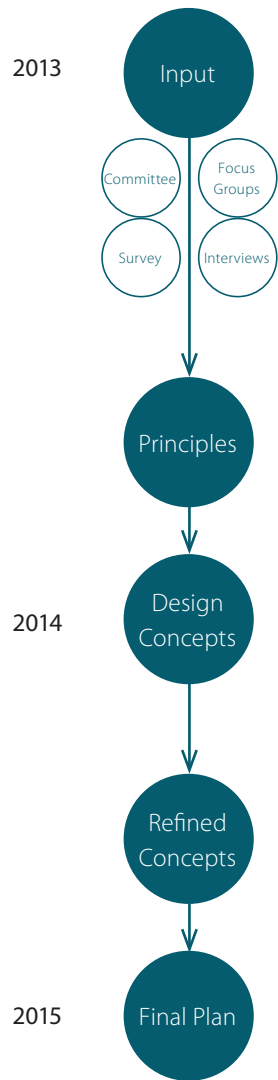




# chapter four

## Forward Jamestown: Process and Guiding Ideas

Forward Jamestown featured an extensive community engagement process that included small group discussions, interviews, open workshops and planning studios, and a survey of over 400 participants, all designed toward identifying key community priorities. This chapter describes that process and the guiding ideas that emerged from it.



Planning process spanned 20-months from start to finish



## STRATEGIC PLANNING PROCESS

A review of the goal-setting process is summarized in the process below. The results of the early stages of the plan established the guiding principles. These principles were refined and adopted as the goals for the plan. Concepts were prepared to illustrate components of the public participation process included:

- » **Steering Committee.** The Steering Committee met at key points during the planning process to review the progress of the plan.
- » **Kick-off Event.** A community kick-off event took place on September 23, 2014. This event included a public presentation that discussed the planning process and display boards reviewing the patterns and systems throughout the community. Also, the project team held a joint City Council and Planning & Zoning Commission meeting on September 24th to discuss the scope of the project, opportunities and trends, and schedule. NEED SIGN-IN SHEETS
- » **Website.** A project website provided the public an opportunity to follow upcoming events and updates of the planning process.
- » **Public Questionnaire.** Launched in October 2014, the questionnaire could be completed either on-line or in hard copy. The survey identified potential opportunities and goals.
- » **Focus Group Discussions & Individual Interviews.** Focus groups, held on November 5, 2013, provided discussions about the state of

the city by topic area, and explored issues and directions for the community. Also, several individual interviews provided in-depth understanding of the community’s emerging trends and challenges. The project team also met with representatives of the Jamestown Regional Medical Center on March 27, 2014.

- » **Design Workshops.** Two on-site design workshops took place to explore opportunities citywide and downtown and corridors. Participants shared their ideas, issues and concerns informally with the design team, and helped define and test concepts for the future of the city. Concurrent with the Transportation and Land Use Plan, the consultant team met with the Jamestown Art Center to prepare concepts for the Arts Park in downtown.
- » **Open House.** A public Open House occurred September 3, 2014. The open house provided the public an opportunity to review and comment on the development plan before further development and adoption.
- » **City Council and Agency Updates.** Major milestones in the process led the design team to present to the City Council, Planning Commission, and NDDOT. These events affirmed recommendations of the emerging findings and recommendations.
- » **Approval.** The plan was presented to the Planning & Zoning Commission and City Council for approval.

## GUIDING PRINCIPLES

Each principle is supported by strategies that identify the approach to achieve the plan. The committee evaluated policy statements and strategies, and clarified them as needed. These were then presented to the public for further comment.

### Grow and Capitalize on Opportunities

Create a community that attracts and accommodates new people and families, and enriches the lives of its citizens.

### Connect the City

Provide safe and convenient mobility and access during all conditions, cross barriers, improve connectivity, and provide transportation choices.

### Build on Assets

Strengthen and enhance the city's unique features, including parks, river and creek greenways, city center, and special attractions.

### Be Economically Sustainable

Develop efficiently to deliver the services and facilities that citizens expect in an effective and affordable manner.

### Create Great Places

Invest in a city center and support other activity focuses both delight their users and contribute to the growth and economy of the city.

### Strengthen the Sense of Community

Strengthen community institutions and organizations that increase community spirit and engagement in civic life.





