

CITY OF MINOT 2040 COMPREHENSIVE PLAN

Appendix B: Focus Groups

OVERVIEW

Two focus group series were conducted for the Comprehensive Plan. Each series included a set of four meetings, centered around the following elements of the plan:

- Economic Development
- Public Facilities, Parks, & Open Space
- Housing & Community Character
- Land Use & Transportation

MEETING #1

The first focus group series was conducted in February 2022. Meetings were facilitated by a series of guiding questions/discussion prompts. Each attendee was tasked with becoming the “subject matter expert” for one question, collecting and reporting feedback from all other attendees for that question. Feedback was categorized as follows:

- **Fact** – response was heard from everyone or almost everyone
- **Trend** – response was heard from multiple people
- **Unique** – response heard from a single person

For this focus group summary, feedback has been further organized as follows:

- **Essential elements** – the basic, vital components of a healthy city or system
- **Building blocks** – areas of strength we'll continue to build around
- **Challenges and threats** – issues that may derail progress; priority areas where we need to improve
- **Gaps** – Locations that lack specific facilities or services
- **Strategies** – General means to achieve our goals; our “playbook”
- **Targets** – Key opportunities to pursue
- **Toolbox** – Tools and programs we can put to work

Economic Development Group

Meeting #1: February 15, 2022

Discussion Prompts

- 1 What are Minot's biggest strengths in terms of economic development?
- 2 What are Minot's biggest weaknesses in terms of economic development?
- 3 Looking forward, what are the most important economic opportunities for Minot in the next 20 years?
- 4 What are the biggest threats or obstacles to economic development in the next 20 years?
- 5 What are your observations concerning the attraction and retention of workforce in Minot?
- 6 In the next 20 years, should economic development focus on the Primary Sector? Retail? Services? If multiple aspects must be given focus, how can this be achieved and balanced?
- 7 What positive examples of economic development do you see in other communities?
- 8 What are the key contributors to a vibrant community with a healthy economic climate?
- 9 Minot's demographics are changing... what does this mean for economic development?
- 10 What can the City and its economic development partners do better to foster economic development? Does anything need to change? If so, what?
- 11 Is the City's and State's financing of economic development working?
- 12 Regarding land development, including new construction and redevelopment, what does Minot do well? What should change?

Focus Group Responses (Facts and Trends Identified in Bold)

Essential Elements

- **Available workforce**
- **Up-to-date Infrastructure**
- **Strong/diversified economic base**
- **Strong leadership with a clear vision**
- **Quality of life**
- **Strong partnerships and communication**
- Diverse occupational opportunities
- Organizational culture
- Strong tax base
- Financial stability
- Strong education system
- Good-paying jobs



Challenges and Threats

- **City-State disconnect – need a cohesive vision**
- **Workforce availability**
- **Childcare availability**
- **Lack of funding**
- **Low level of community Involvement**
- **Over-reliance and uncertainty in energy and military sectors**
- **Climate**
- **Location**
- **Cost of living; cost of goods and services**



- Lack of evaluation metrics for economic development programs
- Government bureaucracy/red tape
- Startup funds lacking statewide
Restrictive zoning limits development
Overcoming analysis paralysis – just need to be willing to choose a path and take a chance sometimes
- Unknown threats – what we haven't anticipated

Strategies

- **Workforce recruitment – more diversity**
- **Workforce retention – quality of life**
- **Balance primary sector, retail, and services**
- **Differentiate from other communities**
- **Partner with state leadership**
- **Modernize infrastructure**
- **Workforce training/retooling**
- **Educate leaders on social and cultural changes**
- **Match businesses to values of next generation**
- **Tailor recruitment strategies for next generation**
- Define our roles – divide and conquer
- Support small businesses
- Evaluate economic development program effectiveness on an annual basis
- Increase focus on equity and inclusion
- Leverage infill development opportunities
- Invest in new ideas and business expansion



Building Blocks

- Infrastructure
- Minot Air Force Base
- Strong health care sector



Targets

- Value-added agriculture businesses
- Downtown growth
- Department of Defense growth opportunities
- Manufacturing
- Intermodal facilities



Toolbox

- MAGIC Fund (needs to expand/evolve)
- Revolving loan fund



- Tax Increment Financing
- Public-private partnerships



What positive examples of development do you see in other communities?

