chronic homelessness. Innovative and historic housing options, from tiny homes and co-housing to apartments and single-family homes, are available throughout the City. We have found opportunities as a community to reduce homelessness and ensure all have a safe and comfortable place to call home.

We feel safe and secure and enjoy a great community life with friendly neighbors and coworkers. We are healthy, and bike and walk where we want to go on safe sidewalks and in dedicated bike lanes that connect us to parks, open spaces, healthy food options, health care, social services, to school and to our new aquatic and recreation center. We have a great city school system and are a regional shopping destination.
We have access to abundant and healthy food choices and value community health. We enjoy programs at our parks recreation centers that keep us fit and trim.

Bristol’s citizens, regardless of background share an intense community pride and of being from Bristol. We lift each other up so that everyone can participate in our economy and quality of life. We educate our young and old alike so that they can contribute to our great City and create a prosperous life for themselves and their families.

As a City, we have set an example for supporting those of us that suffer from addiction by responding to the challenge head on and with an open heart. We have pulled together our valuable resources, including institutions, civic leaders, government and community to create a support network and service infrastructure that has helped save the lives of our citizens. We also have enabled our homeless population to find a home and have reduced the impact of homelessness on our City.

In 2060, Bristol exemplifies the attributes of its vision for itself and enjoys a high quality of life and economic prosperity.

**GOALS OF THE COMPREHENSIVE PLAN:**

- Highlight key aspirations, challenges, and opportunities that will define Bristol’s future in the coming decades.
- Establish a unifying vision that integrates existing and ongoing planning and development efforts across the City.
- Create a resource to inform policy decisions over the Comprehensive Plan’s lifespan.
- Set priorities and responsibilities about where the City should be devoting its time, attention, and investment.
- Outline specific goals and strategies to address identified challenges and opportunities.

• Develop a high-level methodology for implementing and measuring progress, including periodic updates, to create a living document.
• Help balance and align core service delivery and long-range planning with City Council, the City’s departments and citizens.
• Align Strategic Plans, Capital Improvement Plans (CIP), Action Plans and ongoing efforts toward a common vision.
• Provide Staff and Leadership direction for what it should accomplish to meet the needs and aspirations of its citizens.
THE CITY OF BRISTOL’S FIRST COMPREHENSIVE PLANNING PROCESS

In 2016, the City of Bristol, Tennessee and the Consultant team initiated a community-oriented planning process to create Bristol’s first ever Comprehensive Plan. The objectives behind the plan were selected based on community input and address specific goals and strategies with respect to land use, transportation, education, infrastructure, housing, community design, economic development, tourism, community services, natural resources, parks and recreation, arts and culture, and energy. Taken together, the objectives establish a vision for how Bristol can evolve and grow in the years to come.

The City and Consultant team agreed that the community’s aspirations would require an innovative approach to the standard comprehensive planning process. Instead of focusing time and resources on extensive audits and analysis of current statistics and trends to inform projections that are out-of-date by the time they are completed, the City and Team instead focused on meaningful community participation in order to gather information about pressing needs, perceived success and failures in addressing these, and how best to develop strategies that can be practically implemented.

The final document would be more than a “plan”. It would become the City’s play book for success, outlining achievable strategies and action items to guide City leaders as they make the decisions that impact the residents of Bristol over the next 30 years.
What is a Comprehensive Plan?
A proper Comprehensive Plan is a formal planning document, adopted by City Council that provides aspirational and strategic continuity across time and gives successive public bodies a shared vision. At it's heart a comprehensive plan establishes policies to direct future investments to help shape the function, spirit and appearance of a community and provides justification for the decisions needed to implement these based on informed observations. Because a Comprehensive Plan is developed through a citizen driven process, it creates political and societal accountability for its success, or failure.

Why is it needed?
The City currently has individually adopted plans regarding land use, transportation, parks and recreation, economic development, etc. The City has a City-wide trails plan and a downtown strategy. However, the lack of coordination regarding their content and timing limits the potential impacts of their proposals. Information can be out-of-date, findings may conflict from one plan to another, and synergies between plan proposals can be overlooked when not addressed comprehensively. The goal of the Comprehensive Plan is to evaluate existing adopted plans, make determinations about their current validity, and with public participation, set up the approaches that create an updated unified plan relevant to the needs of the City of Bristol today and into the future.

What does it do?
The Bristol Comprehensive Plan will establish the vision and shared direction for the City’s economic, social, cultural, and environmental actions and serve as the foundation around which future plans and policies are grounded. It will act as the City’s “play-book” and be referred to regularly as each department establishes its work plans for the year. It will guide the City’s budgets and be a tool to communicate goals to residents, investors, and developers who seek to further the quality of life and standard of living of Bristol. The Comprehensive Plan will become a living document, “dog eared” due to constant use and added to regularly through ongoing community outreach and resetting of priorities month to month and year to year.
What does it include?

The Bristol Comprehensive Plan includes specific strategies, strategic framework plans, and implementation measures that reflect the community driven process conducted to create the Plan. It purposefully does not, however, resolve all these goals, plans, and measures – that is the work of future efforts. Rather, the Plan identifies and coherently describes what further work must be done by the community to realize the agreed upon vision. The goals, plans and measures address the four attributes present in all communities, which are economic, environmental, cultural and societal. The Bristol Comprehensive Plan further structures its findings around the American Planning Association’s six organizational themes associated with quality and the built environment. These are: economic prosperity, environmental stewardship, fairness, health, and regional collaboration. Within each theme, key elements such as transportation, housing, services, investment, education, parks, open space and land use are considered that together explain the intent behind the vision.
How to use it:

As the City’s play-book for success, this document consists of written goals, strategies and recommendations, created from an open and transparent process that engaged the citizens of Bristol, supported by maps, definitions and action items. The document is to be referred to regularly as plans are being made for the coming year and to make sure that the action items are being accomplished. It is with action that the City will realize its vision.

An introduction provides overview of our process and time line. Each chapter captures the goals and strategies of the community and stakeholders along with actions and implementation steps to achieve the vision over time.

A Strategic Land Use Map acts as a guide for growth and represents the goals of the comprehensive plan. Individuals can learn about specific requirements that apply to all properties by viewing the Zoning Ordinance current Zoning map on th City’s website.

City planners are available should you have any questions. This document is available for viewing on the City’s website. Contact the Development Services department if you have a general inquiry about this plan, are unsure what policies apply to your land, or would like to know how this plan may be changed. The American Planning Association website is another helpful resource for planning information.
The planning process was organized in stages. The initial stage analyzed Bristol’s existing environment, its role within the region, social and economic conditions, and projected growth. The consultant team worked closely with City Staff and leaders to review efforts already underway, and to evaluate items related to key issues, including, but not limited to continued population growth, demographic changes, culture and character, livability, economic resiliency, sustainability, and equity.

Initial efforts also included evaluating the recommendations of existing plans and policies to determine what has been done, what wasn’t relevant anymore and what still needed to be done to avoid duplication of efforts.

Later stages shaped the strategy and vision for the Plan around a process of extensive community outreach and engagement. A public survey, community workshops, focus groups, and planning exercises helped establish goals, strategies, metrics and implementation steps. Working with City planning staff, as well as via a citizen planning exercise, land use planning frameworks were created that will direct new opportunities and consider ways to augment the existing land uses and land use patterns of the City to make it more livable, while keeping its sense of place.
The Plan was drafted, expanded, and ultimately finalized through an iterative process of continuous feedback between the consultant team and the City, as well as the Citizen Advisory Committee. Public comments were integrated in response to additional public workshops that asked the public to evaluate and prioritize the Plan’s key strategies.

The Comprehensive Plan process was led by the City’s Planning Division, with support from all the City’s departments, and guidance from a Citizen Advisory Committee established by City Council. A consultant team led by Design Workshop and Metrocology was enlisted to help guide and shape the process for the City.

Engaging the Community

The Plan was shaped around a continuous and multi-dimensional cycle of input and outreach with stakeholders and the public, designed around a process that aggregated the many diverse voices within the City. Over the course of the Plan’s development, numerous opportunities were promoted for the public to provide input, voice concerns, and to comment on and shape in-progress plan materials.

Citizen Advisory Committee

The planning team met regularly with a Citizen Advisory Committee to solicit feedback throughout the process and, during the development of the Draft Plan. Soliciting input through a cyclical and additive process gave these groups iterative opportunities to shape the Plan’s development.

Web and Media presence

The Comprehensive Plan was developed alongside a 24/7 web presence that allowed free and open access to key plan documents, as well as a platform for the public to interface with and react to the Plan’s development. Throughout its development, the Plan’s progress, updates were provided via the City’s Twitter, Facebook, and City Source portals. The Plan was advertised and reported on in a variety of local media.

Stakeholder Groups

The planning process included focus group meetings comprised of local business and institutional representatives addressing transportation, housing, equity, education, aging, addiction, sustainability, environment, small business, and institutional concerns.

Public Workshops

Four public workshops were held throughout the duration of the plan, each of a different format and focus. The first offered residents the chance to share ideas and priorities through a keypad polling exercise and group discussion structured discussions organized around the Plan themes. The second engaged a keypad polling exercise to review and prioritize emerging goals and strategies. The third engaged citizens in a planning exercise that informed land use decisions. A fourth presented the Draft Comprehensive Plan and gave residents the opportunity to offer feedback on the Plan’s ideas through a workshop and discussion format.
ENGGAGING THE PUBLIC

Public Online Surveys
The Plan was influenced by a public survey, conducted both online and in person. The survey evaluated citizen satisfaction with existing City services and City qualities and offered a first glimpse into public preferences for prioritizing future investment.

Keypad Polling
The first two public workshops engaged a keypad polling technology that recorded live audience opinion in response to a series of structured questions that delved into the Plan’s themes, goals and strategies. The technology offered the planning team a chance, in real time, to visualize public opinion, and for residents to frame follow-up discussions around direct polling reactions. This method also allowed the opportunity for all those attending to provide input equitably in the public engagement process.

Physical Planning Exercises
The third public workshop included a planning exercise that enabled citizens to create alternative scenarios using templates for various planning and land use concepts. Several public workshops, refined with input from City planning staff offered the public a chance to voice their opinion directly via post-it notes and stickers on a series of illustrative boards. Some exercises offered open-ended comment, while some asked residents to think strategically and physically about opportunities for interventions in six areas of the City.

Cognitive Mapping
The City engaged the community by initiating a mapping “app” that allowed citizens to highlight areas of concern so that it could be captured for use in the process.
Cognitive map from Community Process
Bristol is at a point in its evolution where it ranks favorably to its peer cities on many attributes. It can now set an even higher bar for itself over the next 30 years and become a leader in achieving best practices for sustainability, livability and opportunity.

Holistic themes, adapted from the American Planning Associates “Sustaining Place Initiatives”, organize the Plan, address the major areas of focus for any thriving community and enhance its comprehensive nature.

Potential themes were reviewed with the community to make sure that they were relevant for where Bristol wants to focus itself. These themes are:

**A Livable Built Environment:**
Ensure that all elements of the built environment including land use, transportation, housing, energy, and infrastructure work together to provide sustainable places for living, working, and recreating, with a high quality of life.

**Harmony with Nature and the Outdoors:**
Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.

**Foster a Resilient Economy:**
Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.

**A Fair and Open Community:**
Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.

**Nurture a Healthier Community:**
Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, and safe neighborhoods.

**Collaborative Regionalism:**
Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region for mutual benefit.
CHAPTER 2
BRISTOL IS | ANALYSIS
The City works hard to improve Bristol’s economy, environment and quality of life and has invested in plans and studies to help ensure progress is being made. Many of these plans and studies are still relevant at the time of writing this Plan and support the goals and strategies articulated by the Community in the process of creating it. Although they are all still relevant, there are many action items to be completed within each of the plans that are consistent with strategies and action items of the plan, so refocusing efforts to complete the recommendations of these previous plans is important to move forward with. The following plans were reviewed and analyzed:

- **2001 Building the City – A Civic Framework Plan for Bristol TN – VA**, which outlines strategies and actions for civic infrastructure Downtown such as streetscapes, public spaces, signage and art.
- **2005 Redevelopment Plan for Identified Districts and Study Areas**, which describes strategies and actions to improve blighted areas around the City.
- **2006 Downtown Improvement Concept Plan**, which outlines strategies and actions to improve parking Downtown, the addition of greenspace, and the enhancement of the pedestrian quality of Downtown.
- **2006 Transportation and Land Use Study**, which describes land use and traffic patterns and presents recommendations for transportation and land use initiatives.
- **2008 Bicycle and Pedestrian Master Plan**, which creates strategies and actions to increase and elevate the quality of bicycle and pedestrian infrastructure downtown.
- **2010 BMS Staff Study of Bristol Motor Speedway Area**, which describes concepts for how the Bristol Motor Speedway might evolve into a dynamic mixed-use destination.
- **2010 Update to the Subdivision Regulations**, which formalizes process and rules related to subdividing land.
- **2011 Fairmount Neighborhood Plan**, which describes improvements and protections for this historic neighborhood adjacent to Downtown.
- **2013 Land Use Plan and Policy**
- **2014 Bristol Regional Medical Center Exit 74 Plan**, which seeks to leverage the Medical Center as a catalyst for other forms of commercial, institutional and residential growth.
- **2014 Comprehensive Parks and Greenways Master Plan**, which creates a long range plan to provide parks and greenways.
- **2014 Needs Assessment for North – South Connector SR 1 (West State Street) to SR 34 (Volunteer Parkway) Bristol, Tennessee**, which analyses the feasibility of creating a north south connector to connect BMS to Pinnacle.
- **Sullivan County 2020 Regional Plan - A Guide for Future Land Use and Transportation Development**, which creates a comprehensive long-range plan for Sullivan County.
- **2015 Washington County Virginia Comprehensive Plan**, which outlines a long-range plan for the county adjacent to Sullivan County in Virginia.
- **2016 Long Range Transportation Master Plan 2040**, which establishes a comprehensive list of transportation improvements to be prioritized over time.
- **2016 City of Bristol Virginia Comprehensive Plan**, which outlines a long range plan for the part of the City that is in Virginia.
- **2016 Baseball Facilities Study**, a feasibility study to recommend the type and size of facility that could be supported in Bristol.
• 2016 Aquatic Needs Study which determines community needs for a future aquatic facility and plan of action for the future replacement of Haynesfield Pool.
• 2017 Trails and Greenways Plan which guides the City’s decisions regarding the location of future pedestrian pathways and bikeways.
• 2017 Bristol Tennessee City Schools Facility Masterplan which addresses the facility needs of the City’s schools through 2026.
• 2017 Housing Study which examines existing conditions and future demand for housing City residents at all income levels.
• 2017 Subdivision Regulations Update.
• 2018 Downtown Bristol Development Strategy.

Out of these plans several high-level strategies or action items remain important for the Bristol Becomes Comprehensive Plan and should remain as action items to be completed. In that regard, the Action Items shown in this Comprehensive Plan include outstanding items from these previous plans so that they remain in focus as yearly work plans and budgets are being created. The relevant strategies and action items include:

• Continuing to pursue feasibility and funding for a North South Connector Route.
• Improving access management and intersections on key roadways.
• Acting on the Medical Park Boulevard extension plans and the master plan that surrounds this area to stimulate and support a mixed use medical district with compatible commercial and residential growth.
• The development of accessible bicycle and pedestrian infrastructure Citywide.
• The development of high quality parks, greenways and trails Citywide to satisfy the recreational and leisure needs of the community.

• Implementing plans to preserve, protect and enhance the historic and vital neighborhoods that surround Downtown.

• Targeting the area around Bristol Motor Speedway for vital pedestrian and destination-oriented development that includes a broad mix of uses, such as entertainment, lodging, retail, office and higher density residential, to leverage and support motorsports related activities and other entertainment activities planned for the Speedway.

• Providing / promoting housing diversity in terms of dwelling unit type, size and design that supports the local population, attracts new residents, and creates a high quality residential environment.

• Sustaining existing commercial areas and providing / promoting areas and sites for adequate and compatible growth and expansion.

• Providing land and infrastructure to sustain and promote industrial growth.

• Encouraging the redevelopment of underutilized land and buildings to capitalize on existing infrastructure and services rather than continuing to sprawl into the countryside where infrastructure doesn’t exist.

• Promoting and supporting the redevelopment of key districts and neighborhoods to address potentially blighted conditions and to improve their quality of life and vitality.

• Creating strategies to provide and manage parking downtown so that it supports businesses and doesn’t detract from the pedestrian and aesthetic quality of downtown.

• Enhancing the streetscapes downtown and providing parks, public spaces, public art, signage and lighting to continue to elevate the experience of being downtown which will support the businesses located there as well as within the rest of the City.

• Continuing to enhance Beaver Creek as a pedestrian and environmental asset for Downtown.

• Acting on the School Facilities Master Plan to significantly upgrade facilities while maintaining fiscal responsibility.

• Acting on the Downtown Strategies plan.

• Moving forward with the Baseball Stadium.

• Moving forward with the Aquatic Center.

REVIEW OF RELEVANT EXISTING PLANS AND STUDIES (CONT):
Location / Economy / Unique Geography:

Bristol, Tennessee is in Sullivan County in the northeastern corner of the state. It includes the City as well as an area within the Urban Growth Boundary (UGB) that includes approximately thirty-five square miles of land in unincorporated Sullivan County. Bristol, along with Bristol Virginia, Kingsport and Johnson City, Tennessee serve as the anchor City’s that make up the region known as the Tri-Cities.

According to American Fact Finder, a web site that organizes data from the United State Census Bureau and the 2016 American Community Survey, the 2016 Bristol, Tennessee, population was estimated at 26,734 people. There are 818 people per square mile (population density). The median age is 43.7 years, which is older than the US median of 37.4 years. 27% of the population is 60 years or older. It is important to note that Bristol’s population has remained relatively flat and is getting older. Efforts to address this may help broaden Bristol’s economic opportunities.

The average household size for an owner-occupied unit is 2.35 people and for a rental-occupied unit it is 2.08 people. Homes remain relatively affordable in Bristol compared to other places, but housing affordability and choices are important to have according to the survey respondents.

As of November, 2018, Bristol’s unemployment rate was 3.4% according to the Bureau of Labor Statistics. The median household income is $40,139 according to US Census Bureau and median home prices are approximately $116,000 according to Sperling’s Best Places. 15% of the population lives below the poverty level. According to Sperling’s Best Places, Bristol’s cost of living index is 84, which compares favorably to the US index at 100 and the rest of Tennessee at 88. The low cost of housing contributes to the cost of living. Although the unemployment rate at the time of writing this Comprehensive Plan is favorable, the community and City leadership recognize the need to continue to expand and diversify employment opportunities, create higher wage jobs and increase income levels.

94.7% of the people that live in Bristol are White, 4% are Black, 1% are Asian, 0.8% are Native American, and 1% claim ‘Other’. 83.5% of the population has a high school degree and 24.8% have a bachelor’s degree or higher. Efforts to diversify the community and provide access to higher education and professional training may help broaden Bristol’s economic sustainability.
The City of Bristol Tennessee participates in a county-wide economic development partnership called NETWORKS Sullivan Partnership, which consists of four governmental entities - Sullivan County, Kingsport, Bristol and Bluff City, which participate together to organize and coordinate economic development efforts, such as development of industrial parks. There are currently 3 industrial parks, called Partnership Parks, owned by NETWORKS. Because of this partnership, Sullivan County qualifies as a Level 3 “Three-Star” community in Tennessee.

Bristol has a unique cultural history and was the site of some of the first commercial recordings of country music. In 1998, Bristol was named by Congress as the “Birthplace of Country Music”. Bristol is also the site of Bristol Motor Speedway, a NASCAR short track that is one of the most well-known motorsports facilities in the country.