## ACTIVITIES

- » **Steering Committee**
- » **Kick-off Event**
- » **Website**
- » **Public Questionnaire**
- » Focus Group Discussions & Individual Interviews
- » Design Workshops
- » Open House
- » City Council and Agency Updates
- » Approval



### Steering Committee

The steering committee met throughout the planning project to provide input, review the progress of the plan, suggest mid-course corrections, and contribute to development concepts. Participants in the committee are acknowledged at the front of this document and were instrumental in the preparation of the plan. Members also participated during other major events.

- » **September 2013.** Kick-off meeting with steering committee and community.
- » **November 2013.** Review emerging topics from discussions from focus groups.
- » **January 29, 2014.** Review results from initial trends in land use and transportation going into the design workshop.
- » **February 2014.** Review results from the design workshop focusing on citywide changes and downtown.
- » **March 2014.** Review results from additional concepts.
- » **June 2014.** Updates of the planning process and progress.
- » **September 2014.** Host public open house and present recommendations of plan.
- » **February 2015.** Presentation implementation strategies.

### Kick-off Event

The official kick-off of the Transportation and Land Use Plan began on September 23, 2013. The event began with a short presentation of the project's scope, its process, and introduction of the team preparing the plan.

### Website

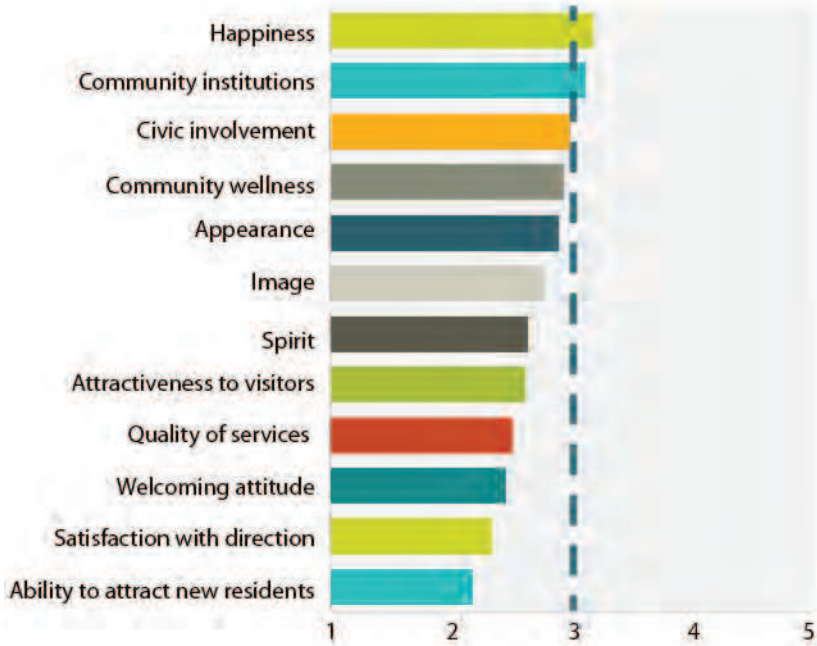
Meeting announcements, copies of presentations and supporting information about the project were available on the project website. Updates were posted regularly to share the progress of the plan.

## PUBLIC QUESTIONNAIRE

The process began with an opinion survey, designed to gather opinions and perceptions about Jamestown. Over a seven-week period, 399 people completed the survey on-line. This section summarizes key results, while the complete results can be found in the appendix.