- Cryptocurrency center (Williston)
- Civic center (Bismarck)
- Pasta plant (Carrington)

Public Services, Facilities, Parks, & Open Space Group

Meeting #1: February 22, 2022

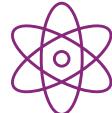
Discussion Prompts

- 1 The North Dakota Main Street initiative promotes smart, efficient infrastructure. What does this mean to you?
- 2 Do City services keep up with new development/growth? What are the challenges in keeping fire protection, law enforcement, solid waste collection, and other city services on pace with new development?
- 3 With regard to the methods Minot uses to finance infrastructure improvements, what are the primary issues or challenges with these methods?
- 4 What are your favorite park/recreation areas in Minot or other communities? With those areas in mind, what makes them stand out to you and is there anything you'd change?
- 5 How should new development incorporate open space/recreational areas? Are there any recent examples of excellent design? Where do you see room for improvement?
- 6 Minot's demographics are changing. What does this mean for parks and recreation planning?
- 7 How do parks and recreation amenities make Minot more attractive to prospective residents and enhance our quality of life?
- 8 How can we better embrace the winter climate?
- 9 Are there any natural areas, waterbodies, viewsheds, coulees, etc. that should be protected from development? Does the city do a good job of preserving important natural areas? Why or why not?
- 10 Are any neighborhoods underserved by parks/open space? How can we improve access to open space in these areas?
- 11 Where do you see the most critical gaps in the trail/path system?
- 12 What are the most important opportunities to improve community connections to the Souris River or waterfront areas?
- 13 The City of Minot bought out hundreds of properties within the flood impact area. What should we do with them?

Focus Group Responses (Facts and Trends Identified in Bold)

Essential Elements

- Multipurpose parks and facilities
- **Clear and transparent communication**
- **Clear wayfinding for parks, trails, and activities**
- **Indoor recreation opportunities**
- **Connectivity between trails, parks, and neighborhoods**
- **Accessibility**
- **All-season activities**
- Culture, music, and the arts
- Fire protection, police protection, EMS, etc.



Challenges and Threats

- **Flooding**
- **Oil boom**
- **Climate**
- **Limited capital resources and human resources**
- **Planning is reactionary – need to be more proactive**
- **Funding public services in concert with development**
- **Trail clearance in wintertime**
- **Lack of familiarity with city's open space requirements**



• **Communication methods – how to cut through the noise?**

- Fiscal analysis/evaluation metrics are lacking – how do we decide where dollars are spent?
- Inspiring teenagers to be outside and be involved
- Trail beautification
- Coordinating system maintenance responsibilities

Gaps

- **Gaps in trail/sidewalk infrastructure throughout the city**
- **Existing development with limited access to green space**
- **Parks are valley-centric; South and North Minot underserved**
- **Downtown and adjacent neighborhoods – improve park access**
- **Must do something with the “dead loops” in the Souris River; spaces aren’t being maintained – kayak rentals?**
- Bridge access to downtown (bicycles and pedestrians)
- Continuous trail from east to west along the river
- Lack of programming for indoor space



Strategies

- Better communication about funding and property taxes
- Prioritize use of existing facilities, e.g. auditorium, schools, fairgrounds
- Embrace the river
- Embrace the winter
- Keep up with recreational trends (e.g., Frisbee golf)
- Market to younger families – emphasize quality of life
- More recreation space for all ages
- Expand outdoor seating areas
- Obtain more private funding from businesses
- Improve marketing of parks and recreation opportunities to visitors
- Expand community partnerships



Building Blocks

- Oak Park and Roosevelt Park
- Bison Trail and Woodland Trail



Downtown

- Roosevelt Park Zoo

Toolbox

- Special assessments (need to allocate fairly)
- Fundraisers
- Safe Routes to School



Bright Ideas

- Develop coulees with accessible nature trails
- Create an online equipment rental system
- Construct a continuous walking path along the river
- Make the former Ramstad Middle School site a recreation destination



Housing & Community Character Group

Meeting #1: February 22, 2022

Discussion Prompts

- 1 What are the three most important qualities that make a neighborhood a great place to live in?
- 2 What aspects of neighborhoods in Minot would you like to see changed?
- 3 What types of housing are missing in Minot? What kinds of housing should be planned for individuals and families moving here?
- 4 Pretend I am part of a family considering moving to Minot. Our growing family earns a modest income. What can you tell me about available housing and the community?
- 5 What types of amenities should be included with neighborhood development? Consider neighborhoods in Minot and elsewhere (think of other places you have lived or friends/family living elsewhere, if applicable).
- 6 Which recent residential developments were most successful and why? Any lessons learned from recent projects?
- 7 What are the top two or three challenges facing infill development/redevelopment opportunities?
- 8 What are the barriers to achieving desired development outcomes? Do city regulations, practices, or policies produce the type of development that the community needs or envisions? Why or why not?
- 9 How is Minot doing when it comes to reinvestment in existing housing inventory? Can we do better? If so, do you have any thoughts on how to improve?
- 10 Are there any issues with the quality, aesthetics or design of new residential construction? How is it fitting in with the larger community?
- 11 Where, specifically, do you see challenges related to existing **non-residential** development design, function, and aesthetics? What are those challenges?
- 12 Where, specifically, do you see positive advances related to existing **non-residential** development design, function, and aesthetics? What are those positive attributes? You are welcome to share thoughts from development outside of Minot.