The “ridge and valley” topography that occurs in Bristol, shapes the settlement locations and patterns of the City, with lower flatter lands being used for development with sloped lands being preserved for recreation and scenic purposes and/or limited development. These sloped areas, the Holston Mountains and the rural edge to the City create the sense of living within the country and close to nature, which is an important aspect of the quality of life of Bristol residents. The ridge and valley framework, while providing a scenic backdrop to the City, limits where new development may go, and could have a limitation on opportunities or connectivity.

The City has access to hundreds of miles of lake and river shoreline and stunning water sports opportunities. South Holston Lake, a Tennessee Valley Authority reservoir covering 7,580 acres, is considered one of the top two lakes in Tennessee and among the best in the Southeast for smallmouth bass fishing and fly fishing. 60% of its shoreline is bordered by the Cherokee National Forest, which protects it from development. The South Holston River, which flows from the dam that created the lake is a nationally recognized trout fishery and produces numerous trophy trout each year. Additionally, numerous streams are filled with native brook trout, brown trout and rainbow trout.

Air quality in Bristol, Tennessee is 67 on a scale to 100 (higher is better). This is based on new measures of hazardous air pollutants from the EPA, called the National Air Toxics Assessment. This analysis models respiratory illness and cancer risk down to the zip code level, providing better detail and insight than the previous analysis based solely on results from air monitoring stations.

Water quality in Bristol, Tennessee is 93 on a scale to 100 (higher is better). Note that this is a measure of watershed quality, not the water that comes from your faucet. The EPA has stated that a healthy watershed is closely related to drinking water quality. The EPA has a complex method of measuring watershed quality using 15 indicators such as pH, chemicals, metals, and bacteria.

Bristol also boasts an excellent school system that offers its citizens a great education. It is also a “10 GB Community”, which positions it favorably for the new economy and making it attractive to younger people.
**STRENGTHS AND OPPORTUNITIES:**

**What is working:**
Bristol provides its citizens with a great quality of life. In polling the community on Bristol’s strengths, the elements that rose to the top included its access to nature; the parks and open space network; a lively pedestrian oriented Downtown; the school system; family values and sense of community; health care; history and heritage; music and culture; access to the interstate and very low traffic; and its faith-based institutions. People said they felt safe and secure, that Bristol was a great place to raise a family and appreciated a sense of belonging. They responded that Bristol’s sense of community, friendliness and community pride was strong. Together these suggest that Bristol has the many important elements of what makes for a high quality of life and happiness.

**What needs work:**
The polls also show that more opportunities need to be created to broaden employment possibilities and to help better prepare the workforce for the types of jobs that are being recruited for. It suggested that the existing school facilities are aging and in need of upgrading and modernization. Many suggested that improving access to public transportation would be helpful for those that need to leave their neighborhood or the City to get to work or to shop. As with other communities, issues of homelessness and the impact of drug and alcohol addiction are concerns that the community would like concerted efforts on. Finally, many in the community recognize that it’s in the young people where Bristol’s future lies and that efforts to keep and attract younger people need to be prioritized.
Visions and Aspirations:

When asked, the community described that it would like for the City to continue to improve economic development opportunities, expand upon being a regional shopping destination, improve transportation options, such as more accessible and regular transit, continue to expand upon and improve the quality and quantity of parks and open spaces, broaden the City’s housing choices and range of affordability, improve regional connectivity and cooperation with neighboring counties and cities in the Tri-Cities, revitalize neighborhoods and to promote environmental responsibility. Additionally, providing more and better pedestrian connectivity with bike lanes, trails and sidewalks along with better maintained streets and evolving City streets into “complete streets” that include multimodal elements in right sized systems was important to consider in the comprehensive plan. Its important to note that many of these have also been considered in other plans, so the focus should be on implementation.

Bristol enjoys the best downtown environment of the Tri-Cities. Continuing efforts to enhance the aesthetics, choices, accessibility, and quality is something the community deems important. It is also critical for Bristol to remain competitive for new economy employers, retaining and attracting the younger generation and competing for tourism dollars. Downtowns are “where it’s at” these days and continuing to reinforce and support Bristol’s downtown is an important component of Bristol’s future success. Key to downtown’s continued evolution is to create pedestrian linkages to nearby neighborhoods, promoting more housing and employment options downtown, expressing Bristol’s history and culture in the design of signage and public spaces, having music and arts pervade the entire experience of being downtown and creating more places for entertainment, gathering and recreation downtown.

There is a great sense within the community that Bristol can leverage more of the things that makes it a great place to live and visit. People recognize that the quality of the outdoors, along with fishing, hunting and other recreational activities, could be better promoted for economic development. They appreciate that Bristol is a regional shopping destination. They also recognize that the City’s history, and country music heritage offer an opportunity to grow an industry around music and to support aspiring artists.

The role that Bristol enjoys in the region of having a great downtown, established music festivals along with the economic impact of the Bristol Motor Speedway, industries and the Pinnacle regional shopping destination, provides Bristol with the opportunity to expand upon its entertainment offerings and become the region’s preferred place to see a show, a game, a race or a festival, amongst other things.

Finally, in response to the desire to keep and attract younger population, and to promote unused downtown space, Bristol can promote incubator industries and the arts, crafts and maker economy. The above can happen while the City continues to focus on attracting new industries to its established office and research parks and in conjunction with helping its workforce obtain the skills needed to participate better and more flexibly in the economy.
CHAPTER 2

UPM Pharmaceutical (image courtesy City of Bristol)
State Street in downtown Bristol (image courtesy City of Bristol)
A LIVABLE BUILT ENVIRONMENT

Bristol residents and guests enjoy an attractive and vital Downtown, which is one of the City’s most important assets. To be able to live and work on walkable streets, with attractive buildings and public spaces, while also being able to have immediate access to the outdoors, puts Bristol in an enviable position relative to its competition. More and more people are seeking to live where they can walk or bike to work, restaurants and shops in attractive and diverse neighborhoods. Younger people are choosing to live where they can access alternative options and depend less on using an automobile. Seniors are looking to age in more diverse communities that allow them to intermingle with people of all ages. An urban lifestyle is highly marketable and many cities are creating plans for their downtown’s that in many ways will catch them up to where Bristol is currently.

To remain authentic and attractive to its existing residents and visitors, to grow the tourism economy, to attract new businesses and attract bright young talent and retain its youth, Bristol needs to ensure that all elements of the built environment—land use, transportation, housing, energy, and infrastructure—work together to provide quality places for living, working, and recreating while expressing and promoting Bristol’s sense of place, history and culture.

Bristol will continue to exemplify the attributes of what makes for a great place by promoting arts, music heritage, a thriving music scene and entertainment in all aspects of programming, design and planning. It will promote attractive housing options that are attainable to more of its population in neighborhoods that provide support and access to valuable City services, parks, food options, and social services. Bristol can consider development patterns and policies that continue to nurture the success of Downtown and protect the countryside by promoting more marketable density and compact development forms. It will protect and enhance its existing neighborhoods, especially those that surround Downtown. It can better connect its citizens to the City and the region with multiple modes of transportation that include sidewalks and bike lanes that creates accessibility across the City. Doing so will feed the current needs and desires of citizens and make Bristol more attractive to potential businesses and new residents.

WALKABLE BRISTOL

A Transportation for America survey shows that 80 percent of 18- to 34-year-olds want to live in walkable neighborhoods, and an AARP survey found that an average of 60 percent of those over 50 want to live within one mile [0.6 km] of daily goods and services.

Source: Urban Land Institute/sustainability/houston-economic-case-walkability
Bristol Loft Interior (image courtesy Believe in Bristol)

Number of downtown loft apartments 50+
EXISTING RELEVANT PLANS AND POLICIES:

- 2014 Parks and Open Space Master Plan
- 2016 Comprehensive Trails and Greenways Master Plan
- 2017 Bristol Housing Study
- 2018 Downtown Bristol Development Strategy
- Baseball Study
- Aquatics Study
- Citywide ADA Transition Plan

ATTAINABLE MEASURES OF SUCCESS

The following measures of success describe outcomes that are achievable with the creation of appropriate plans and policies and a commitment toward action:

- Increase in the total mileage of streets designed as “complete streets” that include items such as ADA accessible sidewalks, street trees, multimodal facilities and safe travel ways.
- Increases in tax revenue from tourism and entertainment industries.
- Reductions in vacancy rates Downtown.
- Increases in Downtown tax revenue.
- Increases in property values, income diversity and density in neighborhoods surrounding Downtown.
- Increases in the City’s Bikescore and Walkscore.
- Increases in the amount of public and private developer investment in public art.
- The elevation of Bristol’s national image as one of the best places to live for reasons such as quality of life, access to the outdoors, recreation, arts and entertainment, affordability, shopping, and economic opportunity.
GOALS AND STRATEGIES
The following goals and strategies, derived from the community and stakeholder process, describe items most important to the residents of Bristol to guide the City’s actions over the next 10-30 years:

GOAL 3.1: INITIATE PARKING MANAGEMENT STRATEGIES THAT BALANCE PARKING NEEDS, CONVENIENCE, AESTHETICS, AND THE LAND AREA USED FOR PARKING CARS

- Consider implementing parking strategies included in the Downtown Bristol Development Strategy.
- Review and revise parking regulations and requirements to reflect current best practices and create appropriate standards for areas outside Downtown.
- Promote and establish shared parking arrangements. Shared parking is a concept that encourages multiple tenants or businesses who do not have overlapping parking needs to share a pool of parking spaces (e.g., a bar that is open nights and weekends and a bank that is open during weekday hours).
- Use technology, parking wayfinding, and reasonable pricing policies to encourage more efficient use of existing and future parking spaces.
- In areas with high parking occupancy, use Transportation Demand Management (TDM) strategies and policies to reduce travel demand, or to redistribute this demand in space or in time to seek better management of existing parking spaces.
- Encourage the development of carefully designed parking opportunities to meet parking needs in an attractive and efficient manner.

In 13 of 15 major U.S. markets, an increase of one point in Walk Score—a proxy for walkability that rates proximity to commercial destinations on a scale of one to 100—translated into home price premiums ranging from $700 to $3,000. An increase of 10 points in Walk Score was associated with an increase of 5 to 8 percent in commercial values.

Source: Urban Land Institute: Houston economic case study - walkability
GOAL 3.2: IMPROVE AND INCREASE SAFE MULTIMODAL CONNECTIVITY BY PROMOTING THE DEVELOPMENT OF TRANSIT, BIKE, AND PEDESTRIAN INFRASTRUCTURE

• Act upon the 2040 Long Range Transportation Plan.
• Implement the “North – South Connector between West State Street and Volunteer Parkway.
• Create funding and implement the recommendations of the Comprehensive Trails and Greenways Master Plan.
• Promote transit opportunities Citywide to enable more people to get to work, Downtown, basic services, recreational opportunities, the Pinnacle, Hospital, Bristol Motor Speedway, and to under-served neighborhoods.
• Promote walkability and bikeability Citywide through the development of complete streets and alternative paths as well as through the requirement for new developments or redevelopments to construct complete streets.
• Audit existing City streets and street design requirements against complete streets principles and make plans to upgrade non-compliant streets, as appropriate, to include traffic calming, access management, bike facilities, sidewalks, enhanced crosswalks, street trees, etc.
• Create new street cross sections that exemplify complete streets and require the construction of complete streets for new streets Citywide – both public and private.
• Repair sidewalks and eliminate sidewalk gaps in existing neighborhoods and meet ADA/Universal Access standards.
• Create corridor plans for the major entrances into Downtown, such as Bluff City Highway, West State Street, and Volunteer Parkway, to improve the urban design quality, provide multimodal connectivity, promote better access management, promote “complete streets”, provide powerful streetscape elements and artful signage and wayfinding that enhance their image.
• Work with TDOT to incorporate adequately dimensioned sidewalks, appropriately designed tree lawns, street trees, bike lanes, crosswalks and/or bulb outs or crossing infrastructure to State routes and that currently lack these facilities.
• Pursue, as opportunities arise, Bus Rapid Transit (BRT) and passenger light rail connectivity that would connect Bristol to the rest of the region.
• Consider options for unique transportation to serve Downtown such as a Downtown trolley.
• Conduct a study to look at impediments and improvements needed to link neighborhoods which are adjacent to Downtown to Downtown. The Downtown area is adjacent to several large pockets of residential areas but is not easily accessible due to lack of pedestrian facilities and perceived safety issues. The study should look at streetscape improvements and pedestrian facilities needed to link these areas and engage the pedestrian access from Downtown to the neighborhoods. This critical link could engage and improve the neighborhoods and grow the Downtown footprint.
WHAT ARE COMPLETE STREETS?

Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

BCS_Guidelines_(City of Boston, Complete Streets)
GOAL 3.3: ENCOURAGE THE ONGOING RENOVATION OF RESIDENTIAL NEIGHBORHOODS THAT SURROUND DOWNTOWN TO PROMOTE WALKABILITY, CHARACTER AND HOUSING OPPORTUNITIES

• Create Small Area Plans for each historic neighborhood that address housing types, a complimentary mix of uses, the provision of public spaces and services, complete streets, urban design quality, preservation of character, etc.

• Create design guidelines, standards and/or form based codes for each historic neighborhood that reinforce the character of the neighborhoods and promote urban design quality while also promoting diversity and a wide range of options and price points.

• Support broad housing choice and affordability by encouraging and providing incentives for the development of diverse housing types and densities.

• Improve the pedestrian and bicycle links between the neighborhoods and downtown by addressing street crossings, sidewalks, signalization, etc.

• Encourage appropriately designed higher density housing, especially adjacent and within the downtown core and along commercial corridors, where advantageous to do so.

• Encourage neighborhood retail at key locations to address food deserts and to encourage walkability.

• Encourage small offices and other uses that would further support walkability.

• Renovate streets, sidewalks, and streetscapes to a design standard that ensures ADA accessibility and creates an attractive street environment that will support economic development and ongoing redevelopment of the neighborhoods.

• Renovate parks and public spaces as needed to ensure that they are meeting the needs of the neighborhood residents and offer an attractive image.

• Evaluate and update property maintenance standards as needing to ensure that older and/or vacant properties are maintained to an acceptable standard to ensure neighborhood investment.

• Commit and create the funding for higher maintenance and repair of City property including streets, sidewalks, City owned lots and public spaces.

• Promote the creation of more neighborhood associations to help enforce design and maintenance requirements.

• Consider the enactment of historic zoning and the creation of design standards that protect the historic downtown and historic neighborhoods.

Walkability Index Score (out of a total of 100)

Source: Walkscore
GOAL 3.4: CELEBRATE THE CITY’S ART, CULTURE AND HISTORY THROUGH PROMOTION AND DESIGN

- Continue to support the stewardship and preservation of historic properties and neighborhoods.
- Consider establishment of historic zoning and design standards.
- Create a Public Art / Cultural Master Plan that describes how the City can best promote, support, fund and locate public art throughout the City.
- Continue support for Believe in Bristol’s Art and Entertainment Committee for downtown to expand activities and promotions.
- Establish a “Percent for Art” program for new construction to integrate art into the design of public improvements.
- Continue to foster partnerships with arts and cultural institutions to elevate artful activities.
- Support opportunities for the creative sector to affordably live, work, and share their work.
- Create incentives and zone for affordable artist work spaces, such as in renovated industrial buildings downtown or in purchased houses in the neighborhoods that surround Downtown. As part of this, integrate a requirement for the artist to perform or create art works for the community’s benefit.

WHAT IS PERCENT FOR ART?

The term Percent for Art refers to a program where a percentage of the project cost for new, large development is used to fund and install public art.

“Wave Forms” by Dennis Oppenheim, Percent for Art (Image: PRA)
GOAL 3.5: CONTINUE TO ELEVATE AND PROMOTE BRISTOL’S DOWNTOWN APPEAL AND VITALITY THROUGH PROGRAMMING, EVENTS, DESIGN STANDARDS AND RENOVATIONS TO ITS STREETS, BUILDINGS AND ITS PUBLIC SPACES

- Create a Downtown Public Space Master Plan to support the Downtown Bristol Development Strategy, to maintain downtown sidewalks, streets and public spaces, and create a fresh look and give additional opportunities for events and pedestrian activities.
- Support and act on the recommendations of the Downtown Bristol Development Strategy.
- Prepare Aesthetic Design Standards and Guidelines for Downtown Development / Redevelopment.
- Connect the design themes of public spaces with the City’s music heritage, arts and culture.
- Create lively spaces at street corners, along the street and in gathering areas to enable gathering and small performance.
- Promote transparency between the ground floor and the street with cafes and gathering spaces and eliminate tinted windows and other barriers to transparency, so that there is more engagement happening on the sidewalk.
- Renovate the existing farmers market site into a flexible use site, updated market, City park and concert venue and creating more flexible space.
- Upgrade the signage and wayfinding program to highly visible “artful” signage of various types that expresses the City’s brand and reflects the City’s history and culture.
- Create a regional venue Downtown for larger sized events and concerts.
- Promote the development of new hotels in new or renovated buildings to encourage more pedestrian life and more opportunities for Downtown businesses.
- Promote the conversion of existing vacant buildings into uses such as manufacturing space, maker space, offices, artist’s lofts, mixed use, etc, that create vitality and promote a round the clock active lifestyle.
- Create plans to redevelop / renovate the existing municipal buildings to create a more engaging space for the community. Link the master plan of this site and the farmers market site to create a palpable civic core for Bristol, Tennessee.
- Support building renovations and façade improvements, based on aesthetic design standards and guidelines, on private and public buildings through grants and incentives.
- Support the Birthplace of Country Music And Bristol Rhythm and Roots Reunion Music Festivals. Continue to grow Downtown events such as Border Bash, PUSH!, Film Festival and Sounds of Summer Concert Series.
- Promote a strong year-round music scene by partnering with others on key strategies to grow and strengthen our music economy, such as writing music friendly policies, dedicating a music office, and creating a music advisory board.
- Mitigate the visual impact of large surface parking areas (both public and private) by encouraging tree planting within some of the parking spaces, visual screening, and using interesting materials so that they appear more like public spaces and less like large expanses of asphalt.
- Continue to explore closing portions of Downtown streets and alleys, and expanding sidewalks, to provide additional space for outdoor cafes, event space, and public art.
- Develop a small area plan for the commercial area east of Downtown between the Bristol sign and Fairmount Neighborhood.
- Develop an interactive water feature within the vicinity of Downtown.
PRIORITIES FROM THE DOWNTOWN DEVELOPMENT STRATEGY:

The Goal on the previous page includes a recommended action to support and act on the recommendations of the Downtown Bristol Development Strategy. The strategic document, completed in 2019, features numerous recommendations. While recognizing that the sequencing of some recommendations are opportunity-driven, the document still prioritized the most critical ideas.

Below are the suggested priorities included in the document. The Comprehensive Plan supports these actions and highlights the key priorities as transformative for Downtown Bristol.

1. Establish a Downtown Support Foundation
A solid funding source will be the key to many of this strategy’s ideas. This proposal is to create an entity that leads the direction for Downtown Bristol and raises funds to supplement the efforts of groups such as Believe in Bristol and the City.

2. Address the Homeless Issue
Success in this area can start to shift Downtown’s image in a more positive direction. The three-pronged approach to this challenging issue includes relocation of the Greyhound bus station out of Downtown, creation of the proposed Bristol Day Center, and termination of the Soup Kitchen held on Saturdays.

3. Pursue the Coyne Block Redevelopment
Because the City now controls most of this block and it presents such a significant opportunity, it should be pursued as a top near-term priority. The City needs to leverage this important investment and create a potential anchor for this part of the Downtown. Furthermore, the Bristol Products building should be made available as soon as possible once the lease for the current tenant is up in September of 2019.