### Community Image and Values Observations

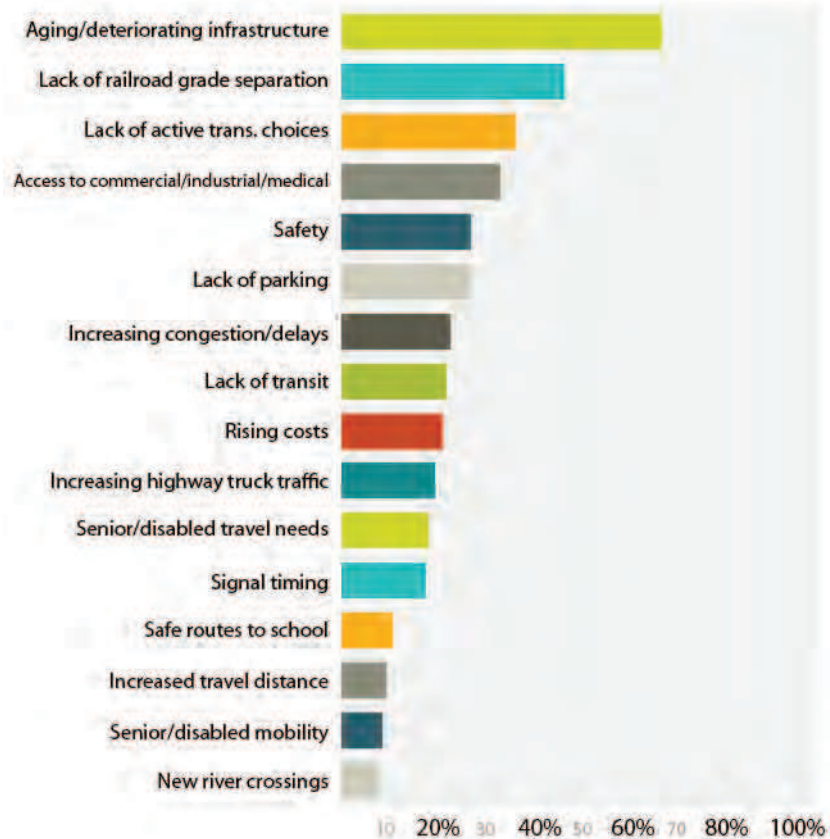
- » Happiness, institutions, involvement are relative strengths.
- » **Trouble spots.** Satisfaction with direction and ability to attract new residents.
- » **Key Strategic Issue.** New jobs and growth opportunities are emerging, and city is not positioned to attract necessary people
- » **Overall lack of strong feeling**



### Transportation Challenges

Four clear issues appeared in the survey, including:

1. Aging and deteriorating infrastructure
2. Lack of railroad grade
3. Active transportation
4. Access to major activity and job centers

