



*City of Bristol
Arts & Culture Commission*

INFORMATION TO ACCESS THIS MEETING

<https://bristolct-gov.zoom.us/j/83837598503?pwd=7mmPQw4bSobMWVv0x40Niq9zNhCcqm.1>

The regular City Arts & Culture Commission meeting will be held on Wednesday, May 6, 2026, at 6:00 PM. in City Hall Meeting Room 1-3 111 North Main Street, Bristol, CT 06010.

AGENDA

1. Call to Order
 - a. Pledge of Allegiance
 - b. Attendance
2. Approval of Minutes
 - a. Approval of Minutes - April 01, 2026, Regular Meeting Minutes
3. Public Participation
4. Supervisor's Report
 - a. Supervisor's Report
 - b. Project Spreadsheet
 - c. Year to Date Financials
5. Chairman's Report
6. Old Business
 - a. Approve Exact Location for the Sculpture on Federal Hill
 - b. City Hall Student Art Update

- c. Cultural District Map Printing Update
 - d. Update on Norwalk Film Festival Partnership by Commissioner Yancy
 - e. Update on the Laff in the Dark Transportation from Commissioner Norton
 - f. Confirm Commissioner Attendance for Federal Hill Green 250th Event, Saturday June 14, 2026
 - g. By Commissioners
7. New Business
- a. Carousel Horse Restoration Project - Horse #2 update
 - b. Cultural District Manchester Walk Through, May 12, 2026
 - c. Cultural District Air Collaborative Consultation
 - d. Proposal for Art Showcase, August 8, 2026
 - e. Arts and Culture Camps/Programs
 - f. New Project/Event Proposals
 - g. By Commissioners
8. Reports and Committee Reports
- a. City Council Liaison Report
9. Adjournment

Per Order of the Chairperson
Walter Lewandoski



*City of Bristol
Arts & Culture Commission*

INFORMATION TO ACCESS MEETING

<https://bristolct-gov.zoom.us/j/83837598503?pwd=7mmPQw4bSobMWVv0x40Niq9zNhCcgm.1>

Ladies and Gentlemen:

The regular meeting was held on Wednesday, April 1, 2026, at 6:00 PM in Meeting Room 1-3 in City Hall, 111 North Main Street, Bristol, CT 06010.

1. Call to Order

Chair Walter Lewandoski called the meeting to order at 6:06 p.m.

a. Pledge of Allegiance

b. Attendance

Members Present:

Chair Walter Lewandowski
Vice Chair Andrea Adams
Commissioner Julie Carensa-Crist
Commissioner Juliet Norton
Commissioner Maria Salice
Commissioner Nigel Wynter
Commissioner E.Brad Yancy
Arts and Culture Supervisor Arianna Therriault

Absent:

City Council Liaison Greg Hahn

2. Approval of Minutes

a. Approval of Minutes: March 4, 2026, Regular Meeting Minutes

MOTION: Made by Vice Chair Adams to approve the March 4, 2026, Regular Meeting Minutes.

Seconded by Commissioner Carensa-Crist; all in favor; motion approved.

3. Public Participation

Patti Philippon from the American Clock & Watch Museum, and Member of the Bristol America 250 Committee, proposed the City Arts and Culture Commission have a booth at the Bristol America250 Celebration on June 14, 2026. Discussion followed.

Sarah Johnson of 108 Collins Road in Bristol, inquired about the discussions being had about a new art festival with the Creative Collective. Chair Lewandoski stated that a new art festival is being discussed, and he has an upcoming meeting with the West End Association about it as well. Discussion followed.

4. Arts and Culture Supervisor's Report

a. Supervisor's Report

Arts and Culture Supervisor Arianna Therriault presented the Supervisor's Report. Supervisor Therriault updated the commission on recent ticket sales, and which shows are gaining traction. Discussion followed.

b. Project Spreadsheet

Arts and Culture Supervisor Arianna Therriault presented the Project Spreadsheet. Nothing to report.

c. Year to Date Financials

Arts and Culture Supervisor Arianna Therriault presented the Year-to-Date Financials. Supervisor Therriault stated that Downtown Live at the Rockwell Theater ticket sales have been closing the deficit and will see a profit this fiscal year. Discussion followed.