4. Begin an Education Process on the Merits of Historic Zoning
There is some time-sensitivity here since Downtown Bristol’s historic buildings are constantly threatened by negative alterations and even demolition.
ENCOURAGE DEVELOPMENT OF A FOOD HALL

These eclectic venues bring great food and drink opportunities to residents while providing the opportunity for entrepreneurial food-related businesses that may not be ready or interested in a brick and mortar location or would like the chance to utilize the food hall concept as a start-up location or to test innovative new ideas. The Food Hall location serves as a social space adding to the cultural amenities provided in Bristol and could offer additional opportunities for local agriculture, food-related businesses, and restaurants to thrive.

A few examples of successful food hall locations with include:
- City Market Building – Roanoke, VA
- Mae’s Food Hall – Cullman, AL
- The Barn at the Summit at Fritz Farm – Lexington, KY
- The Pitzitz Food Hall – Birmingham, AL

Locations with a Tennessee footprint include:
- The Food Hall Co. (opening 2020) - Nashville, TN
- The South Main Market – Memphis, TN

GOAL 3.6: IMPROVE THE QUALITY OF NEW DEVELOPMENT TOWARD A STANDARD THAT ELEVATES BRISTOL’S IMAGE, SENSE OF PLACE AND CHARACTER

- Commit to development principles that incorporate mixed use, pedestrian oriented development and walkable development principles, by creating a comprehensive Development Code.
- Create Aesthetic Design Guidelines and Standards for all commercial land use types that exemplify context sensitivity and appropriate quality.
- Encourage street and greenway connectivity between neighborhoods.
- Promote and encourage usable parks and open spaces within walking distance in each new neighborhood.
- Ensure that water and sewer infrastructure is available to service new development and encourage development where infrastructure already exists.
- Encourage livable community principles and quality of life goals.
- Encourage the development of a modern Food Hall which focuses on local culture, local food and agriculture, entrepreneurial food-related businesses, and local restaurants.

Mae’s Food Hall – Cullman, AL (population 14,775)

Mae’s Food Hall sits in the center of the Warehouse District in Cullman, Alabama. Inside are five food options, a full service bar, and a complimentary vintage arcade nestled in the rear of the building.

Photo Source – Magic City Weekend
PRESERVING CHARACTER: Recognizing important scenic corridors into town helps to protect community character and to preserve the beauty and history of Bristol’s rural landscape.

Harmony with the Outdoors and Natural Environment

CHARACTER CORRIDORS: Celebrate Rural, Agricultural and Scenic Character

Being intentional about the design and evolution of each corridor can help promote the surrounding landscape and the future land use program. In particular, the rural roadways can better promote the outdoors and rural qualities of the City’s edges.
CHAPTER 4
HARMONY WITH NATURE AND THE OUTDOORS
HARMONY WITH THE OUTDOORS AND NATURAL ENVIRONMENT

Bristol is blessed with its natural and rural setting that includes a ridge and valley geology - which brings the mountains right into the City - valuable streams and rivers that offer world class water activities and scenic agricultural landscapes that frame its downtown. Bristol also offers some of the most accessible and valuable outdoor recreation assets in the southeast, if not the nation, which includes an extensive and high-quality park system that offers recreational opportunities for residents and guests.

Steele Creek Park, South Holston Lake and South Fork of the Holston River offer nature-based experiences that would be the envy of any city in the world, all within astonishingly easy access of residents. The City’s parks are well maintained and offer a nice balance of activities and programs that are continuously being refined and improved upon. Bristol has also been designated as a Tree City USA since 1987. The Tree City USA program is sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters.

Access to the outdoors and recreation is highly valued by the citizens of Bristol and continues to be a highly desired amenity when people are choosing where to live. Bristol should capitalize on that and become the region’s leader in promoting and offering world class natural amenities to its citizens and guests. Access to nature can also become a very important part of Bristol’s brand and continuing to nurture the relationships between Bristol’s quality of life, easy access to outdoor recreation and the City’s stewardship of the natural environment will add significantly to Bristol’s image, quality and economic opportunities. Enacting a program of promoting and further supporting these assets will enhance Bristol’s potential to attract people to Bristol as the place to live and work. It will also provide nature and recreation-based tourism revenues.

Going forward, Bristol can connect its appreciation with nature and the outdoors by guiding development that expresses a commitment to the environment and preserving and protecting valuable natural resources. It can preserve and promote its parks, natural outdoors and rural landscapes with protections from sprawl-oriented development and detrimental development practices that potentially harm the natural environment. Establishing standards and guidelines that promote environmental development practices that will enhance these relationships further and be something that resonates with younger generations, who Bristol needs to retain and attract for its economic future to be sustainable.
Lifeguard by Robin Peters

Splash Good Time by Pam Conley
0.825

Acres of parkland per capita

Source: City of Bristol, TN
ATTAINABLE MEASURES OF SUCCESS

The following measures of success describe outcomes that are achievable by enacting appropriate plans and policies and a commitment toward action:

- Increase in the number of small neighborhood parks accessible by walking.
- Increase in the number of canopy trees on City streets, public spaces and parking lots Downtown and within the neighborhoods surrounding Downtown.
- Increase in the acreage of open space, productive farmland, or environmentally sensitive land preserved within conservation easements or other land preservation tools.
- Increase in the percentage of stormwater runoff managed with naturalized stormwater management techniques.
- Continue evaluating policies to promote stream health.
- Reduction in energy and potable water use Citywide.
- Increase in the amount of waste diverted from landfills and into recycling.

EXISTING RELEVANT PLANS AND POLICIES:

- 2014 Parks and Open Space Master Plan
- 2016 Comprehensive Trails and Greenways Master Plan
- Aquatics Master Plan
- Existing Canopy Study
- Steele Creek Park & Nature Center Strategic Plan
The rural landscape and protected open spaces and parks contribute to Bristol’s image and quality of life.

The natural and rural landscape are a big part of Bristol’s sense of place and character. Considering ways to preserve, promote and connect open spaces will enhance the character and livability of the City.
GOALS AND STRATEGIES
The following goals and strategies, derived from the community and stakeholder process, describe items most important to the residents of Bristol to guide the City’s near and long term actions:

GOAL 4.1: ENCOURAGE APPROPRIATE UTILIZATION OF THE RURAL AND AGRICULTURAL LANDSCAPE THAT SURROUNDS THE CITY

• Explore ways to promote protection of productive agricultural lands using conservation easements, transfer development rights, purchase of development rights, growth boundaries, and other methods of enabling existing land owners to benefit economically from not selling their land to opportunistic developers.

• Consider creating tailored development codes and requirements that preserve the rural character and agricultural landscape, while enabling compact and context sensitive developments to occur on appropriate “developable” land.

• Promote agricultural tourism, programs, events and promotional concepts to provide support for local farmers to increase the opportunity for existing farms to support themselves economically.

• Consider mapping areas of productive agriculture, scenic corridors and other important rural or agricultural landscapes to “make visible” within land use plans those areas that could be important to protect and preserve.

• Consider the creation of a Scenic Corridor Plan(s) that maps and creates policies and guidelines to protect the visual quality of important rural corridors that are visible from major roadways.
CRITICAL RIPARIAN ZONES

Continuing to care for the streams, wetlands, floodplains, and rivers that make up Bristol’s riparian network makes good business sense. The fly fishing in Bristol is world class and can become an even more critical contributor to the City’s economy.
GOAL 4.2: IMPLEMENT “GREEN” INFRASTRUCTURE CITYWIDE

- Create an educational program that describes the long term economic, cultural and environmental benefits of the development of green infrastructure.
- Create and implement low impact development regulations that may include naturalized stormwater features, such as rain gardens, landscaped swales and bio-retention areas along roadways and greenways.
- Create an Urban Forestry Master Plan for Downtown and the surrounding neighborhoods that promotes native plant materials, bio-diversity and forestry best practices.
- Promote the Smart Yard program of the University of Tennessee Institute of Agriculture to encourage private property owners to protect state waterways by planting in harmony with Tennessee’s native flora, soil and topography.
- Expand the ‘Tree City’ Citywide tree planting program that encourages private property owners and businesses to plant more trees.
- Educate and encourage residents on the benefits of tree preservation and tree planting on their own properties to stop Citywide tree canopy losses and to encourage a healthier urban forest.
- Continue to improve flood preparedness and mitigate flood risk through the City’s participation in the Community Rating System.

OPEN SPACE AND NEW BUSINESS

When choosing a new business location, small businesses rank the amount of open space and proximity to parks and recreation as the number-one priority in site selection.

Source: The Trust for Public Land: “Economic Benefits of Open Space”
The steep topography of its ridge and valley landscape cradles the city and is an important part of Bristol’s image. Development patterns are shaped by the ridges that run through the City and provide a beautiful backdrop for the City. Continuing to protect the steep topography is important for the City’s image and provide easy access to the outdoors.

Areas of steep topography

Development patterns are shaped by the ridges that run through the City and provide a beautiful backdrop for the City. Continuing to protect the steep topography is important for the City’s image and provide easy access to the outdoors.
GOAL 4.3: ADOPT FINANCIALLY APPROPRIATE “GREEN” BUILDING AND MAINTENANCE TECHNIQUES

• Explore options and encourage industry accepted Green Building Program(s) and / or environmental rating system(s) or program(s) that require adherence to green building practices, such as but not limited to LEED ND and LEED NC, for new community development, new neighborhood development, new commercial construction, new home construction, redevelopment and refurbishing / remodeling existing buildings.

• Ensure that the City’s stormwater management requirements are up to date and represent best practices for low impact development and naturalized stormwater management as well as tailoring these for more urban environments that require different standards.

• Create a Citywide energy ordinance and adopt or upgrade building codes to ensure that new and renovated buildings are more energy efficient.

• Consider a comprehensive strategy for City vehicles to use more energy efficient, clean vehicles and alternative-fuel vehicles including plug-in hybrid electric vehicles, hybrid electric vehicles, compressed natural gas, bio-diesel, and other platforms as technology evolves.

• Create incentives for business, lessors, homeowners, and renters to improve the energy efficiency of their existing buildings and homes (smart meters).

• Adopt policies for City and public to promote water conservation measures both interior and exterior to the building.

• Study current consumption rates through the utility billing program to learn more about consumers and then develop realistic programs to reduce waste.

• Fund and grow City supported composting and recycling.

• Encourage ‘water-wise’ techniques for public landscape plantings, which group plants according to their water needs, use native and low-water-use plants, limit turf areas to those needed for practical purposes, use efficient irrigation systems, provide healthy soil and mulching to reduce evaporation.
KEY TAKEAWAYS FROM THE COMPREHENSIVE TRAILS AND GREENWAYS MASTER PLAN:

The Comprehensive Trails and Greenways Master Plan, adopted in 2017, provided the City with a plan to meet the trails and greenways needs of current residents, as well as guide implementation for future development. The document provided action steps to improving access, awareness, and promotion of trails, and prioritized several trail segments for completion.

Trail corridor projects identified in the plan were scored and ranked based on several safety and connectivity elements. The higher priority corridors had a high number of pedestrian generators along the corridor, a lack of existing sidewalk connections or bike lanes forcing pedestrians and less-experienced cyclist onto open roads with medium to high volumes of traffic, proposed greenways near highly traveled roadways, and a lack of safety and accessibility amenities at existing intersections. Identified projects include:

**High Priority**
- Beaver Creek Greenway (5.8 miles)
- King College Greenway (6.2 miles)

**Moderate Priority**
- State Route 394 (11.6 miles)
- Cedar Creek Greenway (9.0 miles)
- Blountville Highway Greenway (94.7 miles)
- Avoca Greenway (3.6 miles)
- South Holston Dam Greenway (3.4 miles)
- Pinnacle Greenway (2.8 miles)
- Mark Vance Greenway Expansion (1.9 miles)
- Virginia Avenue Greenway (1.6 miles)

GOAL 4.4: PROMOTE ACCESSIBLE AND WELL-MAINTAINED PARKS AND OPEN SPACES

- Act upon the 2014 Comprehensive Parks and Recreation Plan and implement its recommendations.
- Continue to implement best management practices (BMPs) for park maintenance and operations.
- Look for opportunities to provide naturalized stormwater and native plants within parks and open spaces and on City owned property.
- Develop more pocket and neighborhood-scale parks Citywide within walking distances (1/4 mile) of residences.
- As part of greenway planning, ensure that there is an adequate bike lane, bike trail, or greenway connection to all City owned and managed parks and open spaces.
- Encourage and allow neighborhood input into the design of parks.
- Conduct ongoing analysis to make sure that there are adequate sports fields to serve the City.
- Continue to look for ways to expand acreage of existing parks.
- Enhance and maintain the trails within Steele Creek Park and market this 25 miles of hiking and biking asset.
- Continue to expand the recreational opportunities at Steele Creek Park with elements such as a zip line, ropes course, BMX track and mountain bike trails.
- Construct a multi-court recreational building, ideally adjacent to Downtown. The building should contain space for multiple indoor recreational sports and an indoor walking track.
- Add a new inclusive playground at an additional site.
- Upgrade and consolidate sports facilities in the City by constructing a new quad ball field. Old fields can be repurposed for neighborhood parks and practice facilities.
PROMOTE BETTER BIKING AND WALKING ACCESS TO THE CITY’S PARKS AND OPEN SPACES

LEGEND

- City of Bristol Parks
- Existing TDOT bike route
- Existing City greenway/bike path
- Proposed City bike route
- Low Vehicle Access
  Census tracts with more than 100 households with no access to a vehicle
- City Limits
- Urban Growth Boundary

The City's Greenway Plan connects the City to its parks and open spaces. Continued efforts to expand this system can better help neighborhoods that have low vehicle ownership to have access by bike or by walking.
CHAPTER 5

FOSTER A RESILIENT ECONOMY
FOSTER A RESILIENT ECONOMY

Bristol is committed to creating the diverse job opportunities that enable its citizens to enjoy a high quality life, to bring young people back home and to attract new people that will help spur the economy with new businesses, employment, ideas and spirit. It has invested in well maintained business parks and locations for industries and has seriously committed itself to economic development planning.

Fully realizing the potential of its citizens will require a commitment from the City to better prepare and educate its workforce to best fit with potential employers that may wish to locate here. Key stakeholders expressed concerns that there is a need for better training, education, support and infrastructure to better prepare Bristol’s able and willing citizens for the types of jobs that are attracted to the region. Without that, Bristol will have a tough time providing employment for its citizens.

The citizens of Bristol are better educated than the national average of 21.84% for all cities and towns, with 24.81% of adults in Bristol having a bachelor’s degree or advanced degree. Enhancing its schools and educational opportunities, which include upgrading existing schools, workforce education, and pursuing secondary education opportunities, will make it even more attractive.

Bristol has a unique position in the region and has attributes that other cities and towns don’t have, such as its lively Downtown, a regional shopping destination, community pride, national and regional entertainment, direct access to nature and the outdoors, parks, good schools and historic neighborhoods. These all are part of what many people are looking for when they relocate. Nurturing and promoting what Bristol is and currently excels at will be to its economic benefit and make it even more attractive to potential employers and employees.

Continuing to elevate Downtown and surrounding neighborhoods by providing places for all income levels to live, work, entertain themselves and gather will expand opportunities further. Finally, positioning Bristol’s role within the region may offer a successful and prosperous path forward. It should consider not competing toe to toe with the other cities on every attribute, but instead promote and elevate its unique quality and set of assets, while working closely with regional partners to promote the region.

<table>
<thead>
<tr>
<th>Number of Companies</th>
<th>Number of Employees</th>
<th>Median Household Income</th>
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</thead>
<tbody>
<tr>
<td>2,060</td>
<td>11,749</td>
<td>$38,985</td>
</tr>
</tbody>
</table>

Source: American Fact Finder
Pinnacle at Night (image courtesy City of Bristol)
Farmer’s Market by City of Bristol

The System A Tribute to Bob Seger by City of Bristol

Festival by Korakoch M

Race Night on State Street by City of Bristol
EXISTING RELEVANT PLANS AND POLICIES:

- Economic Development Strategic Plan - Strategic Partnerships for Economic Growth and Sustainability (2013)
- Bristol Tennessee Event Center Feasibility Study (2015)
- Downtown Economic Development Master Plan (2018)
- Bristol Baseball Study (2015)
ATTAINABLE MEASURES OF SUCCESS
The following measures of success describe outcomes that are achievable with the creation of appropriate plans and policies and a commitment toward action:

- Decrease in rate of unemployment relative to national average
- Increase in wages and income
- Increase in percent of population with a secondary or higher education degree, or technical or workforce education.
- Increase in population growth and growth of younger demographic
- Decrease in available sites at existing technology and innovation parks
- Increase in number of building permits for new business uses

GOALS AND STRATEGIES
The following goals and strategies, derived from the community and stakeholder process, describe items most important to the residents of Bristol to guide the City’s near and long term actions:

GOAL 5.1: PROMOTE SMALL BUSINESS, ENTREPRENEURSHIP, AND THE MAKER ECONOMY

- Formalize policies and programs that support, retain, and/or expand small businesses.
- Promote innovation and entrepreneurship across all industry sectors.
- Develop resources that support and promote Bristol's craft/maker movement.
- Support small-scale durable goods manufacturing.
- Establish business incubators and entrepreneurial ecosystem across all sectors including tourism, retail, manufacturing, art, and technology.
• Better link artists, artisans, craftspeople, and other members of the creative community with small business resources.
• Reposition obsolete commercial and industrial properties for maker industry uses.
• Better link local maker economy with tourism marketing/promotion.
• Partner with local and state agencies who offer entrepreneur and small business support programs.
• Host entrepreneur workshops, seminars, and other educational events focused toward small business.

GOALS 5.2: INCREASE AND DIVERSIFY THE HOUSING SUPPLY AND AFFORDABILITY CITYWIDE

• Promote zoning policies to increase density appropriately Citywide, particularly in residential neighborhoods that surround and are within walking distance of Downtown.
• Encourage developers to consider a mix of housing types and price ranges that cater to a broad market in new developments.
• Pursue measures to make vacant sites or obsolete properties development-ready, including brownfield remediation, land assemblage, utility upgrades, or rezoning for adaptive reuse into new housing that is considered affordable.
• Promote “affordability by design” principles through zoning flexibility, technical assistance, fast tracking permits, etc. Housing affordability by design is about designing and building adaptable, durable, functional, resource-efficient and cost-effective housing.
• Maximize the availability of affordable housing subsidies such as HOME Consortium Funds.
• Explore impediments to the production of affordable housing units and consider amending regulations to further encourage the development of affordable housing.
• Create or expand incentive programs that encourage affordable housing development.
• Explore innovative financing, partnerships, and development programs that leverage private development to increase housing options.
• Create Design and Development Standards for low, middle and high end housing to guide compatibility with the existing neighborhood, and expand Missing Middle Housing options. Missing Middle Housing is a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living.
• Sustain and strengthen relationship with Bristol Housing.

Source: City of Bristol, TN

Population with College Degree +/− 25%

Source: City of Bristol, TN
GOAL 5.3: KEEP AND ATTRACT YOUNGER DEMOGRAPHIC TO BRISTOL

- Conduct study into the particular needs and wants of the millennial generation market and how best to keep and attract them to Bristol.
- Conduct City wide survey of existing resident younger demographic to determine what would make Bristol more attractive for them to stay or return.
- Consider making this a priority within city planning and establish a position or task force to create programs, establish funding and monitor the growth of younger demographic.
- Promote the aspects of Bristol’s quality of life and assets that would make it attractive to a younger audience.
- Focus on attracting and retaining young people with the creation of a millennial advisory group.
- Develop a youth focused event to celebrate young people in the community such as a Youth Day Parade or Festival. The event would show young people how important they are to the community and could be an opportunity to showcase the services and businesses available to them. The event could begin with a parade and conclude with a festival with activities and vendors.