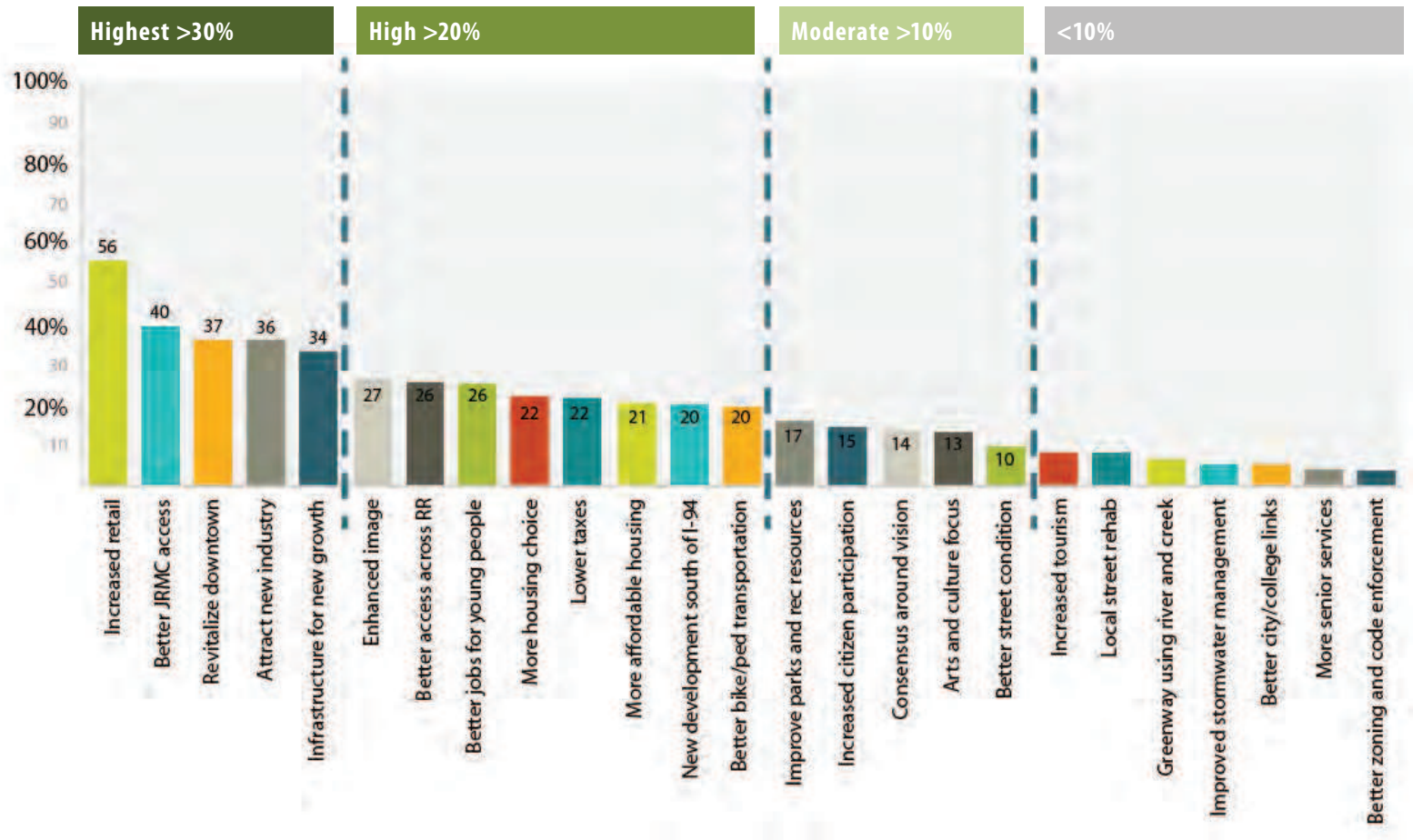


## ACTIVITIES

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## Priorities and Projects

Respondents identified their top five projects from a list of 25. All choices received a response, and 12 comments indicated a need for a new library. Five of the choices received the most attention, including increased retail, access to JRMC, downtown, new industry, and infrastructure to services growth areas.



## Public Perceptions

Respondents were asked to score topic areas from economic development, land use, housing, public services, and parks and recreation. Areas receiving the highest scores, or most positive response, include services and parks, while the areas receiving the lowest scores include perspectives on economic development. The following is a summary of perspectives ranked in categories from high to neutral and low. Detailed responses are available in the appendix.

	<b>Economic Development</b>	<b>Land Use</b>	<b>Housing</b>	<b>Public Services</b>	<b>Parks</b>
<b>HIGH</b>	Prospects for Future Growth Available Industrial Sites	Technology (broadband, fiber optics, etc.) Flood Control Efforts	Satisfaction with your neighborhood	Public Safety Services (police, fire, first responders) Educational Facilities Medical and Health Services Utilities Senior Services Water Services Arts and Cultural Features Museums and Historical Attractions	McElroy Park Jamestown Reservoir Playing Fields Hillcrest Municipal Golf Course Klaus Park Jamestown's Overall Park System Small Neighborhood Parks
<b>NEUTRAL</b>	Tourism Potential Economic Development Programs and Agencies Jamestown's Overall Economy Incentives for Business Investment Job Quality	Water Systems Utility Costs Stormwater Management New Areas for Growth Sewer Service Resource Conservation	Availability of Senior Housing	Library Services Customer Friendliness Youth Activities Effectiveness of Zoning	Trails Aquatics / Swimming Facilities
<b>LOW</b>	Employment Growth Business Climate in Jamestown Support for New Business Available Workforce Ability to Attract / Retain New Employees Downtown Jamestown Retail Quality and Variety	Quality of Land Use Planning Control of Land Use Conflicts Recycling Program	Housing Affordability Housing Quality Availability of Rental Housing / Apartments Housing Supply	Day Care Services Local Leadership Effectiveness of City Government Efficient Use of Funds	Indoor Recreation



## ACTIVITIES

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## FOCUS GROUP DISCUSSIONS AND INTERVIEWS

Focus group meetings and individual interviews that took place primarily in November 2013. Subsequent focus groups and interviews took place in January and February of 2014. Groups such as business and property owners (particularly in downtown and along 17th Street), financial institutions, public officials, nonprofit and arts organizations, housing, Jamestown Regional Medical Center, and others participated in roundtable discussions to share their opinion of the community and its future opportunities.

### Transportation Discussion

Discussion was less about capacity improvements, and more about connectedness, system quality, and transportation choice. Frequent points by stakeholders, include:

- » Creating connections across barriers, including the railroad, I-94, and river.
- » Calming traffic speed through downtown.
- » Connecting streets.
- » Addressing Exit 257 and access south of I-94 and to Jamestown Regional Medical Center.
- » Maintaining or improving access to/from I-94.
- » Providing sidewalks, pedestrian paths and bicycle facilities.
- » Improving non-motorized transportation and safe routes.
- » Providing public transportation.