5. Chairman's Report

Chair Walter Lewandoski presented the Chairman's Report. Chair Lewandoski met with Hilary at the West End Association about planning a PorchFest, Ms. Iris White, Superintendent of Bristol Public Schools, about using the Bristol Arts and Innovation Magnet School for an Art Festival and the mural curriculum. Discussion followed.

6. Old Business

a. Update on the Main Street Community Foundation Grant for the Heart Sculpture Project

Chair Lewandoski presented the update on the Main Street Community Foundation Grant for the Heart Sculpture Project. Chair Lewandoski stated that the next step is to order the Heart Sculpture as it would take an estimated 7 weeks. Discussion followed.

MOTION: Made by Vice Chair Adams to place the order for the Heart Sculpture from Icon Poly for the Heart Sculpture Project for a total of \$1290.35.
Seconded by Commissioner Carensa-Crist; all in favor; motion carried.

MOTION: Made by Vice Chair Adams to appoint Ava Mendoza as the artist to design the artwork for Heart Sculpture.
Seconded by Commissioner Wynter; all in favor; motion carried.

b. City Hall Student Art Project Update

Chair Lewandoski presented the City Hall Student Art Project Update. Chair Lewandoski had some meetings with Ms. Iris White, Superintendent of Bristol Public Schools, about the City Hall Art Project, for June. Discussion followed.

c. Sculptor David Skora Graphics Update

Chair Lewandoski presented the updates from sculptor David Skora Graphics. Chair Lewandoski shared some conceptual designs of the sculpture with the commission for their feedback. Discussion followed.

d. "Laugh in the Dark" Grant Application

Commission Norton presented the grant submitted by Charles Burnham, the "Dark Ride Artist" and owner of the Laff in the Dark Ride. Charles Burnham, in collaboration with the New England Carousel Museum, would like to transport and display a restored vintage Lake Compounce, Laff in the Dark Ride. Discussion followed.

MOTION: Made by Vice Chair Adams to donate \$1000.00 to sponsor the Laff in the Dark Exhibit at the New England Carousel Museum from the Arts and Culture District Fund.
Seconded by Commissioner Carensa-Crist; all in favor; motion carried.

e. Reworld - Department of Public Works Art Project Approval

Chair Lewandoski presented the Department of Public Works Art Project. Chair Lewandoski met with the Public Works Department, Mayor Ellen Zoppo-Sassu, and Reworld to create artwork using plastic bottles. Reworld showed interest in donating to the project to help offset costs. Discussion followed.

f. By Commissioners

Commissioner Norton inquired about the Traffic Box Project. Discussion followed.

Commissioner Carensa-Crist presented the idea to hand out the Cultural District Map at the America 250 Celebration. Discussion followed.

7. New Business

a. Thank you Letter for the Main Street Community Foundation

City Arts and Culture Supervisor Arianna Therriault presented the Thank-You Letter to the Main Street Community Foundation. Chair Lewandoski offered to draft the letter to be sent to the Main Street Community Foundation. Discussion followed.

b. West Bristol School Mural

Arts and Culture Supervisor Arianna Therriault presented the West Bristol School Mural Grant. This grant is for a Welcome Mural at the entry of the school. Discussion followed.

MOTION: Made by Vice Chair Adams to be a Community Sponsor and donate \$250.00 to the West Bristol School Mural.

Seconded by Commissioner Norton; all in favor; motion carried.

c. New Project/Event Proposals

Commissioner E.Brad Yancy presented the idea of meeting with other Arts and Culture Commissions and organizations to coordinate a film festival similar to the Film Festival In Norwalk, CT. Discussion followed.

d. By Commissioners

Nothing to report.

8. Reports and Committee Reports

a. City Council Liaison Report

Nothing to report.

9. Adjournment

MOTION: Made by Commissioner Wynter to adjourn at 7:48 p.m.
Seconded by Commissioner Salice; all in favor; motion carried.