GOAL 5.4: CONTINUE TO SUPPORT THE EXPANSION OF EVENTS AT BRISTOL MOTOR SPEEDWAY AND CITYWIDE

- Work with Bristol Motor Speedway on a market based Area Plan for land surrounding the Speedway.
- Integrate Citywide a program and calendar of events so that there is an ongoing economic impact to the City from regional and national events.

ECONOMIC INVOLVEMENT

By encouraging millennials to become involved in the local economy, many small to mid-sized cities have been able to retain their graduates and young professionals. A number of successful examples can be found in Richmond, Va., a city that saw the second highest growth in millennial population (nearly 15 percent) from 2010 to 2015. A company started by Richmond natives, New Richmond Ventures, invests in local businesses that are often millennial-run. And Helping Young Professionals Engage, an organization backed by the local Chamber of Commerce, connects younger residents to the Richmond business community.

In Tulsa, a group called Tulsa’s Young Professionals funds programs that engage young professionals in economic development and “placemaking” initiatives, which re-imagine public spaces to improve residents’ health, happiness and well-being.

Erwin, TN, created a board made up of millennial residents who inspired the town to host its first annual Elephant Revival Festival, worked to launch an annual outdoor festival, and help to support a weekly farmers market. Erwin has seen growth and downtown revival as the result of listening to concerns and desires of their young people.

Source: Governing.com: how-smaller-cities-attract-keep-millennials

Source- Governing Magazine July 2017
CONSIDER WAYS TO ENABLE MORE PEOPLE TO HAVE BETTER ACCESS TO WORK

Gaps in the transit system makes it challenging for the people that live in areas that have low vehicle access to get to places of employment.
BECOMING A MUSIC CITY DESTINATION

Bristol represents a unique touchstone in the history of American music. Officially designated as The Birthplace of County Music by the United States Congress in 1998, Bristol TN/VA continues today as a city with a vibrant and growing music scene. The Birthplace of County Music Museum, multiple outdoor summer concert series and events such as Farm and Fun Time keep the music scene alive. The City must work to cultivate the success seen from the annual Bristol Rhythm and Roots Reunion Festival, drawing in music lovers from around the world. Live music events not only promote the City’s provenance as the Birthplace of Country Music, but continue to create and grow a flourishing music ecosystem. The City must continue to support live music throughout Bristol recognizing it is as an economic driver. The city must generate further music tourism opportunities, creating conditions that will support the performing artists, and provide a quality of life amenities for locals and tourists alike. Private and public collaboration will be key in the success of creating a music city destination.

7 STRATEGIES FOR A STRONG MUSIC SCENE

Government policies have a direct impact on music businesses and musicians. The Mastering of a Music City from IFPI and Music Canada identifies seven key strategies that cities around the world have used to help grow and strengthen their music economies.

1. Write Music-Friendly Policies
Compliance requirements for business and liquor licensing, transportation planning, and parking should be appropriate without becoming a barrier to music businesses. Heritage designations, cultural zones, and policies based on the “agent of change” principle can help address gentrification and urban growth challenges. Training and education programs, mentoring, and affordable housing for artists support musicians so that they can focus on what they do best: making music.

2. Dedicate a Music Office or Officer
Cities that have a single point of contact to help the music community navigate the broad range of government policies that impact them are better positioned to build their music economies. Music offices or officers can also lead city music strategy development and mediate conflicts between music businesses and the larger community.

3. Create a Music Advisory Board
Music advisory boards composed of a broad cross section of the music community and related industries like tourism and economic development provide an invaluable link between the music community and city hall. They are also an ideal forum for the music community to develop internal consensus on issues and provide advice on the legislative and regulatory environment.

4. Engage the Broader Music Community
The involvement of the people most affected by music strategies is critical to a music city’s success. Collaboration across the different segments of the music community can lead to significant improvements to the regulatory and business environments and is the most effective means of gaining political leaders’ support.
5. Provide Access to Spaces and Places
Music cities require a variety of quality spaces and places to succeed, from education to rehearsal to recording to performance. For live performances, a range of venues is essential to support local artists as they advance through their careers — from basements to stadiums. Cities should take an inventory to identify gaps. Hubs and accelerators that allow venues and other music businesses to cluster are also effective.

6. Cultivate Audiences of All Ages
Demographics play an important role in audience development. Many music cities consider large student populations an advantage. All-ages events can help engage younger audiences, thereby encouraging youth to develop a lifelong relationship with music. Factors like a community’s proximity to other music markets, transportation links, and promotion of live music events influence audience development.

7. Develop Music Tourism
Music tourism brings in billions of dollars each year for local governments. Tourism assets include a city’s year-round live music scene, music festivals, and historical music landmarks. Many cities have developed comprehensive music tourism strategies that involve music-based branding, promotional campaigns, wayfinding apps and other social media strategies, investment in music infrastructure and signage, and programming.

GOAL 5.5: CAPITALIZE ON BRISTOL’S HISTORY, CULTURE, AND ENTERTAINMENT

- Identify sites and make plans for a regional event venue.
- Continue to support Downtown events such as Bristol Rhythm and Roots.
- Continue to support and expand upon success of the Birthplace of Country Music and other museums and cultural facilities in Downtown Bristol.
- Coordinate efforts to promote History, Heritage, Culture and Entertainment with Bristol, VA.
- Infuse music and history into the design and experience of the public realm including streetscapes, parks, plazas, public buildings.
- Create partnerships to increase the nurturing and evolution of the music industry as a significant component of Bristol’s economic development planning.
- Act on the recommendations of the Event Center Feasibility Study.
- Continue to support events at Bristol Motor Speedway.
- Explore potential for additional festivals which compliment but do not compete with existing events.
- Continue to explore options for a new minor league ballpark in proximity to Downtown. A new ballpark will continue to provide quality of life and entertainment options, as well as generate economic activity in the City of Bristol.
GOAL 5.6: PROVIDE RESOURCES TO CONNECT EXISTING AND POTENTIAL BUSINESSES AND WORKFORCE

- Support and expand comprehensive workforce development, training, and apprenticeship programs across all industry sectors.
- Increase role of local institutions, and top employers, as key stakeholders in regional economic development planning.
- Continue leveraging post-secondary institutions to connect local employers to recent graduates and current students to provide the type of education needed to support existing and potential employers.
- Identify mismatches in the skills needed by prospective or local employers and those provided by the workforce and leverage local business community and secondary education institutions for industry-specific curriculum development.
- Improve and increase targeted employment and career strategies for emerging, transitional, and existing workforce.
- Continue to look for public /private partnerships to participate in the development of higher education and advanced technical training facilities to support CTE/STEM dual enrollment opportunities for the purpose of preparing the workforce to support existing industries and emerging technologies.

GOAL 5.7: CONTINUE TO PROMOTE AND MAINTAIN EXISTING INDUSTRIAL AND TECHNOLOGY PARKS

- Maintain appropriate number of “pad ready” sites to support the market.
- Continue to promote the business and industrial parks.
- Continue to provide high levels of maintenance to cleared and graded sites.

GOAL 5.8: CREATE AND PROMOTE THE INFRASTRUCTURE TO ATTRACT JOBS

- Promote Bristol’s stature as a 10 Gigabyte community.
- Develop Innovation Districts to focus new industries to specific parts of the City to create critical mass, business to business adjacency and branding.
- Celebrate and promote Bristol’s quality of life, history, access to outdoors and culture as major City assets and ensure that programs, systems, and infrastructure is in place to support these.
- Have plans in place to extend water and sewer infrastructure where needed to support economic development.

GOAL 5.9: FACILITATE REAL ESTATE DEVELOPMENT THAT MAXIMIZES ECONOMIC BENEFIT

- Link employment parks outside of Downtown with convenient transit services.
- Identify former commercial, industrial, vacant, or underutilized properties as catalyst sites for redevelopment into jobs creating uses.
- Update the land use plan at a minimum of every five years to ensure industrial and commercial zoning accommodates modern trends in employment and light industry.
- Coordinate Citywide commercial and industrial land use needs with regional economic development planning and initiatives.
- Promote City and State incentive programs for development and redevelopment projects.
GOAL 5.10: WORK WITH LOCAL, REGIONAL AND STATE PARTNERS TO BETTER PROMOTE OUR RECREATIONAL OPPORTUNITIES

- Promote Bristol as a world class Fly Fishing destination in appropriate press.
- Promote Bristol’s parks and recreation network.
- Promote Bristol’s easy access to a high variety of recreation modes including boating, fishing, biking, hiking, etc.
- Establish/increase and promote events related to outdoor recreation (fishing, boating, biking, etc.).

THE FLY FISHING ECONOMY

East Tennessee is a hot spot for fly fishing throughout the Southeast US, providing the cool mountain waters necessary for trout habitats. South Holston Lake is one of nine reservoirs with self-sustaining, and continuous stocking of trout populations that draw in trout anglers, with tributaries also being stocked with trout. The South Holston River is considered the best wild brown trout fishery east of the Mississippi River, offering 6,000 trout per river mile and containing an overall population of 84% Brown Trout / 16% Rainbow Trout. Every brown trout in the South Holston River is a stream-born, native, wild fish.

The latest survey by the US Fish and Wildlife Service estimates that Tennessee’s trout angler economy sees over 105,000 anglers making over 1.4 million trips, an estimated 15% of all Tennessee anglers. The estimated total expenditures associated with these trips was approximately $53 million.

Source: Tennessee Trout Management Plan 2017-2027 / Orvis

Flyfishing by Ben Collins on Flickr
INTENTIONALLY FAIR AND OPEN

Bristol possesses the “hardware” that is the hallmark of great communities such as a vibrant downtown, beautiful parks, nice neighborhoods, good schools, access to the outdoors, and memorable entertainment venues. It also enjoys strong software elements such as deep community pride, an active and supportive government, an extensive health care network, social support and a community wide desire to help people succeed. “Friendliness” and being a “great place to raise a family” were spoken of highly during the community process. It is one of the hallmarks of Bristol’s image and character.

Bristol also has challenges that, once addressed, will enable its citizens to live in an even more supportive and helpful community. These challenges aren’t unique to Bristol, but combined with a relatively low population growth and employment challenges, they are more obvious to the average citizen and stakeholder than they might be in other places. These challenges include income, unemployment, homelessness, affordable housing, challenges associated with public housing, addiction issues, an aging population, low population growth, underserved neighborhoods, access to health care, transit service and needs for ongoing continuing education and job training. Addressing these issues head on as a community will make Bristol a better place to live and will enhance community pride and economic opportunity for all.
ATTAINABLE MEASURES OF SUCCESS:
The following measures of success describe outcomes that are achievable with the creation of appropriate plans and policies and a commitment toward action:

- Decrease in number of homeless citizens.
- Increase in percentage of housing units within 1 mile of social services.
- Increase in percentage of housing units within ½ mile of a bus stop.
- Continue to promote the efforts of service coordination in addition to affordable housing.
- Encourage cross-sector collaboration - identify needs and opportunities or service gaps and outcomes that will collectively lead to a healthier community.
- Develop Affordable Housing areas using design techniques to foster communities, safety and pride.
- Develop impact measures of community health improvement projects such as supportive housing and public services.
- Use funding to create safe and sanitary housing and rehabilitation efforts.

EXISTING RELEVANT PLANS AND POLICIES:
Bristol Housing Study
CDBG/HOME Consortium 5 Year Comprehensive Plan

BENEFITS OF SOCIAL CAPITAL

Social capital, a critical condition for a host of community benefits, is formed from the interpersonal relationships of people and resulting supportive networks. The mere presence of landscape or trees appears to promote community connections. Views of green space from homes are linked to greater perceptions of well-being and neighborhood satisfaction. Public housing residents reported feeling more safe when their development had well-maintained landscaping, including trees and grass. Greener public housing neighborhoods tend to be safer, with fewer incivilities and less reported crimes. Active involvement in community greening and nature restoration projects also produces social benefits, including strengthening of intergenerational ties and organizational empowerment.

Source: NRPA parks-recreation-magazine - the-health-benefits-of-small-parks-and-green-spaces
GOALS AND STRATEGIES
The following goals and strategies, derived from the community and stakeholder process, describe items most important to the residents of Bristol to guide the City’s near and long term actions:

GOAL 6.1: REDUCE HOMELESSNESS THROUGH THE CREATION OF SUPPORT SYSTEMS AND SERVICES

- Collaborate with community partners on a potential Day Center for homeless individuals and low income families.
- Partner with agencies to establish systems and services to assist persons in moving quickly from homelessness back into the community using the rapid rehousing policies and guidelines as recommended by the National Alliance to End Homelessness. The City can be a collaborative partner offering support for the lead organizations for:
  - Housing identification services. Households are matched to appropriate and affordable housing in the community.
  - Financial assistance for housing-related expenses. Time-limited financial assistance is provided to get individuals and families back on their feet.
  - Collaborate with local and state agencies, and local and regional non-profit organizations to establish case management services. Case Management services are provided to help households address barriers that prevent access to or stability in housing.

GOAL 6.2: IMPROVE THE QUALITY OF PUBLIC HOUSING AND INTEGRATE IT BETTER INTO THE FABRIC OF THE CITY

- Create strategy plans (or Transformation Plans) for neighborhoods with distressed public or HUD-assisted housing focusing on a locally driven approach that draws on the vision and expertise of residents, local leaders and stakeholders such as public housing authorities, City government, schools and school systems, private institutions, amongst others, using Choice Neighborhood guidelines.
  - Replace distressed public and assisted housing with quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhoods.
  - Continue to provide neighborhood opportunities for affordable housing with a housing mobility program. Housing mobility programs give families access to more housing choices, safe neighborhoods, good schools, better jobs and long-term health outcomes.

GOAL 6.3: REDUCE ADDICTION AND DRUG DEPENDENCY BY ACTIVE COMMUNITY PARTICIPATION

- Partner with agencies to develop an even more robust community based approach to addiction with a focus on a six-step plan and a collaborative community effort that includes: Prevention, Protection/Harm Reduction, Treatment, Support/Recovery, Supply Reduction and Advocacy.
- Build a community story with public data and maps that show areas in the City that need attention and support services so that they become more likely to be acted upon.
- Create a community “dashboard” consisting of current information and mapping that highlights where resources are needed most for those impacted by the epidemic, inform where to drop off unused prescription drugs and promote treatment options such as locating treatment providers, locating pain management options and other health services.
GOAL 6.4: MEET THE NEEDS OF AN AGING POPULATION

- Complete an assessment of the future needs of the City’s senior population.
- Create a master plan based on need assessment and best practices, the necessary infrastructure to address the needs of an aging population for items such as access, services, health care and housing.
- Consider the opportunity associated with this demographic by creating the infrastructure needed to promote Bristol as a great place for retirees to live.
- Involve this demographic to complete a survey of preferences to involve the demographic in the process.
- Become a member of the AARP Network of Age-Friendly States and Communities.

GOAL 6.5: PRIORITIZE INVESTMENTS EQUITABLY AND FAIRLY ACROSS NEIGHBORHOODS

- Establish policies for each identified neighborhood surrounding Downtown to ensure that community services, parks, and other quality of life elements are accommodated to best practices.
- Ensure that each neighborhood has access (ideally within walking or biking distance) to social infrastructure, community services, parks and social services and investments Citywide.
- Grow and expand the City’s Neighborhood Grant program.
GOAL 6.6: GROW AND IMPROVE ACCESS AND THE VARIETY OF EDUCATIONAL OPPORTUNITIES TO SUPPORT ALL TYPES OF NEEDS FROM CHILDHOOD THROUGH ADULTHOOD

- Act on the recommendations of the 2017 School Facilities Study.
- Create transit connections to regional secondary education facilities.
- Explore locating a public Community College, Trade School or branch of a University in Bristol.
- Look for ways to support and expand educational opportunities with King University.
- Explore locating a City Center or a Youth Day Center to provide an engaging, safe place for school age children to use before and after school as well as in the summer and on evenings/weekends.
- Partner with regional universities and institutions to create job training programs.
- Address the challenges faced by students living in concentrated poverty based on recommendations from the Department of Education Promise Neighborhoods initiative, which was established under the legislative authority of the Fund for the Improvement of Education Program (FIE), and provides funding to support eligible entities, including (1) nonprofit organizations, which may include faith-based nonprofit organizations, (2) institutions of higher education, and (3) American Indian tribes.
- Explore case studies for the creative re-use of obsolete school facilities.

GOAL 6.7: CONTINUE TO ADVOCATE FOR LOCAL, STATE, FEDERAL AND NON-PROFIT PARTNERSHIPS TO FACILITATE REHABILITATION

- Utilize federal funding to help low and moderately-low income families with housing rehabilitation and construction costs.
- Partner with agencies such as Northwest Tennessee Affordable Housing Coalition, Appalachian Service Project, Holston Habitat for Humanity, First Tennessee Development District and others to rehabilitate and re-construct low-income family homes.
- Redevelop the former Rosemont School on Broad Street into a community center which houses athletic and recreational uses, classroom space, and a commercial kitchen. The center could also house an outpost for the Police Department.
People that live in areas of low vehicle access have difficulty getting to hospitals, clinics and places to buy food. Consider needs when planning for new locations.
CHAPTER 7
NURTURE A HEALTHIER COMMUNITY
NURTURE A HEALTHIER COMMUNITY

Bristol has much of the infrastructure and access needed to promote health and wellness. As Bristol’s population continues to age, providing safe facilities that promote health and wellness will enhance the lives of its citizens. Bristol can also take on issues such as obesity and drug addiction head on with deliberate action given to helping to break the cycle of addiction and ensure that healthy choices are available for all citizens. By taking an active role, Bristol can help its citizens to become more committed to their health and wellness, which will have positive economic and social benefits. Doing so would create a positive success story for Bristol that it could share with the nation – that it pro-actively helps its citizens become more healthy and that Bristol cares about their health and well being.

A QUALITY HEALTHCARE SYSTEM

Through routine check-ups, primary care can head potentially serious problems off at the pass. As a result, adults in the U.S. who have a primary care provider have 19% lower odds of premature death than those who only see specialists for their care.

Source: The Commonwealth Fund: Starfield_Milbank.pdf

1 TO 139
Primary Care Physician to Patient Ratio
CHAPTER 7
PREVENTING CHILDHOOD OBESITY

The Institute of Medicine has stated that improving the walkability of neighborhoods and increasing access to recreation facilities are essential strategies for preventing childhood obesity.

One national study found that adolescents with easy access to multiple recreation facilities were both more physically active and less likely to be overweight and obese than were adolescents without access to such facilities.

https://activelivingresearch.org/sites/default/files/Synthesis_Shoup-Ewing_March2010_0.pdf

EXISTING RELEVANT PLANS, PARTNERSHIPS, AND POLICIES:

- Sullivan County Health Department and City of Bristol, TN partnership
- Bristol Tennessee City Schools
- Trails and Greenways Plan
- Recreation Plan
ATTAINABLE MEASURES OF SUCCESS

The following measures of success describe outcomes that are achievable with the creation of appropriate plans and policies and a commitment toward action:

- Declining rates of obesity Citywide
- Declining rates of childhood obesity
- Monitor Air Quality Index
- Decreases in drug overdoses
- Increases in households with convenient access to grocery stores with fresh food
- Increases in the number of citizens with access to locally farmed food (produce, dairy, etc) through the “Mobile Market”

BENEFITS OF A HEALTHY COMMUNITY

People living in walkable neighborhoods get about 35–45 more minutes of moderate-intensity physical activity per week, and are substantially less likely to be overweight or obese, than do people of similar socioeconomic status living in neighborhoods that are not walkable.