### Economic Development Discussion

Discussion was less about major industrial recruitment, and more about attracting and retaining quality workforce, and taking advantage of opportunities. Frequent points by stakeholders, include:

- » Increasing retail quantity and quality.
- » Increasing labor supply and training skills.
- » Improving job quality.
- » Transportation and infrastructure importance.
- » General high regard for economic development efforts.

### Land Use and Growth Discussion

Discussion focused on positive growth an opportunity that leads to a need for increased housing supply, connected and cohesive new growth, and stronger city center. Frequent points by stakeholders, include:

- » Sense of strong but not explosive growth.
- » Importance of downtown.
- » Facilities and circulation network south of Interstate 94.
- » Piecemeal and disconnected new development.
- » Housing demand.
- » River corridor improvements.

### Infrastructure and Facilities Discussion

Discussion was less about "invisible" systems", and more about the need for community center and service to growth areas. Frequent points by stakeholders, include:

- » General satisfaction with school facilities.
- » Providing school coverage and facilities address growth directions.
- » Linking streets as key infrastructure focus.
- » Improving the condition of the civic center, and providing a community recreation facility.
- » Supporting anew downtown library.

### Parks and Recreation Discussion

Discussion complimented the city's strong park and outdoor assets, and focused on connectedness of trails and paths to parks. Frequent points by stakeholders, include:

- » Strong park system, including Reservoir and community parks.
- » Connecting trails.
- » Overall pedestrian and bicycle facilities and connections.
- » Supprting river and creek greenway.
- » Improving safe crossings of barriers, such as the reservoir dam, city to reservoir, pedestrian bridges to parks.
- » Providing a multi-use community/recreation center.



## DESIGN WORKSHOPS

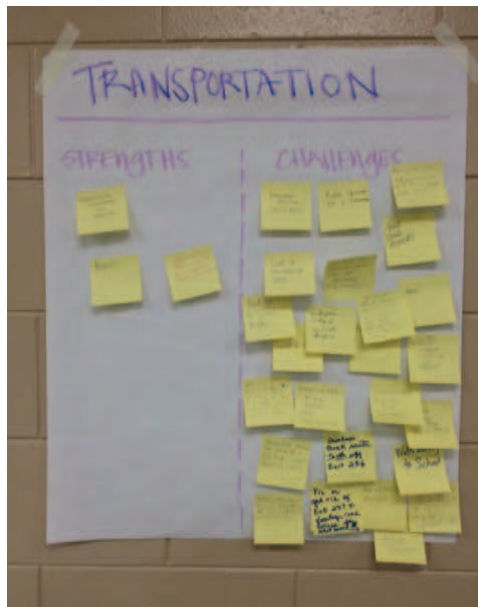
Multi-day public design workshops took place at City Hall in January and February of 2014. The concepts presented in plan reflect and refine the work done in these sessions. Flyers, e-mail blasts, postcards, and public notices were distributed by the city to announce these events and invited the public to participate. The event in January focused on citywide transportation and future land use, while the event in February focused on downtown and business corridors. The concepts were later refined from public comments and included in this plan.

January 29, 2014 (City Hall)

January 30, 2014 (Civic Center)

February 25, 2014 (City Hall)

February 26, 2014 (City Hall)



## ACTIVITIES

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## Design Workshops

(...continued)

The steering committee and public reviewed concepts to further refine concepts. The concepts were shared at public events, committee meetings, and on the project website.



## OPEN HOUSE

Taking place at City Hall, the open house provided the public an opportunity to review and comment on the development plan before advancing sections of the plan to its completion. The Open House included a presentation and then a break-out to various posters and stations focusing on development areas.

September 3, 2014

## CITY COUNCIL AND AGENCY UPDATES

The design team presented emerging trends and concepts resulting from the months of research and design when the project was 25% complete on June 2, 2014. Subsequent updates were provided by city staff. The design team presented initial recommendations for transportation and future land use to the North Dakota Department of Transportation on December 18, 2014. Following this meeting, the project team prepared supporting narrative and graphics for final publication.

## APPROVAL

Approval by NDDOT on \_\_\_\_\_.

Approval by City Council on \_\_\_\_\_.