Respectfully Submitted,
Amaris Estrada
Recording Secretary
City Arts and Culture Commission



Arts and Culture Commission City of Bristol
111 North Main Street, Bristol, CT 06010
Arts and Culture Commission Supervisor Report

A. Financials:

- See attached financials
- **Arts and Culture Commission** - \$950.00 (without deductions)
 - (Please keep in mind that \$350 is coming out for West Bristol School and \$250.00 for the artist for the heart sculpture and \$50-\$100 for the sculpture install)
 -
- **Arts and Culture Donation Account:** \$4406.00 (without deductions)
 - \$2,007.03 – unrestricted
 - \$1,100.00 – Cultural District (\$1000.00 Donation to Charles for Laff in the Dark not removed yet)
 - \$1299.00 - Boudreau Donation – Heart Sculpture (to be paid out soon)

B. Project/General Updates

- Exploration in Painting Camp is full after 1 week of being posted
- Make it with YARN! Still has some availability and begins May 19 - August 4

C. Downtown Live:

- DTL is officially making a profit!

Event numbers as of 4/28/26:

Event	Issued	Remaining	Revenue
Taylorville Downtown Live at The Rockwell Theater Sat May 2, 2026 7:00 PM - 9:00 PM	217	399	\$9,744.72
Hey Nineteen Downtown Live at The Rockwell Theater Sat May 9, 2026 7:00 PM - 9:00 PM	417	199	\$17,314.58
EagleMania Downtown Live at The Rockwell Theater Sat May 30, 2026 7:00 PM - 9:00 PM	475	141	\$23,107.06
The E Street Shuffle Downtown Live at The Rockwell Theater Fri Sep 11, 2026 7:00 PM - 9:00 PM	38	578	\$1,089.77
Urgent - Tribute To Foreigner Downtown Live at The Rockwell Theater Sat Oct 3, 2026 7:00 PM - 9:00 PM	42	574	\$1,232.97
An Evening of Hocus Pocus: A Spelltacular Cabaret Downtown Live at The Rockwell Theater	12	604	\$506.20

Event	Issued	Remaining	Revenue
Tejano Queen Forever Downtown Live at The Rockwell Theater Sat Oct 17, 2026 7:00 PM - 9:00 PM	2	614	\$128.54
Floydian Trip Downtown Live at The Rockwell Theater Sat Oct 24, 2026 7:00 PM - 9:00 PM	28	588	\$1,250.44
PURPLE PIANO - The One-Man Tribute To Prince Downtown Live at The Rockwell Theater Sat Nov 7, 2026 7:00 PM - 8:45 PM	30	586	\$1,531.84
Shaded Soul Band Downtown Live at The Rockwell Theater Sat Nov 14, 2026 7:00 PM - 9:00 PM	23	593	\$932.34
Richie and the High Street Rockers Downtown Live at The Rockwell Theater Sat Nov 21, 2026 7:00 PM - 9:00 PM	60	556	\$2,807.05
Magician John Westford Downtown Live at The Rockwell Theater Sat Dec 5, 2026 7:00 PM - 8:45 PM	28	588	\$1,078.90