Source: Active Living Research

36.7%
Obesity Rate

Source: City of Bristol, TN
Mobile Market (Image credit Faisal Quyyumi, WABE Atlanta)
GOALS AND STRATEGIES
The following goals and strategies, derived from the community and stakeholder process, describe items most important to the residents of Bristol to guide the City’s near and long term actions.

GOAL 7.1: PROMOTE AND INCREASE THE INFRASTRUCTURE AND PROGRAMS NEEDED TO IMPROVE GENERAL HEALTH AND WELLNESS

- Partner with local and regional community resources, educational programs and activities that address healthy living and healthy diets.
- Encourage healthy eating and promote “edible landscaping” throughout City-owned parks and properties.
- Encourage City supported health and wellness programs within City government and private businesses.
- Ensure zoning accommodates modern small-scale medical facilities, including walk-in clinics, within every neighborhood or within a ½ mile walking distance to the largest population centers.
- Promote walking and biking as a form of exercise and transportation and create incentives for complete networks for walking and biking.
- Promote health and wellness activities and programs in parks, open spaces, and recreational facilities.
- Make health and wellness a City priority and create a “dashboard” that captures and tracks weight loss and activity successes, amongst other things, so that citizens become part of a health movement together.
- Expand the Safe Routes to School program to help battle the childhood obesity epidemic.
- Continue with efforts to elevate community health with initiatives such as Trauma Informed Care, Day a Center and Senior Study.

GOAL 7.2: CONSTRUCT A MULTI-USE AQUATIC AND RECREATION CENTER IN A CENTRALIZED LOCATION

- Leverage public/private partnership to construct a multi-use aquatic and recreation center in a centralized location.
- Locate the multi-use aquatic and recreation center so that it is easily accessible to the largest population density via multimodal circulation networks and connected by complete streets, transit, greenways and sidewalks.
- Program Aquatic Center to include programs for all age and socioeconomic groups.

Plan for Aquatic Center from City of Bristol
SAFE ROUTES TO SCHOOLS:
Providing safe walking and bicycling routes to schools is an ideal strategy to increase physical activity and reduce morning commute traffic.

**LEGEND**
- City of Bristol Parks
- Bristol City School
- 1/4 mile ‘Safe Route to School’ walking distance
- Low Vehicle Access Census tracts with more than 100 households with no access to a vehicle
- City Limits
- Urban Growth Boundary

Providing safer routes to school is one way to get younger people to move more and be healthier.

EXAND THE OPPORTUNITY FOR MORE CHILDREN TO HAVE A SAFE ROUTE TO SCHOOL
GOAL 7.3: PROVIDE ALL NEIGHBORHOODS ACCESS TO HEALTHY FOOD CHOICES

- Ensure that codes and regulations allow for urban agriculture.
- Zone for more grocery stores as part of the infrastructure program for each neighborhood.
- Create a Citywide study to address food deserts and the need for the location of grocery stores in or near under-served neighborhoods and consider rezoning if needed to address this.
- Encourage edible landscaping in residential, commercial, and public spaces.

GOAL 7.4: COLLABORATE WITH PARTNERS, AGENCIES AND GROUPS TO REDUCE DRUG DEPENDENCY AND DRUG ADDICTION

- Assess the drug addiction problem and determine the level of risk factors affecting the problem.
- Raise public awareness of the nature and seriousness of the issues.
- Review current programs to determine existing resources and gaps in addressing community needs and to identify additional needed resources.
- Develop an active community anti-drug coalition to hold community-wide meetings, develop public education campaigns, and attract sponsors for drug abuse prevention strategies.
- Initiate Best Practices with a focus on implementing research-tested programs and approaches.
- Build and strengthen a prevention network comprised of the coalition, community groups, agencies, institutions, and organizations.
- Build partnerships between law enforcement and public health agencies to create a coordinated response to the issues.
- Ask community leaders, stakeholders, and individuals to play a supporting role in addressing the issues.
- Use media and outreach to create community awareness, empathy and support for implementing programs.
- Strategically leverage and target existing resources, assets, and capacity to address the issue.
- Continually expand the community's ability to effectively respond to changing patterns of substance use, consumption and consequences.
- Establish clinics and support services in locations that can best serve the most threatened population.
- Track data over time on drug abuse to serve as a baseline for measuring change.
- Create active neighborhood watch programs in challenged neighborhoods.

### Access to Healthy Food

Lack of transportation to grocery stores presents a serious problem for many people. About 2.1 million households do not own a vehicle and live more than one mile from the nearest supermarket. While this figure has been improving (down from 2.4 million households in 2006), the lowest vehicle ownership occurs among low-income people, further exacerbating the challenges to accessing healthy food in low-income communities.

Although rural residents generally tend to have higher rates of vehicle ownership, lack of access to reliable transportation in rural communities can pose an acute added barrier to accessing healthy food given the lack of transit systems in most rural areas.

Source: The Food Trust: access-to-healthy-food.original.pdf
CHAPTER 8
COLLABORATIVE REGIONALISM
COLLABORATIVE REGIONALISM

Bristol, Tennessee shares its downtown with Bristol, Virginia. It is also integrated into the Tri-Cities region, which includes Kingsport and Johnson City as well as Bluff City and Blountville - the county seat of Sullivan County. Together, the region boasts an attractive mix of transportation connections, access to the natural environment, employment centers, regional shopping, unique neighborhoods, higher education, health care, and entertainment destinations. Each of the cities and towns that make up the Tri-Cities region has unique attributes and qualities, built around geographic position, history, and transportation networks.

As such, Bristol need not necessarily compete against the other cities on all fronts and provide everything that each of the other cities has to offer. Rather, continuing to explore ways to create regional partnerships, coordinated economic development, and regional connectivity will enhance Bristol’s opportunities to remain authentic and to share in the prosperity and opportunity of a broader economic and demographic base. Collaborative Regionalism will enable Bristol to “be Bristol” and express and support those things that make it a unique gem within the region.
EXISTING RELEVANT PLANS AND POLICIES

Regional Multimodal Transportation Plan 2040  
Sullivan County Hazard Mitigation Plan  
Greenways Plan

ATTAINABLE MEASURES OF SUCCESS

The following measures of success describe outcomes that are achievable with the creation of appropriate plans and policies and a commitment toward action:

• Miles of connected regional greenways that connect neighborhoods with Downtowns, regional open spaces and other assets.
• Increases in tourism region-wide, which also benefit Bristol.
• Acres of prime agricultural land or environmentally sensitive land protected or preserved.
• Increases in multimodal connectivity.
• Cleaner water and air region-wide.
• Impact on Bristol’s economy, job growth, and job quality.

RAILS TO TRAILS SUCCESS

The Greenville Health System Swamp Rabbit Trail is currently a 19.9-mile pedestrian thoroughfare running through cities such as Greenville and Travelers Rest, South Carolina. The trail has generated $6.7 million in tourism economic impact annually since it hopped onto the landscape in 2009. Many of those tourists have become residents and the trail is frequently the “ace up the sleeve” when the Economic Development Office is recruiting new business and talent.

Source: Business Wire: Swamp-Rabbit-Trail
GOALS AND STRATEGIES

The following goals and strategies, derived from the community and stakeholder process, describe items most important to the residents of Bristol to guide the City’s near and long term actions:

GOAL 8.1: ENHANCE TRANSPORTATION WITHIN THE TRI-CITIES AREA TO ENABLE BRISTOL’S CITIZENS TO MOVE ECONOMICALLY AROUND THE REGION TO JOB OPPORTUNITIES, RECREATION, EDUCATIONAL OPPORTUNITIES, HEALTH CARE, SHOPPING AND ENTERTAINMENT

- Support the development of a convenient regional transit network that enables citizens to take advantage of regional opportunities.
- Develop and grow park-and-ride locations and networks along transportation routes that link with regional and Citywide transit services.
- Establish multimodal facilities that link regional cities and destinations including bike lanes, and multipurpose trails.
- Make plans to create or improve roadway connections that will provide more regional circulation options.
- Act on the relevant recommendations of the Regional Transportation Plan 2040.
- Collaborate with regional jurisdictions to bring passenger rail back to (and through) Bristol.

GOAL 8.2: LINK REGIONAL GREENWAYS AND RECREATIONAL ASSETS

- Participate in a regional greenway plan that links together Bristol’s greenways with the region. This is currently happening with the Northeast Tennessee Regional Economic Partnership “Outdoor Task Force.”

GOAL 8.3: COOPERATE ON REGIONAL LAND USE PLANNING ISSUES BY SHARING RESEARCH AND COLLABORATING ON REGULATIONS AND ORDINANCES WHEN FEASIBLE

- Focus new development on land best suited for it from an environmental and transportation standpoint.
- Collaborate on regulations for land use and environmental protection.
- Pursue regional policies and cooperation that encourage the preservation of rural and operating agricultural lands.
- Pursue a regional policy to preserve steep topography, waterways and important environmental assets.
- Encourage the use of Conservation Easements, Transfer Development Rights (TDRs) and Purchase Development Rights (PDRs) to protect agricultural land from sprawling development.
- Promote a local and regional night sky ordinance.
- Continue to collaborate with regional partners on regional watershed basin, and stormwater issues to preserve and protect the region’s water systems.
- Promote the region’s commitment to environmental and agricultural protection as part of a “quality of life” economic development strategy.
- Work with regional partners to minimize risks and improve resiliency to such hazards as wildfire, flood, and land
subsidence.

**GOAL 8.4: IMPROVE REGIONAL COLLABORATION TO PROMOTE THE TRI-CITIES**

- Continue to support Sullivan Networks.
- Participate in regional economic development planning that creates clarity, reduces duplication and allows the region’s strengths to be leveraged.
- Participate in regional marketing efforts to promote the region’s quality of life, diversity, access to the outdoors, culture, history and arts.
- Strengthen the partnership with Bristol, Virginia to promote downtown as a single vibrant City.
- Collaborate with Bristol, Virginia on Citywide shared future planning projects.
CHAPTER 9
KEY PLANNING ACTIONS
**KEY PLANNING ACTIONS:**

The following pages describe key planning actions from the themes established for the Comprehensive Plan that when executed together will transform Bristol. The Key Planning Actions include a description of each actions importance and a diagrammatic map that shows, in general, the locations for the planning actions. Detailed plans, created in the future, will refine these diagrammatic maps.

**KEY PLANNING ACTION**

Strategically plan key areas of the city toward specific development character types

There are specific areas of the city that are important to define and nurture forward from a policy, plan, and regulations standpoint. These strategic planning areas represent new opportunities or areas where preserving them will be important to retaining the character of the city. Strategic areas include the more rural fringe that surrounds the city; important growth areas that should be developed toward a more complete or specific vision; and areas where future development patterns might transform from what is existing. Examples of these strategic areas are West State Street, Volunteer Parkway, The Bristol Motor Speedway and at the entrances into the city.

The purpose of the Strategic Planning Areas and Development Character Types is to best support the vision described by the community and enhance the long term promotion of high character development that enhances the City’s sense of place and quality of life.

Strategically planning these areas, before opportunist development defines them, will help ensure that these critical areas are planned and developed toward more complete, walkable, integrated communities and neighborhoods that exhibit lasting character and value.

The Strategic Planning Areas Overlay Map and Strategic Development Character Types descriptions, on pages 105 and 107, locate and narrate in more descriptive terms the development type, character and pattern desired for various areas of the City and Urban Growth Area.

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**THE FUTURE LAND USE PLAN & POLICY**

The strategic planning areas outlined in this chapter focus on core land use and development goals the City seeks to bring to fruition. The companion document to this chapter, the Future Land Use Plan & Policy, entails a more holistic vision and plan to guide growth and preservation in Bristol. Where the strategic areas are used solely as a guide for development and strategy within specific areas of the City, the Future Land Use Plan & Policy provides a backdrop of proper land use and development throughout the entirety of Bristol. The Future Land Use Plan & Policy is also used in consideration for rezoning applications and to assist with the understanding overarching growth and development goals and how they relate to the City as a whole.
STRATEGIC PLANNING AREAS

Strategic Planning Areas Overlay
- Village Commercial Mixed Use Area
- Traditional Neighborhood Area Type 1
- Traditional Neighborhood Area Type 2
- Low Density Rural Area
- Corridor Commercial Area
**STRATEGIC DEVELOPMENT CHARACTER TYPES:**

The Strategic Development Character Types described below detail the desired development type, character and pattern for various areas of the City and Urban Growth Area shown on the Strategic Planning Areas Overlay Map.

**Village Commercial Mixed-Use Area:**
The intent of this type is to promote highly pedestrian oriented mixed use developments that create nodal destinations around the city and support economic development and place-making. These are promoted to be the highest intensity development areas.

- Higher density, compact and walkable
- Street oriented retail commercial and mixed use
- Employment uses of all types including light industrial, office, and commercial businesses
- Institutions
- Event facilities
- Lodging
- Townhouses and multifamily
- Parking in rear of buildings
- Complete streets
- Transit nodes
- Open space, parks, schools, services
- Urban block patterns and sizes – highly pedestrian

**Traditional Neighborhood Area Type 1:**
The intent of this type is to promote residential neighborhoods that can support more housing density, price points and housing types. These neighborhoods are to be highly walkable and include public spaces and local destinations.

- Medium to high density, compact and walkable
- Variety of housing types and price points
- Single family homes, townhouses and multifamily
- Open space, parks, schools, services, neighborhood retail, small scale employment, small office and institutions
- Connected / gridded streets, and greenways
- Walkable block patterns and sizes
- Complete streets design with narrow traffic lanes, sidewalks, street trees, and walkable block sizes
- Traditional neighborhood designs
- Low impact development principles

**Traditional Neighborhood Area Type 2:**
The intent of this type is to promote medium to low density residential neighborhoods that can support more housing price points and housing types within walkable neighborhoods. These neighborhoods are to be highly walkable and include public spaces and local destinations.

- Low to medium density, compact, and walkable
- Variety of home types and prices
- Primarily single family with some medium density townhouses and multifamily
- Open space, parks and amenities provided
- Connected internal streets and greenways with limited use of cul de sacs
- Traditional neighborhood designs
- Residential street designs with sidewalks and street trees
- Low impact development principles
- Rural neighborhoods and environmental conservation

**Low Density Rural Area:**
The intention of this type is to promote settlement patterns, use of land and architecture that support rural ways of life, qualities and sense of place.

- Very low to low density
- Clustered homes, estate lots, and farmsteads
• Primarily single family on large rural lots (5 acres)
• Use of majority of land for agriculture or conservation purposes
• Rural streets
• Greenways and trails along environmental buffers
• Low impact development principles
• Rural character
• Environmental conservation also allowed

**Corridor Commercial Area:**
The intent of this type is to promote the development and redevelopment of these key commercial corridors so that they create attractive gateways into the City, promote employment, provide economic development, and create a pattern that is more mixed use and multimodal than traditional strip shopping centers.

• Employment uses of all types including light industrial, office, and commercial businesses
• Regional retail and commercial business uses
• Townhouses and multifamily
• Institutions
• Open space, parks, schools, services
• Density and character tied to underlying or adjacent land use character
• Street oriented commercial and mixed-use buildings
• Parking in rear of buildings
• Connected parking lots to provide circulation options
• Transit stops and nodes
• Pedestrian and bike facilities
• Streetscape and gateway elements
The major roadways that provide access into downtown are important to Bristol’s image, character and economy. Creating plans for key transportation corridors will allow them to evolve into assets, better serve multiple modes of transportation, enhance walkability, and better promote Bristol’s image and character.

Across the country, arterial roadways that were developed with strip commercial and large car friendly roadways are being converted into multimodal, mixed-use corridors that offer better urban design, image, and character.

Key corridors such as Volunteer Parkway and West State Street should be master planned to promote complete street design with multiple modes of transportation. Creating masterplans will refresh their economic potential and provide support for a more diverse mix of land uses. They will also look towards further developing the character of these important entrances into downtown and advance their potential as multimodal and transit oriented corridors.

Additionally, the major rural roadways that surround and provide access into town should be planned as Scenic/Rural Corridors to express a key component of Bristol’s image and character. These corridors should include gateway features, context sensitive landscape and signage. Preserving these roadway corridors by creating master plans with design standards will distinguish them from the more commercially viable corridors and reduce the potential for them to be populated with homogeneous, suburban strip centers.
KEY PLANNING ACTION

Master Plans for neighborhoods that surround downtown

The neighborhoods that surround downtown were mostly developed when sound neighborhood planning was used. They generally have a grid of connected streets, sidewalks, a park, school or other amenities in their center, and they have diverse housing types, sometimes in historic buildings. In cities across the country, there is a resurgence in first tier neighborhoods that are walkable and bikeable to work and shopping. Making it easier for these residents to walk and bike into downtown will help support those businesses.

Nurturing the evolution of these neighborhoods with area planning will help the City’s efforts to: support downtown businesses and revitalization efforts; revitalize the area surrounding downtown; promote diverse housing options; preserve historic homes and character; target the demographics that wants to live close to downtown, such as the millennial generation and retirees; promote walking and biking; encourage infill development and appropriately designed increased housing densities and to be an attractive place to live for future employees.

The master plans for these key neighborhoods will:

- Establish the development direction that respect their history while becoming even more attractive to the marketplace - especially for the younger generations;
- Repair or re-establish infrastructure, such as sidewalks and bike lanes;
- Anticipate the type and location of new development types;
- Establish places for parks or other community services;
- Establish design and development standards for new construction and remodels;
- Consider housing affordability options; and
- Consider property and public infrastructure maintenance.

Most importantly, these master plans will promote the historic character and sense of place already found in these key neighborhoods and build off of their inherent value as diverse, friendly, and dynamic places to live and raise a family.
KEY NEIGHBORHOODS SURROUNDING DOWNTOWN

Downtown Neighborhoods Location Map
One of the things that the citizens of Bristol value highly about their city is its accessible natural environment. This includes its valleys surrounded by steep forested ridges, floodplains, creeks, streams, rivers, lakes, and its rural open spaces. These are precious elements of Bristol’s character and should be treated carefully as plans for future development are made.

Future plans, codes, ordinances, and policies related to planning for growth should reinforce and support these environmental assets. New development areas should be directed where it is suitable to build and where it will minimize and harm to the natural or rural environment. One of the first steps is to make these features part of the mapping that defines the City’s land use plans and patterns so that they are made visible and important. A second step is to determine what the appropriate development technique is within or adjacent to these environmentally important areas and to codify that effectively. Preserving Bristol’s natural environment while developing more compactly will enable Bristol’s sense of place to remain for generations.

**KEY PLANNING ACTION**

Preserve environmentally important features and landscapes

*Guardian by April Simcox*
IMPORTANT ENVIRONMENTAL FRAMEWORK

The Rural and Natural Environment

Flood Zones

PARKWAY

Source: City of Bristol (TN) GIS, December 2017

LEGEND

The Rural and Natural Environment

Parks, Existing Agriculture, Prime Farmland

VOLUNTEER PARKWAY

Source: City of Bristol (TN) GIS, USDA Soil Survey and Data. December 2017

Bristol City Parks

Prime Farmland

Existing Farm or Agricultural Land

City Limits

Urban Growth Boundary

LEGEND

The Rural and Natural Environment

Steep Slopes

VOLUNTEER PARKWAY

Source: City of Bristol (TN) GIS, December 2017

LEGEND

Slope above 35%
Flood Zone
River, Stream or Lake
Prime Farmland
City Limits
Urban Growth Boundary
Creating dynamic walkable centers is something that the community desires. This will enable efforts to enhance pedestrian orientation, enhance economic development and aid in the preservation of the natural environment. Consolidating a mix of uses into activity centers of various scales and sizes will establish destinations along major transportation routes, take advantage of existing and planned investments, and anchor new areas of growth. They will also support a planning concept of “town and country” where the rural parts of town remain rural and uncluttered, with commercial nodes of various sizes populating key crossroads and intersections.