Active Projects	Description	Anticipated Cost	Type of Project	Funding Source	Location	Artist(s)	Completion Date Goal	Maintenance Dates	Notes	Fiscal Year	Status
Heart Sculpture from Bob Boudreau/ <i>Broad View Fund</i>	Large 3D Heart Sculpture to be painted by local artist	\$1,334.22 Heart primed white \$833.75 Shipping to a residence \$456.60 + (add 3.4%)	Sculpture	Broad View Fund (MSCF)	PROPOSED: Federal Hill Green	To be determined	2026	Yearly		2026	in progress
Pocket Park Sculptor	Choose an artist and design for the planned pocket park on North Main Street	Unsure	Sculpture	City of Bristol Grant	Corner of Riverside Ave. and North Main St.	Undecided	2027			2026	R&D of artist and design
Cultural District Acorn Stickers	Stickers for new businesses within cultural district	\$163.17		A&C	N/A	Rep Email:sethg@decals.com Direct Number:320-391-5309 Main Number:320-391-5250	n/a	n/a		2025	Waiting on remainder of budget
									Portal - Approve Order		
Project Completed Before July 1, 2025 -June 30, 2026	Description	Anticipated Cost	Type of Project	Funding Source	Location	Artist(s)	Completion Date Goal	Maintenance Dates	Notes	Fiscal Year	Status
Cultural District Map	Drawn map of Cultural District	\$1,500	District Map	A&C & Fundraising from Advertising	N/A	Sarah May	By Spet. 2025	Yearly Print Outs/Updates	Funding to be provided from A&C commission and also from advertising on the map with different businesses	2025	In process
Projects Completed July 1, 2024- June 30, 2025	Description	Anticipated Cost	Type of Project	Funding Source	Location	Artist(s)	Completion Date Goal	Maintenance Dates	Notes	Fiscal Year	Status
Heart Lock Sculpture	Heart Sculpture with grids for locks and carabiners to attach	in kind for sculpture, \$4,500 for cement pad	Sculpture	In kind farmington metal, cement paid paid through A&C Commission	Stocks Entrance from Lake Ave	Farmington Metal	2025			2024	completed - awaiting plaque
Throwback Thursday Film Sponsorship	Film Sponsorship to Downtown Live	\$ 2,000.00	Donation	ACC Fund	DTL	N/A	2024-2025	N/A	N/A	2024-2025	PAID
Hidden Figures Throwback Thursday Film	Melina Floyd asked for a sponsorship for the Women's History Month film	\$ 350.00	Donation	ACC Fund	DTL	N/A	Mar. 27, 2025	N/A	N/A	2024-2025	PAID
2024 Halloween Spooktacular	Halloween Event held at BAIMS Field	\$ 3,164.00	Sponsorship	ACC Fund	BAIMS Field	N/A	Oct. 26, 2024	N/A	N/A	2024-2025	PAID
The Soul Session	Maxine Bowden requested and received a sponsorship for a talent showcase at DTL with independent artists, including painters, photogs, musicians, & poet laureates	\$ 5,000.00	Grant	ACC Fund	DTL	25 independent artists from CT	Jan. 18, 2024	N/A	N/A	2024-2025	PAID
Cultural District Walk Through Lunch	\$400.00 for Cultural District Walk through Lunch allotted	\$ 400.00	Donation	ACC	Cultural District	N/A	13-May-25	N/A	N/A	2024-2025	PAID
Future Project Considerations	Description	Anticipated Cost	Type of Project	Funding Source	Location	Artist(s)	Completion Date Goal	Maintenance Dates	Notes	Fiscal Year	Status
Canvus Benches	Benches made from wind turbines	\$4-\$7K/	Bench installation	ACC fund	TBD	TBD	TBD			TBD	non-priority
Welcome to Bristol Signs	Signs to welcome the public to Bristol	TBD	Signs	ACC Fund	TBD	TBD	TBD			TBD	In discussion
Heart Sculpture	Public Art Sculpture(s) outside of the	\$15,000.00	Sculpture	ACC Fund/Fundraising	exact location requires Park	Robert Hudson (TBD)	TBD			FY24	PENDING
Interactive Mural 1	Pride/Rainbow Mural	\$500.00	Mural	ACC Fund/Other	Carousel Museum?	Brandi Pichette	TBD		Partnership w/ CT Mura	TBD	PENDING
PAN Am Mellen ST Bridge	Mural	TBD	Mural	TBD	Mellen St Bridge	TBD	TBD	Resident requested Hannah Hintz. Bridge is not p		TBD	PENDING
Interactive Mural 2	"Mama Bristol" Mural	\$500.00	Mural	ACC Fund/Other	None identified	Brian Triccolo	TBD		Partnership w/ CT Murals	TBD	PENDING
Heart sculpture like lobster landing	Waiting for New idea Check List										
Heart Sculpture	Waiting for New idea Check List										
Cultural District Street Sign											

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

ACCOUNTS FOR:	ORIGINAL	REVISED					AVAILABLE	PCT
001 GENERAL FUND	APPROP	BUDGET	YTD EXPENDED	MTD EXPENDED	ENCUMBRANCES		BUDGET	USED
0017021 PARKS ADMINISTRATION								
0017021 583120 ARTS & CULTURE COMM	5,000	5,000	4,050.00	.00	.00		950.00	81.0%
TOTAL PARKS ADMINISTRATION	5,000	5,000	4,050.00	.00	.00		950.00	81.0%
TOTAL GENERAL FUND	5,000	5,000	4,050.00	.00	.00		950.00	81.0%
TOTAL EXPENSES	5,000	5,000	4,050.00	.00	.00		950.00	

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

	ORIGINAL APPROP	REVISED BUDGET	YTD EXPENDED	MTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
GRAND TOTAL	5,000	5,000	4,050.00	.00	.00	950.00	81.0%

** END OF REPORT - Generated by Amaris Estrada **

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

ACCOUNTS FOR:	ORIGINAL	REVISED				AVAILABLE	PCT
175 ARTS & CULTURE FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
1757033 ARTS & CULTURE							
1757033 422004 FEES	-216,540	-216,540	-233,218.22	.00	.00	16,678.22	107.7%
1757033 470000 CONTRIBUTIONS	-32,000	-32,000	-23,552.00	.00	.00	-8,448.00	73.6%*
1757033 514000 REGULAR WAGES & SAL	70,795	70,795	58,927.85	.00	.00	11,867.15	83.2%
1757033 515200 PARTTIME WAGES & SA	4,800	4,800	2,033.18	.00	.00	2,766.82	42.4%
1757033 520700 F.I.C.A.	4,390	4,390	3,451.98	.00	.00	938.02	78.6%
1757033 520750 MEDICARE INSURANCE	1,030	1,030	832.05	.00	.00	197.95	80.8%
1757033 531000 PROFESSIONAL FEES &	121,400	121,400	145,512.29	.00	8,754.93	-32,867.22	127.1%*
1757033 557700 ADVERTISING	12,600	12,600	14,639.24	.00	.00	-2,039.24	116.2%*
1757033 591500 TRANSFER OUT INTERN	33,525	33,525	27,494.14	.00	.00	6,030.86	82.0%
TOTAL ARTS & CULTURE	0	0	-3,879.49	.00	8,754.93	-4,875.44	100.0%
TOTAL ARTS & CULTURE FUND	0	0	-3,879.49	.00	8,754.93	-4,875.44	100.0%
TOTAL REVENUES	-248,540	-248,540	-256,770.22	.00	.00	8,230.22	
TOTAL EXPENSES	248,540	248,540	252,890.73	.00	8,754.93	-13,105.66	

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	0	0	-3,879.49	.00	8,754.93	-4,875.44	100.0%

** END OF REPORT - Generated by Amaris Estrada **

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

ACCOUNTS FOR:		ORIGINAL	REVISED				AVAILABLE	PCT
106	SPECIAL GRANTS & DONATIONS	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
1061034 COMMUNITY PROMOTIONS								
1061034	470022 CONTRIBUTIONS-ARTS	2,007	2,007	-2,399.00	.00	.00	4,406.03	-119.5%
	TOTAL COMMUNITY PROMOTIONS	2,007	2,007	-2,399.00	.00	.00	4,406.03	-119.5%
	TOTAL SPECIAL GRANTS & DONATIONS	2,007	2,007	-2,399.00	.00	.00	4,406.03	-119.5%
	TOTAL REVENUES	2,007	2,007	-2,399.00	.00	.00	4,406.03	

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	2,007	2,007	-2,399.00	.00	.00	4,406.03	-119.5%

** END OF REPORT - Generated by Amaris Estrada **





1



2



3

CT CULTURAL DISTRICTS MEET-UP

Manchester Cultural District Walking Tour & Meeting

5/12/26 10:00 am – 1:00 pm

AGENDA

- 10:00 am Meet at **WORK_SPACE**, 903 Main Street
- *Our hosts will have coffee & treats ready! Arrive early if you wish.*
 - *Free parking in the back with parking pass*
- Welcome by Manchester Town Leadership
- 10:15 am Walking Tour of downtown **Manchester Cultural District**. Highlights will include:
- Galleries
 - Brewery
 - Historic sites
 - Downtown Murals
 - Local creative businesses
 - Library Construction Site
 - Refreshments at the Firestone Art Studio & Cafe
- 12:00 pm Tour & Lunch at **Audacity British Pub**
829 Main St. (<https://www.audacitybritishstylepubs.com/>)