Future planning should consider, promote and codify the following use centers: Commercial Mixed Use centers, such as at Volunteer Parkway, that consider walkable retail and higher density housing options; Entertainment Mixed Use centers, such as at Bristol Motor Speedway that expand entertainment and destination potential; Employment Mixed Use centers such as adjacent to The Pinnacle and Technology Park that offer expansion of employment uses, commercial, institutional, retail and higher density residential uses; neighborhood scaled commercial uses at key nodes as identified on the following pages.
LOCATIONS FOR ACTIVITY CENTERS

STRATEGIC PLANNING AREAS OVERLAY

- VILLAGE COMMERCIAL MIXED USE AREA
- TRADITIONAL NEIGHBORHOOD AREA TYPE 1
- TRADITIONAL NEIGHBORHOOD AREA TYPE 2
- LOW DENSITY RURAL AREA
- CORRIDOR COMMERCIAL AREA
- EMPLOYMENT MIXED USE
- ENTERTAINMENT MIXED USE
- COMMERCIAL MIXED USE
- NEIGHBORHOOD COMMERCIAL
- RURAL CROSSROADS CENTERS
KEY PLANNING ACTION
Support existing neighborhoods with accessible City services, parks, healthy food options and transit

Many of the neighborhoods located in rural areas or away from Downtown or major transportation corridors lack easy access to parks, schools, health care, food choices, and basic services. This is compounded by the reality that many of the people that live in these areas have limited access to vehicles. As these areas grow in population, or as master plans, policies, and codes are created, these areas should accommodate basic services located at convenient locations accessible by multiple modes of travel, including walking, biking, and transit.
Community Services include provisions for parks, government, education, daycare, police and fire, health care, etc. Ideally they will be located within walking distance of homes.
**KEY PLANNING ACTION**
Enhance neighborhood connections to parks and natural open spaces with trails and greenways

More and more people are choosing places to live based on the extent and quality of trails, bikeways, greenways and sidewalks. People also value being able to access nature easily. Creating stronger links between the neighborhoods that surround downtown and the open spaces of the city will add to their market value and raise their quality of life.

As part of moving forward with sidewalk, trail and greenways, planning for more trail connections that link the neighborhoods that surround downtown into the natural open space network will enhance their living experience and marketability.

The Bicycle and Pedestrian Plan describes an extensive framework of infrastructure. Increasing the number of connections will bring nature closer to the residents and provide a vital link between neighborhood and nature. Finally, it will enable people to access the open spaces without having to use their car to get to them.

As discussed in Chapter 4, the Comprehensive Trails and Greenways Masterplan will provide prioritization for projects based on safety and connectivity elements. Acting on identified greenway projects will enhance neighborhood connections to parks and open space.

*Figure 7-1 BICYCLE ROUTES MAP SHOWING PROPOSED IMPLEMENTATION SCHEDULE May 2008*

*The Bicycle and Pedestrian Plan shows locations for citywide bike/pedestrian infrastructure. Additional linkages into the City’s natural environment will support this framework.*
The topography and associated open space that surrounds the downtown neighborhoods create the potential to establish trail connections for recreation and easy access to the outdoors.

LEGEND

CONCEPTUAL LOCATIONS FOR HIKING TRAIL ACCESS / TRAIL HEADS FROM NEIGHBORHOODS

GENERAL LOCATION OF BIKE ROUTES FROM BICYCLE AND PEDESTRIAN PLAN

LINK DOWNTOWN NEIGHBORHOODS TO NATURAL OPEN SPACES
CHAPTER 10
IMPLEMENTATION
IMPLEMENTATION PLAN

The Bristol Becomes Comprehensive Plan conveys a course of actions derived through an interactive planning process that engaged the community, to help ensure that Bristol maintains and promotes its high quality of life, unique landscape, access to nature, history, culture, and expanded economic opportunities. To realize this vision, the City’s departments, leadership and citizens need to act on the plan and hold each other accountable to provide necessary support, funding, staffing, collaboration, and shared commitment. Doing so will enable the City to realize its vision and manage its evolution toward a more viable and sustainable future.

Each of the goals, strategies, and actions included in this document have been determined, through the community engagement process, to be important for the City to achieve its vision and better manage its future. For it to be effective, the Comprehensive Plan should be referred to often and managed so that it accomplishes what it sets out to do.

The Action Plan Matrix that follows focuses on tasks, derived from the process, that will initiate the process to achieve the vision articulated within The Plan. It describes plans and policies to be created, near, mid and long-term actions, and the identification of departmental responsibilities.

The Action Plan Matrix should be viewed as a high-level tool that provides broad guidance. It is also a long-term plan that will span several election and economic cycles. To this end, it allows those in charge of it’s execution to determine appropriate courses of action to achieve its implementation based on current best practices, staffing, funding, the nature of the task and current conditions. Given their complexity, many of the goals and strategies will require additional actions, prioritization, planning, community involvement, and funding as well as ongoing review and evaluation.

The key to ensuring successful implementation is establishing an effective management plan that fits with the culture, processes and staffing availability of the departments or agency accountable for each action. The first steps include establishing a yearly review of short, medium and long term priorities. This is to create work plans, identify responsibilities, identify partnerships, determine the time frame for completion, and establish necessary funding.

Like many other communities throughout Tennessee and the United States, Bristol does not have all of the funding and needed resources to fulfill all of the Goals, Strategies and Actions outlined within The Plan all at once. Obtaining the required funding and resources needed will require ongoing effort and creativity. However, by adopting the Plan, created in collaboration with its citizenry, Bristol can begin the process to realize its vision of the future.

STEPS TO INITIATE IMPLEMENTATION OF THE PLAN:

• Once adopted, display The Plan where it is easily accessible for day to day use.
• Act on any outstanding items that have not been accomplished from previous plans.
• Conduct necessary educational discussions and create alignment between Staff, Departments, Planning Commission and City Council with the recommendations of the Comprehensive Plan.
• Advance the Action Plan by creating work plans, schedules, and responsibilities.
• Coordinate The Plan with Capital Improvement Plans (CIP)
• Coordinate the Action Plan with existing plans and studies or ones currently being created.
• Identify “low-hanging fruit” to enable items to be more readily implemented to establish momentum.
• Regularly review priorities for short, medium, and long-term actions based on yearly financial capabilities, the emergence of opportunities and ongoing community support.
• Manage the execution of the Action Plan by establishing a single point of contact who will oversee its implementation and identify key leaders from every department to champion it.
• Evaluate the Plan every 3 years and update it every 5 years.
• Utilize current sources of revenue and consider innovative revenue sources that are appropriate.
• As further described in the Comprehensive Plan, regularly assess how the City delivers it’s services and general operational efficiency to inform the CIP and the City’s budget.
• Ensure that ongoing maintenance needs for parks, facilities, infrastructure, stormwater or other, are adequately staffed and funded to achieve desired levels of maintenance practices.
• Seek and leverage beneficial partnerships to support accomplishing the vision, goals, strategies and actions of the Plan.
• Work collaboratively with property owners and developers within the areas targeted for future growth, as described on the Future Land Use Plan, to facilitate the implementation of developments, parks and infrastructure that support the vision of Bristol, Tennessee.
POTENTIAL OPTIONS FOR FUNDING
Bristol will continue to use a variety of methods to fund future efforts based on culture, the realities of achievable revenue, funding capability, state law, need, and desire. The following list provides some general and common sources of funds that the City might utilize:

- Municipal Property Taxes
- Municipal Sales Taxes
- Municipal Hotel / Motel Taxes
- Temporary Campground Taxes
- Vehicle Taxes
- Utility User Charges (rates)
- Stormwater Utility Fees
- Business License Fees
- Utility Impact and Connection Fees
- Fees In Lieu of Development (parks and sidewalks)
- Permitting Fees (building and development)
- Tax Increment Financing (TIF)
- Revenue and General Obligation Bonds
- State and Federal Grant Funding

COORDINATION WITH THE CIP
Implementing the Comprehensive Plan in coordination with the Capital Improvement Plan (CIP) will help the City to balance decision making around prioritizing investment and expenditures, land use and growth management policies, economic development strategies, housing policies, delivery of services, infrastructure development, and shared commitment and focus.

Funding types and sources will evolve over time based on state law, politics, practicality, culture, or other reasons. Each update to the CIP should evaluate the types of acceptable funding available to assist with ongoing funding needs.
The following matrix provides a tool to monitor progress on achieving the Actions associated with the Comprehensive Plan and should act as the City’s “playbook” and be referred to regularly as each department establishes its work plans for the year:
CHAPTER 3 GOALS

A LIVABLE BUILT ENVIRONMENT
## CHAPTER 3: A LIVABLE BUILT ENVIRONMENT

### GOALS THAT ARE UNDERWAY

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Action Summary</th>
<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider implementing parking strategies included in the Downtown Bristol Development Strategy.</td>
<td></td>
<td></td>
<td>3.1.1</td>
</tr>
<tr>
<td>Use technology, parking wayfinding, and reasonable pricing policies to encourage more efficient use of existing and future parking spaces.</td>
<td></td>
<td></td>
<td>3.1.4</td>
</tr>
<tr>
<td>Encourage the development of carefully designed parking opportunities to meet parking needs in an attractive and efficient manner.</td>
<td></td>
<td></td>
<td>3.1.6</td>
</tr>
<tr>
<td>Act upon the 2040 Long Range Transportation Plan.</td>
<td></td>
<td></td>
<td>3.2.1</td>
</tr>
<tr>
<td>Implement the &quot;North – South Connector between West State Street and Volunteer Parkway.</td>
<td></td>
<td></td>
<td>3.2.2</td>
</tr>
<tr>
<td>Create funding and implement the recommendations of the Comprehensive Trails and Greenways Master Plan.</td>
<td></td>
<td></td>
<td>3.2.3</td>
</tr>
<tr>
<td>Repair sidewalks and eliminate sidewalk gaps in existing neighborhoods and meet ADA/Universal Access standards.</td>
<td></td>
<td></td>
<td>3.2.8</td>
</tr>
<tr>
<td>Create design guidelines, standards and/or form based codes for each historic neighborhood that reinforce the character of the neighborhoods and promote urban design quality while also promoting diversity and a wide range of options and price points.</td>
<td></td>
<td></td>
<td>3.3.2</td>
</tr>
<tr>
<td>Consider the enactment of historic zoning and the creation of design standards that protect the historic downtown and historic neighborhoods.</td>
<td></td>
<td></td>
<td>3.3.13</td>
</tr>
<tr>
<td>Continue to support the stewardship and preservation of historic properties and neighborhoods.</td>
<td></td>
<td></td>
<td>3.4.1</td>
</tr>
<tr>
<td>Consider establishment of historic zoning and design standards.</td>
<td></td>
<td></td>
<td>3.4.2</td>
</tr>
<tr>
<td>Continue support For Believe in Bristol’s Art and Entertainment Committee for downtown to expand activities an promotions.</td>
<td></td>
<td></td>
<td>3.4.4</td>
</tr>
<tr>
<td>Continue to foster partnerships with arts and cultural institutions to elevate artful activities.</td>
<td></td>
<td></td>
<td>3.4.6</td>
</tr>
<tr>
<td>Support and act on the recommendations of the Downtown Bristol Development Strategy.</td>
<td></td>
<td></td>
<td>3.5.2</td>
</tr>
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</table>
### Chapter 3: A Livable Built Environment

#### Goals That Are Underway Continued

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Action Summary</th>
<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare aesthetic design standards and guidelines for downtown development / redevelopment.</td>
<td></td>
<td></td>
<td>3.5.3</td>
</tr>
<tr>
<td>Upgrade the signage and wayfinding program to highly visible “artful” signage of various types that expresses the City’s brand and reflects the City’s history and culture.</td>
<td></td>
<td></td>
<td>3.5.8</td>
</tr>
<tr>
<td>Promote the development of new hotels in renovated buildings or new buildings to encourage more pedestrian life and more opportunities for Downtown businesses.</td>
<td></td>
<td></td>
<td>3.5.10</td>
</tr>
<tr>
<td>Establish aesthetic design standards and guidelines, on private and public buildings through grants and incentives.</td>
<td></td>
<td></td>
<td>3.5.13</td>
</tr>
<tr>
<td>Support the Birthplace of Country Music And Bristol Rhythm and Roots Reunion Music Festivals. Continue to grow Downtown events such as Border Bash, PUSH!, Film Festival and Sounds of Summer Concert Series.</td>
<td></td>
<td></td>
<td>3.5.14</td>
</tr>
<tr>
<td>Continue to explore closing portions of downtown streets and alleys, as well as expanding sidewalks.</td>
<td></td>
<td></td>
<td>3.5.17</td>
</tr>
<tr>
<td>Ensure that water and sewer infrastructure is available to service new development and encourage development where infrastructure already exists.</td>
<td></td>
<td></td>
<td>3.6.5</td>
</tr>
</tbody>
</table>
## Chapter 3: A Livable Built Environment

### Short-Term Goals

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Action Summary</th>
<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and revise parking regulations and requirements to reflect current best practices and create appropriate standards for areas outside Downtown.</td>
<td></td>
<td></td>
<td>3.1.2</td>
</tr>
<tr>
<td>Promote and establish shared parking arrangements. Shared parking is a concept that encourages multiple tenants or businesses who do not have overlapping parking needs to share a pool of parking spaces.</td>
<td></td>
<td></td>
<td>3.1.3</td>
</tr>
<tr>
<td>Promote transit opportunities Citywide to enable more people to get to work, Downtown, basic services, recreational opportunities, the Pinnacle, Hospital, Bristol Motor Speedway, and to under-served neighborhoods.</td>
<td></td>
<td></td>
<td>3.2.4</td>
</tr>
<tr>
<td>Work with TDOT to incorporate adequately dimensioned sidewalks, appropriately designed tree lawns, street trees, bike lanes, crosswalks and/or bulb outs or crossing infrastructure to State routes and that currently lack these facilities.</td>
<td></td>
<td></td>
<td>3.2.10</td>
</tr>
<tr>
<td>Create Small Area Plans for each historic neighborhood that address housing types, a complimentary mix of uses, the provision of public spaces and services, complete streets, urban design quality, preservation of character, etc.</td>
<td></td>
<td></td>
<td>3.3.1</td>
</tr>
<tr>
<td>Improve the pedestrian and bicycle links between the neighborhoods and downtown by addressing street crossings, sidewalks, signalization, etc.</td>
<td></td>
<td></td>
<td>3.3.4</td>
</tr>
<tr>
<td>Evaluate and update property maintenance standards as needing to ensure that older and/or vacant properties are maintained to an acceptable standard to ensure neighborhood investment.</td>
<td></td>
<td></td>
<td>3.3.10</td>
</tr>
<tr>
<td>Promote the creation of more neighborhood associations to help enforce design and maintenance requirements.</td>
<td></td>
<td></td>
<td>3.3.12</td>
</tr>
<tr>
<td>Create a Public Art / Cultural Master Plan that describes how the City can best promote, support, fund and locate public art throughout the City.</td>
<td></td>
<td></td>
<td>3.4.3</td>
</tr>
</tbody>
</table>
### CHAPTER 3: A LIVABLE BUILT ENVIRONMENT

#### SHORT-TERM GOALS CONTINUED

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Action Summary</th>
<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support opportunities for the creative sector to affordably live, work, and share their work.</td>
<td></td>
<td></td>
<td>3.4.7</td>
</tr>
<tr>
<td>Create incentives and zone for affordable artist work spaces, such as in renovated industrial buildings downtown or in purchased houses in the neighborhoods that surround downtown. As part of this, integrate a requirement for the artist to perform or create art works for the community’s benefit.</td>
<td></td>
<td></td>
<td>3.4.8</td>
</tr>
<tr>
<td>Create a Downtown Public Space Master Plan in support of the Downtown Bristol Development Strategy, to maintain downtown sidewalks, streets and public spaces, and create a fresh look and give additional opportunities for events and pedestrian activities.</td>
<td></td>
<td></td>
<td>3.5.1</td>
</tr>
<tr>
<td>Create lively spaces at street corners, along the street and in gathering areas that enable gathering and small performance.</td>
<td></td>
<td></td>
<td>3.5.5</td>
</tr>
<tr>
<td>Promote transparency between the ground floor and the street with cafes and gathering spaces and eliminate tinted windows and other barriers to transparency, so that there is more engagement happening on the sidewalk.</td>
<td></td>
<td></td>
<td>3.5.6</td>
</tr>
<tr>
<td>Promote the conversion of existing vacant buildings into uses such as manufacturing space, maker space, offices, artist’s lofts, mixed use, etc, that create vitality and promote a round the clock active lifestyle.</td>
<td></td>
<td></td>
<td>3.5.11</td>
</tr>
<tr>
<td>Promote a strong year-round music scene by partnering with others on key strategies to grow and strengthen our music economy, such as writing music friendly policies, dedicating a music office, and creating a music advisory board.</td>
<td></td>
<td></td>
<td>3.5.15</td>
</tr>
<tr>
<td>Encourage livable community principles and quality of life goals.</td>
<td></td>
<td></td>
<td>3.6.6</td>
</tr>
<tr>
<td>Encourage the development of a modern food hall which focuses on local culture, food and agriculture, entrepreneurship, and restaurants.</td>
<td></td>
<td></td>
<td>3.6.8</td>
</tr>
</tbody>
</table>
### CHAPTER 3: A LIVABLE BUILT ENVIRONMENT

#### MID-TERM GOALS

<table>
<thead>
<tr>
<th>Action Item</th>
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<tbody>
<tr>
<td>In areas with high parking occupancy, use transportation demand management (TDM) strategies and policies to reduce travel demand, or to redistribute this demand in space or in time to seek better management of existing parking spaces.</td>
<td></td>
<td></td>
<td>3.1.5</td>
</tr>
<tr>
<td>Promote walkability and bikeability Citywide through the development of complete streets and alternative paths as well as through the requirement for new developments or redevelopments to construct complete streets.</td>
<td></td>
<td></td>
<td>3.2.5</td>
</tr>
<tr>
<td>Create corridor plans for the major entrances into downtown, such as Bluff City Highway, West State Street, and Volunteer Parkway, to improve the urban design quality, provide multimodal connectivity, promote better access management, promote &quot;complete streets&quot;, provide powerful streetscape elements and artful signage and wayfinding that enhance their image.</td>
<td></td>
<td></td>
<td>3.2.9</td>
</tr>
<tr>
<td>Support broad housing choice and affordability by encouraging and providing incentives for the development of diverse housing types and densities.</td>
<td></td>
<td></td>
<td>3.3.3</td>
</tr>
<tr>
<td>Encourage appropriately designed higher density housing, especially adjacent and within the downtown core and along commercial corridors, where advantageous to do so.</td>
<td></td>
<td></td>
<td>3.3.5</td>
</tr>
<tr>
<td>Encourage neighborhood retail at key locations to address food deserts and to encourage walkability.</td>
<td></td>
<td></td>
<td>3.3.6</td>
</tr>
<tr>
<td>Encourage small offices and other uses that would further support walkability.</td>
<td></td>
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<td>3.3.7</td>
</tr>
<tr>
<td>Renovate parks and public spaces as needed to ensure that they are meeting the needs of the neighborhood residents and offer an attractive image.</td>
<td></td>
<td></td>
<td>3.3.9</td>
</tr>
<tr>
<td>Commit and create the funding for higher maintenance and repair of City property including streets, sidewalks, City owned lots and public spaces.</td>
<td></td>
<td></td>
<td>3.3.11</td>
</tr>
<tr>
<td>Establish a &quot;Percent for Art&quot; program for new construction to integrate art into the design of public improvements.</td>
<td></td>
<td></td>
<td>3.4.5</td>
</tr>
<tr>
<td>Connect the design themes of public spaces with the City’s music heritage, arts and culture.</td>
<td></td>
<td></td>
<td>3.5.4</td>
</tr>
<tr>
<td>Renovate the existing farmers market area site into a flexible use site, updated market, City park and concert venue by simplifying the landscape and hardscape, reorganizing the parking and creating more flexible space.</td>
<td></td>
<td></td>
<td>3.5.7</td>
</tr>
</tbody>
</table>
### CHAPTER 3: A LIVABLE BUILT ENVIRONMENT

#### MID-TERM GOALS CONTINUED

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Create a regional venue <em>Downtown</em> for larger sized events and concerts.</td>
<td></td>
<td></td>
<td>3.5.9</td>
</tr>
<tr>
<td>Create plans to redevelop / renovate the existing municipal buildings to create a more attractive and engaging space for the community. Link the master plan of this site with the master plan for the farmers market site so that they together create a palpable civic core for Bristol, Tennessee.</td>
<td></td>
<td></td>
<td>3.5.12</td>
</tr>
<tr>
<td>Commit to development principles that incorporate mixed use, pedestrian oriented development and walkable development principles, by creating a comprehensive development code.</td>
<td></td>
<td></td>
<td>3.6.1</td>
</tr>
<tr>
<td>Encourage street and greenway connectivity between neighborhoods.</td>
<td></td>
<td></td>
<td>3.6.3</td>
</tr>
<tr>
<td>Promote and encourage usable parks and open spaces within walking distance in each new neighborhood.</td>
<td></td>
<td></td>
<td>3.6.4</td>
</tr>
</tbody>
</table>
### Action Item Responsibility Action Summary Ref. No.

<table>
<thead>
<tr>
<th>Action Item</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Audit existing City streets and street design requirements against complete streets principles and make plans to upgrade non-compliant streets, as appropriate, to include traffic calming, access management, bike facilities, sidewalks, enhanced crosswalks, street trees, etc.</td>
<td></td>
<td></td>
<td>3.2.6</td>
</tr>
<tr>
<td>Create new street cross sections that exemplify complete streets and require the construction of complete streets for new streets Citywide – both public and private.</td>
<td></td>
<td></td>
<td>3.2.7</td>
</tr>
<tr>
<td>Consider options for unique transportation to serve Downtown such as a downtown trolley.</td>
<td></td>
<td></td>
<td>3.2.12</td>
</tr>
<tr>
<td>Renovate streets, sidewalks, and streetscapes to a design standard that ensures ADA accessibility and creates and attractive street environment that will support economic development and ongoing redevelopment of the neighborhoods.</td>
<td></td>
<td></td>
<td>3.3.8</td>
</tr>
<tr>
<td>Mitigate the visual impact of large surface parking areas (both public and private) by encouraging the planting of trees within some of the parking spaces, creating visual screening, and using interesting materials so that they look and feel more like public spaces and less like large expanses of asphalt, while still maintaining a safe environment.</td>
<td></td>
<td></td>
<td>3.5.16</td>
</tr>
<tr>
<td>Develop an interactive water feature within the vicinity of downtown.</td>
<td></td>
<td></td>
<td>3.5.19</td>
</tr>
<tr>
<td>Create aesthetic design guidelines and standards for all land use types that exemplify context sensitivity and appropriate quality.</td>
<td></td>
<td></td>
<td>3.6.2</td>
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</tbody>
</table>
CHAPTER 4 GOALS

HARMONY WITH NATURE AND THE OUTDOORS
### CHAPTER 4: HARMONY WITH NATURE AND THE OUTDOORS

#### GOALS THAT ARE UNDERWAY

<table>
<thead>
<tr>
<th>Action Item</th>
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<tbody>
<tr>
<td>Continue to improve flood preparedness and mitigate flood risk through the City's participation in the Community Rating System</td>
<td></td>
<td></td>
<td>4.2.7</td>
</tr>
<tr>
<td>Act upon the 2014 Comprehensive Parks and Recreation Plan and implement its recommendations.</td>
<td></td>
<td></td>
<td>4.4.1</td>
</tr>
<tr>
<td>Continue to implement best management practices (BMPs) for park maintenance and operations.</td>
<td></td>
<td></td>
<td>4.4.2</td>
</tr>
<tr>
<td>Look for opportunities to provide naturalized stormwater and native plants within parks and open spaces and on City owned property.</td>
<td></td>
<td></td>
<td>4.4.3</td>
</tr>
<tr>
<td>Continue to look for ways to expand acreage of existing parks.</td>
<td></td>
<td></td>
<td>4.4.8</td>
</tr>
<tr>
<td>Enhance and maintain the trails within Steele Creek Park and market this 25 miles of hiking and biking asset.</td>
<td></td>
<td></td>
<td>4.4.9</td>
</tr>
</tbody>
</table>
### SHORT-TERM GOALS

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Promote agricultural tourism, programs, events and promotional concepts to provide support for local farmers to increase the opportunity for existing farms to support themselves economically.</td>
<td></td>
<td></td>
<td>4.1.3</td>
</tr>
<tr>
<td>Promote the Smart Yard program of the University of Tennessee Institute of Agriculture to encourage private property owners to protect state waterways by planting in harmony with Tennessee’s native flora, soil and topography.</td>
<td></td>
<td></td>
<td>4.2.4</td>
</tr>
<tr>
<td>Expand the ‘Tree City’ Citywide tree planting program that encourages private property owners and businesses to plant more trees.</td>
<td></td>
<td></td>
<td>4.2.5</td>
</tr>
<tr>
<td>Educate and encourage residents on the benefits of tree preservation and tree planting on their own properties to stop Citywide tree canopy losses and to encourage a healthier urban forest.</td>
<td></td>
<td></td>
<td>4.2.6</td>
</tr>
<tr>
<td>Ensure that the City’s stormwater management requirements are up to date and represent best practices for low impact development and naturalized stormwater management as well as tailoring these for more urban environments that require different standards.</td>
<td></td>
<td></td>
<td>4.3.2</td>
</tr>
<tr>
<td>Conduct ongoing analysis to make sure that there are adequate sports fields to serve the City.</td>
<td></td>
<td></td>
<td>4.4.7</td>
</tr>
<tr>
<td>Add a new inclusive playground at an additional site.</td>
<td></td>
<td></td>
<td>4.4.12</td>
</tr>
</tbody>
</table>
### CHAPTER 4: HARMONY WITH NATURE AND THE OUTDOORS

#### MID-TERM GOALS

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<tr>
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</tr>
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<tbody>
<tr>
<td>Consider creating tailored development codes and requirements that preserve the rural character and agricultural landscape, while enabling compact and context sensitive developments to occur on appropriate “developable” land.</td>
<td></td>
<td></td>
<td>4.1.2</td>
</tr>
<tr>
<td>Consider mapping areas of productive agriculture, scenic corridors and other important rural or agricultural landscapes to “make visible” within land use plans those areas that could be important to protect and preserve.</td>
<td></td>
<td></td>
<td>4.1.4</td>
</tr>
<tr>
<td>Consider the creation of a scenic corridor plan(s) that maps and creates policies and guidelines to protect the visual quality of important rural corridors that are visible from major roadways.</td>
<td></td>
<td></td>
<td>4.1.5</td>
</tr>
<tr>
<td>Create and implement low impact development regulations that may include naturalized stormwater features, such as rain gardens, landscaped swales and bio-retention areas along roadways and greenways.</td>
<td></td>
<td></td>
<td>4.2.2</td>
</tr>
<tr>
<td>Create an urban forestry master plan for Downtown and the surrounding neighborhoods that promotes native plant materials, bio-diversity and forestry best practices.</td>
<td></td>
<td></td>
<td>4.2.3</td>
</tr>
<tr>
<td>Consider a comprehensive strategy for City vehicles to use more energy efficient, clean vehicles and alternative-fuel vehicles including plug-in hybrid electric vehicles, hybrid electric vehicles, compressed natural gas, bio-diesel, and other platforms as technology evolves.</td>
<td></td>
<td></td>
<td>4.3.4</td>
</tr>
<tr>
<td>Create incentives for business, lessors, homeowners, and renters to improve the energy efficiency of their existing buildings and homes (smart meters).</td>
<td></td>
<td></td>
<td>4.3.5</td>
</tr>
<tr>
<td>Study current consumption rates through the utility billing program to learn more about consumers and then develop realistic programs to reduce waste.</td>
<td></td>
<td></td>
<td>4.3.7</td>
</tr>
<tr>
<td>Fund and grow City supported composting and recycling.</td>
<td></td>
<td></td>
<td>4.3.8</td>
</tr>
<tr>
<td>Develop more pocket and neighborhood-scale parks Citywide within walking distances (1/4 mile) of residences.</td>
<td></td>
<td></td>
<td>4.4.4</td>
</tr>
<tr>
<td>Encourage and allow neighborhood input into the design of parks.</td>
<td></td>
<td></td>
<td>4.4.6</td>
</tr>
<tr>
<td>Continue to expand the recreational opportunities at Steele Creek Park with elements such as a zip line, ropes course, BMX track and mountain bike trails</td>
<td></td>
<td></td>
<td>4.4.10</td>
</tr>
</tbody>
</table>
### CHAPTER 4: HARMONY WITH NATURE AND THE OUTDOORS

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<tbody>
<tr>
<td>Explore ways to promote protection of productive agricultural lands using conservation easements, transfer development rights, purchase of development rights, growth boundaries, and other methods of enabling existing land owners to benefit economically from not selling their land to opportunistic developers.</td>
<td></td>
<td></td>
<td>4.1.1</td>
</tr>
<tr>
<td>Create an educational program that describes the long term economic, cultural and environmental benefits of the development of green infrastructure.</td>
<td></td>
<td></td>
<td>4.2.1</td>
</tr>
<tr>
<td>Explore options and encourage industry accepted Green Building Program(s) and/or environmental rating system(s) or program(s) that require adherence to green building practices.</td>
<td></td>
<td></td>
<td>4.3.1</td>
</tr>
<tr>
<td>Create a Citywide energy ordinance and adopt or upgrade building codes to ensure that new and renovated buildings are more energy efficient.</td>
<td></td>
<td></td>
<td>4.3.3</td>
</tr>
<tr>
<td>Adopt policies for City and public to promote water conservation measures both interior and exterior to the building.</td>
<td></td>
<td></td>
<td>4.3.6</td>
</tr>
<tr>
<td>Encourage ‘water-wise’ techniques for public landscape plantings, which group plants according to their water needs, use native and low-water-use plants, limit turf areas to those needed for practical purposes, use efficient irrigation systems, provide healthy soil and mulching to reduce evaporation.</td>
<td></td>
<td></td>
<td>4.3.9</td>
</tr>
<tr>
<td>As part of greenway planning, ensure that there is an adequate bike lane, bike trail, or greenway connection to all City owned and managed parks and open spaces.</td>
<td></td>
<td></td>
<td>4.4.5</td>
</tr>
<tr>
<td>Upgrade and consolidate sports facilities in the City by constructing a new quad ball field. Old fields can be repurposed for neighborhood parks and practice facilities.</td>
<td></td>
<td></td>
<td>4.4.13</td>
</tr>
</tbody>
</table>
CHAPTER 5 GOALS

FOSTER A RESILIENT ECONOMY
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Formalize policies and programs that support, retain, and/or expand small businesses.</td>
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<td>5.1.1</td>
</tr>
<tr>
<td>Promote innovation and entrepreneurship across all industry sectors.</td>
<td></td>
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<td>5.1.2</td>
</tr>
<tr>
<td>Partner with local and state agencies who offer entrepreneur and small business support programs.</td>
<td></td>
<td></td>
<td>5.1.9</td>
</tr>
<tr>
<td>Host entrepreneur workshops, seminars, and other educational events focused toward small business.</td>
<td></td>
<td></td>
<td>5.1.10</td>
</tr>
<tr>
<td>Maximize the availability of affordable housing subsidies such as HOME Consortium Funds.</td>
<td></td>
<td></td>
<td>5.2.5</td>
</tr>
<tr>
<td>Sustain and strengthen relationship with Bristol Housing.</td>
<td></td>
<td></td>
<td>5.2.10</td>
</tr>
<tr>
<td>Integrate Citywide a program and calendar of events so that there is an ongoing economic impact to the City from regional and national events.</td>
<td></td>
<td></td>
<td>5.4.2</td>
</tr>
<tr>
<td>Identify sites and make plans for a regional event venue.</td>
<td></td>
<td></td>
<td>5.5.1</td>
</tr>
<tr>
<td>Continue to support Downtown events such as Bristol Rhythm and Roots.</td>
<td></td>
<td></td>
<td>5.5.2</td>
</tr>
<tr>
<td>Continue to support and expand upon success of the Birthplace of Country Music and other museums and cultural facilities in downtown Bristol.</td>
<td></td>
<td></td>
<td>5.5.3</td>
</tr>
<tr>
<td>Coordinate efforts to promote History, Heritage, Culture and Entertainment with Bristol, VA.</td>
<td></td>
<td></td>
<td>5.5.4</td>
</tr>
<tr>
<td>Continue to support events at Bristol Motor Speedway.</td>
<td></td>
<td></td>
<td>5.5.8</td>
</tr>
<tr>
<td>Continue to explore options for a new minor league ballpark in proximity to Downtown.</td>
<td></td>
<td></td>
<td>5.5.10</td>
</tr>
<tr>
<td>Increase role of local institutions, and top employers, as key stakeholders in regional economic development planning.</td>
<td></td>
<td></td>
<td>5.6.2</td>
</tr>
<tr>
<td>Continue leveraging post-secondary institutions to connect local employers to recent graduates and current students to provide the type of education needed to support existing and potential employers.</td>
<td></td>
<td></td>
<td>5.6.3</td>
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</tbody>
</table>
### CHAPTER 5: FOSTER A RESILIENT ECONOMY

#### GOALS THAT ARE UNDERWAY CONTINUED

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</tr>
</thead>
<tbody>
<tr>
<td>Identify mismatches in the skills needed by prospective or local employers and those provided by the workforce and leverage local business community and secondary education institutions for industry-specific curriculum development.</td>
<td></td>
<td></td>
<td>5.6.4</td>
</tr>
<tr>
<td>Improve and increase targeted employment and career strategies for emerging, transitional, and existing workforce.</td>
<td></td>
<td></td>
<td>5.6.5</td>
</tr>
<tr>
<td>Maintain appropriate number of “pad ready” sites to support the market.</td>
<td></td>
<td></td>
<td>5.7.1</td>
</tr>
<tr>
<td>Continue to promote the business and industrial parks.</td>
<td></td>
<td></td>
<td>5.7.2</td>
</tr>
<tr>
<td>Continue to provide high levels of maintenance to cleared and graded sites.</td>
<td></td>
<td></td>
<td>5.7.3</td>
</tr>
<tr>
<td>Promote Bristol’s stature as a 10 gigabyte community.</td>
<td></td>
<td></td>
<td>5.8.1</td>
</tr>
<tr>
<td>Have plans in place to extend water and sewer infrastructure where needed to support economic development.</td>
<td></td>
<td></td>
<td>5.8.4</td>
</tr>
<tr>
<td>Identify former commercial, industrial, vacant, or underutilized properties as catalyst sites for redevelopment into jobs creating uses.</td>
<td></td>
<td></td>
<td>5.9.2</td>
</tr>
<tr>
<td>Update the land use plan at a minimum of every five years to ensure industrial and commercial zoning accommodates modern trends in employment and light industry.</td>
<td></td>
<td></td>
<td>5.9.3</td>
</tr>
<tr>
<td>Coordinate Citywide commercial and industrial land use needs with regional economic development planning and initiatives.</td>
<td></td>
<td></td>
<td>5.9.4</td>
</tr>
<tr>
<td>Promote Gty and State incentive programs for development and redevelopment projects.</td>
<td></td>
<td></td>
<td>5.9.5</td>
</tr>
<tr>
<td>Promote Bristol as a world class fly fishing destination in appropriate press.</td>
<td></td>
<td></td>
<td>5.10.1</td>
</tr>
<tr>
<td>Promote Bristol's parks and recreation network.</td>
<td></td>
<td></td>
<td>5.10.2</td>
</tr>
<tr>
<td>Promote Bristol's easy access to a high variety of recreation modes including boating, fishing, biking, hiking, etc.</td>
<td></td>
<td></td>
<td>5.10.3</td>
</tr>
<tr>
<td>Establish/increase and promote events related to outdoor recreation (fishing, boating, biking, etc.)</td>
<td></td>
<td></td>
<td>5.10.4</td>
</tr>
<tr>
<td>Action Item</td>
<td>Responsibility</td>
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</tr>
<tr>
<td>Develop resources that support and promote Bristol’s craft/maker movement.</td>
<td></td>
<td></td>
<td>5.1.3</td>
</tr>
<tr>
<td>Establish business incubators and entrepreneurial ecosystem across all sectors including tourism, retail, manufacturing, art, and technology.</td>
<td></td>
<td></td>
<td>5.1.5</td>
</tr>
<tr>
<td>Better link artists, artisans, craftspeople, and other members of the creative community with small business resources.</td>
<td></td>
<td></td>
<td>5.1.6</td>
</tr>
<tr>
<td>Better link local maker economy with tourism marketing/promotion.</td>
<td></td>
<td></td>
<td>5.1.8</td>
</tr>
<tr>
<td>Pursue measures to make vacant sites or obsolete properties development-ready, including brownfield remediation, land assemblage, utility upgrades, or rezoning for adaptive reuse into new housing that is considered affordable.</td>
<td></td>
<td></td>
<td>5.2.3</td>
</tr>
<tr>
<td>Promote the aspects of Bristol’s quality of life and assets that would make it attractive to a younger audience.</td>
<td></td>
<td></td>
<td>5.3.4</td>
</tr>
<tr>
<td>Focus on attracting and retaining young people with the creation of a millennial advisory group.</td>
<td></td>
<td></td>
<td>5.3.5</td>
</tr>
<tr>
<td>Work with Bristol Motor Speedway on a market based Area Plan for land surrounding the Speedway.</td>
<td></td>
<td></td>
<td>5.4.1</td>
</tr>
<tr>
<td>Explore potential for additional festivals which compliment but do not compete with existing events.</td>
<td></td>
<td></td>
<td>5.5.9</td>
</tr>
<tr>
<td>Support and expand comprehensive workforce development, training, and apprenticeship programs across all industry sectors.</td>
<td></td>
<td></td>
<td>5.6.1</td>
</tr>
<tr>
<td>Continue to look for public/private partnerships to participate in the development of higher education and advanced technical training facilities to support CTE/STEM dual enrollment opportunities.</td>
<td></td>
<td></td>
<td>5.6.6</td>
</tr>
<tr>
<td>Celebrate and promote Bristol’s quality of life, history, access to outdoors and culture as major City assets and ensure that programs, systems, and infrastructure is in place to support these.</td>
<td></td>
<td></td>
<td>5.8.3</td>
</tr>
<tr>
<td>Link employment parks outside of downtown with convenient transit services.</td>
<td></td>
<td></td>
<td>9.1</td>
</tr>
</tbody>
</table>
# Chapter 5: Foster a Resilient Economy