Parking, meeting location, & information:

- ✓ Parking: We have parking passes for the 'orange' lot behind WORK_SPACE 903 Main St. between Oak Street and Purnell Place. (Please note, Main Street and side Streets are limited to 2 hours.)
- ✓ Meet at WORK_SPACE, 903 Main Street – the backdoor will be open
- ✓ Please wear comfortable clothes and walking shoes
- ✓ Contact: Stacey Zackin, WORK_SPACE Manager 860-647-6029

What Cultural Districts Need to Thrive and be Sustainable

Cultural Districts don't thrive on talent alone. They succeed when multiple systems reinforce each other over time. Here's what consistently makes them sustainable:

1. Stable Funding & Diverse Revenue

Relying on one funding source (like grants) is risky. Strong districts mix:

- Public funding
- Private investment and sponsorships
- Earned income (ticket sales, retail, classes, events)

Long-term sustainability comes from predictable funding streams, not one-off boosts.

2. Affordable Space for Artists & Cultural Groups

If rents rise too fast, the very people who create the culture get pushed out. Thriving districts:

- Protect studio, gallery, and performance spaces
- Use tools like rent stabilization, zoning, or land trusts
- Encourage live/work spaces

Without this, success often leads to displacement.

3. Strong Local Identity & Authenticity

The most resilient districts reflect their community's history and people rather than feeling manufactured. That includes:

- Supporting local artists and traditions
- Preserving cultural heritage (food, music, language, architecture)
- Avoiding over-commercialization that erases identity

4. Community Buy-In & Inclusion

Top-down development rarely lasts. Sustainable districts:

- Involve residents in planning and decision-making
- Ensure the benefits (jobs, visibility, services) reach locals
- Avoid becoming exclusive or tourist-only zones

If locals feel pushed out or ignored, the district weakens.

5. Accessible Infrastructure

People need to be able to get there and feel welcome:

- Public transit, parking, walkability
- Clear signage and safe, well-lit streets
- ADA accessibility

Ease of access directly affects foot traffic and participation.

6. Consistent Programming & Activation

A district can't just exist—it has to stay active:

- Festivals, performances, exhibitions, markets
- Regular events (not just annual ones)
- Daytime *and* nighttime activity

Consistency builds habits and repeat visitors.

7. Cross-Sector Partnerships

Successful districts connect:

- Artists + local businesses
- Nonprofits + schools/universities
- Government + private developers

These partnerships create resilience and shared investment in success.

8. Effective Governance & Leadership

There needs to be a group steering the vision:

- A managing organization or coalition (*in Connecticut, it is the Cultural District Commission*)
- Clear goals and accountability
- Ability to coordinate funding, marketing, and planning

Without leadership, efforts become fragmented.

9. Marketing & Storytelling

Even great places fail if no one knows about them. Strong districts:

- Build a recognizable brand
- Promote events and experiences consistently
- Use digital platforms and tourism networks

10. Balance Between Growth & Preservation

Too little growth = stagnation. Too much = displacement and loss of character.

Sustainable districts:

- Manage tourism so it doesn't overwhelm
- Support small/local businesses alongside new investment
- Track impacts and adjust policies over time

11. Economic Integration

Cultural Districts shouldn't operate as isolated "art bubbles." Instead:

- Link to broader town/city economy
- Create jobs (creative + service + support roles)
- Encourage local entrepreneurship

12. Adaptability Over Time

Cultural trends, demographics, and economies change. Thriving districts:

- Experiment with new formats (pop-ups, digital art, hybrid events)
- Respond to community needs
- Stay flexible rather than fixed in one identity

Bottom line

A cultural district becomes sustainable when it's not just a place to *visit*, but a place where people can **create, live, work, and belong**—with systems in place that protect that ecosystem as it grows.