## Mid-Term Goals

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Action Summary</th>
<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support small-scale durable goods manufacturing.</td>
<td></td>
<td></td>
<td>5.1.4</td>
</tr>
<tr>
<td>Reposition obsolete commercial and industrial properties for maker industry uses.</td>
<td></td>
<td></td>
<td>.1.7</td>
</tr>
<tr>
<td>Promote zoning policies to increase density appropriately Citywide, particularly in residential neighborhoods that surround and are within walking distance of Downtown.</td>
<td></td>
<td></td>
<td>5.2.1</td>
</tr>
<tr>
<td>Encourage developers to consider a mix of housing types and price ranges that cater to a broad market in new developments.</td>
<td></td>
<td></td>
<td>5.2.2</td>
</tr>
<tr>
<td>Promote &quot;affordability by design&quot; principles through zoning flexibility, technical assistance, fast tracking permits, etc. Housing affordability by design is about designing and building adaptable, durable, functional, resource-efficient and cost-effective housing.</td>
<td></td>
<td></td>
<td>5.2.4</td>
</tr>
<tr>
<td>Explore innovative financing, partnerships, and development programs that leverage private development to increase housing options.</td>
<td></td>
<td></td>
<td>5.2.8</td>
</tr>
<tr>
<td>Conduct study into the particular needs and wants of the millennial generation market and how best to keep and attract them to Bristol.</td>
<td></td>
<td></td>
<td>5.3.1</td>
</tr>
<tr>
<td>Conduct Citywide survey of existing resident younger demographic to determine what would make Bristol more attractive for them to stay or return.</td>
<td></td>
<td></td>
<td>5.3.2</td>
</tr>
<tr>
<td>Develop a youth focused event to celebrate young people in the community such as a Youth Day Parade or Festival.</td>
<td></td>
<td></td>
<td>5.3.6</td>
</tr>
<tr>
<td>Infuse music and history into the design and experience of the public realm including streetscapes, parks, plazas, public buildings.</td>
<td></td>
<td></td>
<td>5.5.5</td>
</tr>
<tr>
<td>Create partnerships to increase the nurturing and evolution of the music industry as a significant component of Bristol’s economic development planning.</td>
<td></td>
<td></td>
<td>5.5.6</td>
</tr>
<tr>
<td>Develop a small area plan for the commercial area east of downtown between the Bristol sign and Fairmount Neighborhood</td>
<td></td>
<td></td>
<td>3.5.18</td>
</tr>
<tr>
<td>Develop innovation districts to focus new industries to specific parts of the City to create critical mass, business to business adjacency and branding.</td>
<td></td>
<td></td>
<td>5.8.2</td>
</tr>
</tbody>
</table>
## CHAPTER 5: FOSTER A RESILIENT ECONOMY

### LONG-TERM GOALS

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>Explore impediments to the production of affordable housing units and consider ammending regulations to further encourage the development of affordable housing.</td>
<td></td>
<td></td>
<td>5.2.6</td>
</tr>
<tr>
<td>Create or expand incentive programs that encourage affordable housing development.</td>
<td></td>
<td></td>
<td>5.2.7</td>
</tr>
<tr>
<td>Create design and development standards for low, middle and high end housing to guide compatibility with the existing neighborhood, and expand Missing Middle housing options.</td>
<td></td>
<td></td>
<td>5.2.9</td>
</tr>
<tr>
<td>Consider making this a priority within city planning and establish a position or task force to create programs, establish funding and monitor the growth of younger demographic.</td>
<td></td>
<td></td>
<td>5.3.3</td>
</tr>
<tr>
<td>Act on the recommendations of the Event Center Feasibility Study.</td>
<td></td>
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<td>5.5.7</td>
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</tbody>
</table>
CHAPTER 6 GOALS

INTENTIONALLY FAIR AND OPEN
### GOALS THAT ARE UNDERWAY

<table>
<thead>
<tr>
<th>Action Item</th>
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</thead>
<tbody>
<tr>
<td>Collaborate with community partners on a potential Day Center for homeless individuals and low income families.</td>
<td></td>
<td></td>
<td>6.1.1</td>
</tr>
<tr>
<td>Partner with agencies to establish systems and services to assist persons in moving quickly from homelessness back into the community using the rapid rehousing policies and guidelines as recommended by the National Alliance to End Homelessness.</td>
<td></td>
<td></td>
<td>6.1.2</td>
</tr>
<tr>
<td>Partner with agencies to develop an even more robust community based approach to addiction with a focus on a sixstep plan and a collaborative community effort that includes: prevention, protection/harm reduction, treatment, support/recovery, supply reduction, and advocacy.</td>
<td></td>
<td></td>
<td>6.3.1</td>
</tr>
<tr>
<td>Build a community story with public data and maps that show areas in the City that need attention and support services so that they become more likely to be acted upon.</td>
<td></td>
<td></td>
<td>6.3.2</td>
</tr>
<tr>
<td>Complete an assessment of the future needs of the City’s senior population.</td>
<td></td>
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<td>6.4.1</td>
</tr>
<tr>
<td>Act on the recommendations of the 2017 School Facilities Study.</td>
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<td>6.6.1</td>
</tr>
<tr>
<td>Utilize federal funding to help low and moderately-low income families with housing rehabilitation and construction costs.</td>
<td></td>
<td></td>
<td>6.7.1</td>
</tr>
<tr>
<td>Partner with agencies such as Northwest Tennessee Affordable Housing Coalition, Appalachian Service Project, Holston Habitat for Humanity, First Tennessee Development District and others to rehabilitate and re-construct low-income family homes.</td>
<td></td>
<td></td>
<td>6.7.2</td>
</tr>
<tr>
<td>Explore case studies for the creative re-use of obsolete school facilities. Such studies could include the conversion of the Rosemont School on Broad Street into a community or senior center.</td>
<td></td>
<td></td>
<td>6.7.3</td>
</tr>
</tbody>
</table>
### CHAPTER 6: INTENTIONALLY FAIR AND OPEN

#### SHORT-TERM GOALS

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<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>Create a master plan based on need assessment and best practices, the necessary infrastructure to address the needs of an aging population for items such as access, services, health care and housing.</td>
<td></td>
<td></td>
<td>6.4.2</td>
</tr>
<tr>
<td>Consider the opportunity associated with this demographic by creating the infrastructure needed to promote Bristol as a great place for retirees to live.</td>
<td></td>
<td></td>
<td>6.4.3</td>
</tr>
<tr>
<td>Involve this demographic to complete a survey of preferences to involve the demographic in the process.</td>
<td></td>
<td></td>
<td>6.4.4</td>
</tr>
<tr>
<td>Become a member of the AARP Network of Age-Friendly States and Communities.6</td>
<td></td>
<td></td>
<td>.4.5</td>
</tr>
<tr>
<td>Create transit connections to regional secondary education facilities.</td>
<td></td>
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<td>6.6.2</td>
</tr>
<tr>
<td>Partner with regional universities and institutions to create job training programs.</td>
<td></td>
<td></td>
<td>6.6.6</td>
</tr>
<tr>
<td>Explore case studies for the creative re-use of obsolete school facilities.</td>
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<td>6.6.8</td>
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<td>Action Item</td>
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</tr>
<tr>
<td>Create strategy plans (or Transformation Plans) for neighborhoods with distressed public or HUD-assisted housing focusing on a locally driven approach that draws on the vision and expertise of residents, local leaders and stakeholders such as public housing authorities, City government, schools and school systems, private institutions, amongst others, using Choice Neighborhood guidelines.</td>
<td></td>
<td></td>
<td>6.2.1</td>
</tr>
<tr>
<td>Create a community “dashboard” consisting of current information and mapping that highlights where resources are needed most for those impacted by the epidemic, inform where to drop off unused prescription drugs and promote treatment options such as locating treatment providers, locating pain management options and other health services.</td>
<td></td>
<td></td>
<td>6.3.3</td>
</tr>
<tr>
<td>Establish policies for each identified neighborhood surrounding Downtown to ensure that community services, parks, and other quality of life elements are accommodated to best practices.</td>
<td></td>
<td></td>
<td>6.5.1</td>
</tr>
<tr>
<td>Grow and expand the City’s Neighborhood Grant program.</td>
<td></td>
<td></td>
<td>6.5.3</td>
</tr>
<tr>
<td>Look for ways to support and expand educational opportunities with King University.</td>
<td></td>
<td></td>
<td>6.6.4</td>
</tr>
<tr>
<td>Address the challenges faced by students living in communities of concentrated poverty based on recommendations from the Department of Education Promise Neighborhoods initiative.</td>
<td></td>
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<td>6.6.7</td>
</tr>
<tr>
<td>Action Item</td>
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</tr>
<tr>
<td>Replace distressed public and assisted housing with quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhoods.</td>
<td></td>
<td></td>
<td>6.2.2</td>
</tr>
<tr>
<td>Continue to provide neighborhood opportunities for affordable housing with a housing mobility program. Housing mobility programs give families access to more housing choices, safe neighborhoods, good schools, better jobs and long-term health outcomes.</td>
<td></td>
<td></td>
<td>6.2.3</td>
</tr>
<tr>
<td>Explore locating a public community college, trade school or branch of a university in Bristol.</td>
<td></td>
<td></td>
<td>6.6.3</td>
</tr>
<tr>
<td>Explore locating a city center or a youth day center to provide an engaging, safe place for school age children to use before and after school as well as in the summer and on evenings/ weekends.</td>
<td></td>
<td></td>
<td>6.6.5</td>
</tr>
</tbody>
</table>
CHAPTER 7 GOALS

NURTURE A HEALTHY COMMUNITY
## CHAPTER 7: NURTURE A HEALTHIER COMMUNITY

### GOALS THAT ARE UNDERWAY

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Action Summary</th>
<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage City supported health and wellness programs within City government and private businesses.</td>
<td></td>
<td></td>
<td>7.1.3</td>
</tr>
<tr>
<td>Promote health and wellness activities and programs in parks, open spaces, and recreational facilities.</td>
<td></td>
<td></td>
<td>7.1.6</td>
</tr>
<tr>
<td>Expand the Safe Routes to School program to help battle the childhood obesity epidemic.</td>
<td></td>
<td></td>
<td>7.1.8</td>
</tr>
<tr>
<td>Continue with efforts to elevate a “sense of place” with initiatives such as trauma informed care, a day center, and a senior study.</td>
<td></td>
<td></td>
<td>7.1.9</td>
</tr>
<tr>
<td>Raise public awareness of the nature and seriousness of the issues.</td>
<td></td>
<td></td>
<td>7.4.2</td>
</tr>
<tr>
<td>Use media and outreach to create community awareness, empathy and support for implementing programs.</td>
<td></td>
<td></td>
<td>7.4.9</td>
</tr>
<tr>
<td>Create active neighborhood watch programs in challenged neighborhoods.</td>
<td></td>
<td></td>
<td>7.4.14</td>
</tr>
</tbody>
</table>

### SHORT-TERM GOALS

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<tr>
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<th>Ref. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage healthy eating and promote “edible landscaping” throughout City-owned parks and properties.</td>
<td></td>
<td></td>
<td>7.1.2</td>
</tr>
<tr>
<td>Make health and wellness a City priority and create a “dashboard” that captures and tracks weight loss and activity successes, amongst other things, so that citizens become part of a health movement together.</td>
<td></td>
<td></td>
<td>7.1.7</td>
</tr>
<tr>
<td>Ensure that codes and regulations allow for urban agriculture.</td>
<td></td>
<td></td>
<td>7.3.1</td>
</tr>
<tr>
<td>Encourage edible landscaping in residential, commercial, and public spaces.</td>
<td></td>
<td></td>
<td>7.3.4</td>
</tr>
<tr>
<td>Review current programs to determine existing resources and gaps in addressing community needs and to identify additional needed resources.</td>
<td></td>
<td></td>
<td>7.4.3</td>
</tr>
<tr>
<td>Build partnerships between law enforcement and public health agencies to create a coordinated response to the issues.</td>
<td></td>
<td></td>
<td>7.4.7</td>
</tr>
<tr>
<td>Ask community leaders, stakeholders, and individuals to play a supporting role in addressing the issues.</td>
<td></td>
<td></td>
<td>7.4.8</td>
</tr>
<tr>
<td>Track data over time on drug abuse to serve as a baseline for measuring change.</td>
<td></td>
<td></td>
<td>4.13</td>
</tr>
</tbody>
</table>
# CHAPTER 7: NURTURE A HEALTHIER COMMUNITY

<table>
<thead>
<tr>
<th>MID-TERM GOALS</th>
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<tbody>
<tr>
<td><strong>Action Item</strong></td>
</tr>
<tr>
<td>Partner with local and regional community resources, educational programs and activities that address healthy living and healthy diets.</td>
</tr>
<tr>
<td>Promote walking and biking as a form of exercise and transportation and create incentives for complete networks for walking and biking.</td>
</tr>
<tr>
<td>Locate an Aquatic Center so that it is easily accessible to the largest population density via multimodal circulation networks and connected by complete streets, transit, greenways and sidewalks.</td>
</tr>
<tr>
<td>Zone for more grocery stores as part of the infrastructure program for each neighborhood.</td>
</tr>
<tr>
<td>Develop an active community anti-drug coalition to hold community-wide meetings, develop public education campaigns, and attract sponsors for drug abuse prevention strategies.</td>
</tr>
<tr>
<td>Initiate best practices with a focus on implementing research-tested programs and approaches.</td>
</tr>
<tr>
<td>Strategically leverage and target existing resources, assets, and capacity to address the issue.</td>
</tr>
<tr>
<td>Action Item</td>
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<tr>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Ensure zoning accommodates modern small-scale medical facilities, including walk-in clinics, within every neighborhood or within a ½ mile walking distance to the largest population centers.</td>
</tr>
<tr>
<td>Leverage public/private partnership to construct a multi-use aquatic and recreation center in a centralized location.</td>
</tr>
<tr>
<td>Program aquatic center to include programs for all age and socioeconomic groups.</td>
</tr>
<tr>
<td>Create a Citywide study to address food deserts and the need for the location of grocery stores in or near under-served neighborhoods and consider rezoning if needed to address this.</td>
</tr>
<tr>
<td>Assess the drug addiction problem and determine the level of risk factors affecting the problem.</td>
</tr>
<tr>
<td>Build and strengthen a prevention network comprised of the coalition, community groups, agencies, institutions, and organizations.</td>
</tr>
<tr>
<td>Continually expand the community’s ability to effectively respond to changing patterns of substance use, consumption and consequences.</td>
</tr>
<tr>
<td>Establish clinics and support services in locations that can best serve the most threatened population.</td>
</tr>
</tbody>
</table>
CHAPTER 8 GOALS

COLLABORATIVE REGIONALISM
## CHAPTER 8: COLLABORATIVE REGIONALISM

### GOALS THAT ARE UNDERWAY

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<tr>
<th>Action Item</th>
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</thead>
<tbody>
<tr>
<td>Make plans to create or improve roadway connections that will provide more regional circulation options.</td>
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<td></td>
<td>8.1.4</td>
</tr>
<tr>
<td>Act on the relevant recommendations of the Regional Transportation Plan 2040.</td>
<td></td>
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<td>8.1.5</td>
</tr>
<tr>
<td>Collaborate with regional jurisdictions to bring passenger rail back to (and through) Bristol.</td>
<td></td>
<td></td>
<td>8.1.6</td>
</tr>
<tr>
<td>Focus new development on land best suited for it from an environmental and transportation standpoint.</td>
<td></td>
<td></td>
<td>8.3.1</td>
</tr>
<tr>
<td>Collaborate on regulations for land use and environmental protection.</td>
<td></td>
<td></td>
<td>8.3.2</td>
</tr>
<tr>
<td>Continue to collaborate with regional partners on regional watershed basin, and stormwater issues to preserve and protect the region’s water systems.</td>
<td></td>
<td></td>
<td>8.3.7</td>
</tr>
<tr>
<td>Continue to support Sullivan Networks.</td>
<td></td>
<td></td>
<td>8.4.1</td>
</tr>
<tr>
<td>Participate in regional economic development planning that creates clarity, reduces duplication and allows the region’s strengths to be leveraged.</td>
<td></td>
<td></td>
<td>8.4.2</td>
</tr>
<tr>
<td>Participate in regional marketing efforts to promote the region’s quality of life, diversity, access to the outdoors, culture, history and arts.</td>
<td></td>
<td></td>
<td>8.4.3</td>
</tr>
<tr>
<td>Strengthen the partnership with Bristol, Virginia to promote downtown as a single vibrant City.</td>
<td></td>
<td></td>
<td>8.4.4</td>
</tr>
<tr>
<td>Collaborate with Bristol, Virginia on Citywide shared future planning projects.</td>
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<td>8.4.5</td>
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</tbody>
</table>
### Chapter 8: Collaborative Regionalism

#### Short-Term Goals

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<tr>
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</thead>
<tbody>
<tr>
<td>Participate in a regional greenway plan that links together Bristol’s greenways with the region. This is currently happening with the Northeast Tennessee Regional Economic Partnership “Outdoor Task Force.”</td>
<td></td>
<td></td>
<td>8.2.1</td>
</tr>
<tr>
<td>Coordinate planning efforts with nearby county and local jurisdictions to provide regional pedestrian facility connectivity.</td>
<td></td>
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<td>8.2.3</td>
</tr>
<tr>
<td>Work with regional partners to minimize risks and improve resiliency to such hazards as wildfire, flood, and land subsidence.</td>
<td></td>
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<td>8.3.9</td>
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</tbody>
</table>

#### Mid-Term Goals

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<tr>
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<tr>
<td>Develop and grow park-and-ride locations and networks along transportation routes that link with regional and Citywide transit services.</td>
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<td></td>
<td>8.1.2</td>
</tr>
<tr>
<td>Establish multimodal facilities that link regional cities and destinations including bike lanes, and multipurpose trails.</td>
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<td>8.1.3</td>
</tr>
<tr>
<td>Pursue regional policies and cooperation that encourage the preservation of rural and operating agricultural lands.</td>
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<td>8.3.3</td>
</tr>
<tr>
<td>Pursue a regional policy to preserve steep topography, waterways and important environmental assets.</td>
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<td>8.3.4</td>
</tr>
<tr>
<td>Promote a local and regional night sky ordinance.</td>
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<td>8.3.6</td>
</tr>
<tr>
<td>Promote the region’s commitment to environmental and agricultural protection as part of a “quality of life” economic development strategy.</td>
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<td>8.3.8</td>
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## Chapter 8: Collaborative Regionalism

### Long-term Goals

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<tbody>
<tr>
<td>Support the development of a convenient regional transit network that enables citizens to take advantage of regional opportunities.</td>
<td></td>
<td></td>
<td>8.1.1</td>
</tr>
<tr>
<td>Promote the greenway network as part of a “quality of life” economic development strategy – similar to Swamp Rabbit Trail in upstate South Carolina (Greenville).</td>
<td></td>
<td></td>
<td>8.2.2</td>
</tr>
<tr>
<td>Encourage the use of conservation easements, transfer development rights (TDRs) and purchase development rights (PDRs) to protect agricultural land from sprawling development.</td>
<td></td>
<td></td>
<td>8.3.5</td>
</tr>
</tbody>
</table>
ACKNOWLEDGMENTS

A Team Effort
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Leah Ross – Birthplace of County Music
April Eads – Bristol Tennessee Essential Services
Maggie Bishop – Believe in Bristol

Dr. Gary Lilly and Dr. Annette Tudor - Bristol Tennessee City Schools
Mitch Cox – Mitch Cox Companies
Shane Abraham – Universal Development and Construction
Beth Rhinehart – Bristol Chamber of Commerce

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