Focus Group Responses (Facts and Trends Identified in Bold)

Essential Elements

- **Connectivity (sidewalks)**
- **Nearby services and attractions**
- **Neighborhood centers**
- **Safety**
- **Diverse building types, individuality in development**
- **Sustainable greenspace**
- **Access to public transportation**
- Neighborhood pride/definition (e.g., Eastwood Park)
- Walkability



Challenges and Threats

- **Development costs**
- **Labor shortage**
- **Costs of maintaining green areas**
- **Mentality about redevelopment**
- **Mindset about parking**
- **Poor quality of oil boom houses**
- Losing small-town feel
- Rental housing – maintenance
- Poor quality of construction following the flood
- Vacant buildings throughout the community



Gaps

- **Incomplete sidewalk networks**
- **Shortage of affordable single-family housing; too many apartments**
- **Shortage of age-in-place housing**
- Townhomes and condominiums



Strategies

- **Include public spaces with development**
- **Housing rehabilitation**
- **Historic preservation**
- Promote infill housing development



Building blocks

- **Lots of available apartments**
- **Enthusiasm for Visit Minot**
- **Downtown momentum**
- Improved flood protection
- Excellent school system



Targets

- **Affordable single-family housing**
- **Senior housing**
- **Mixed-use housing**
- More public art



Toolbox

- **Renaissance Zones**
- Façade improvement program



Projects we love:

- Blu on Broadway
- The Tracks
- Milton Young Towers revitalization
- The Bluffs

Land Use & Transportation Group

Meeting #1: February 23, 2022

Discussion Prompts

- 1 If you could make one change to the City's transportation systems, what would it be?
- 2 What part of the transportation system does Minot do best? Why? Consider the roadway system, paths, sidewalks, on-street bike systems, and transit.
- 3 Are there any critical gaps in the City's transportation systems?
- 4 Generally, what do you see as Minot's biggest transportation needs and opportunities over the next 20 years?
- 5 What external threats or opportunities could disrupt transportation modes and systems over the next 10-20 years?
How can the city prepare for disruptions?
- 6 How can Minot leverage or prepare for technology adoption related to transportation?

There is much focus at the state and national level on walkable, mixed-use development and transportation systems.
What are the barriers to this type of development in Minot?
- 7 Discuss Minot's highway entry corridors (US highways). Do they look and function the way you want? If change is desirable, how would these entry corridors ideally function and look in 20 years and beyond?
- 8 What are some examples of successful walkable development projects/areas in Minot or other similar communities?
- 9 What are some examples of successful transportation systems in Minot or other similar communities?
- 10 With regard to the methods Minot uses to finance transportation infrastructure improvements, what are the primary issues or challenges with these methods?
- 11 Why did you agree to participate in this discussion about the future of Minot?

Focus Group Responses (Facts and Trends Identified in Bold)

Essential Elements

- **Connectivity of multimodal transportation system**
- **Complete transit system (including school busing)**
- **Well-timed traffic signals**



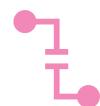
Challenges and Threats

- Over-reliance on federal funding through NDDOT; limited funding
- Busing to schools is insufficient
- Keeping up with infrastructure repair needs
- Mindset around walkability
- Heavy vehicle impacts on roads
- Continued growth leading to increased congestion
- High gas prices
- Potential decline in airline flights



Gaps

- **Gaps in sidewalk system – citywide**
- **Gaps in trail system – citywide**
- **Increased connectivity/capacity on N/S routes**
- **Limited access SE/SW bypass**
- **Need for increased turning lanes on existing roads**
- **EV charging infrastructure**



Strategies

- **Include public spaces with development**
- **Housing rehabilitation and historic preservation**
- **Access to public transit**
- **Public and shared spaces**
- **Active transportation connections**



Building blocks

- **Airport**
- **Walkable downtown**
- **Easy access to downtown**
- **Well-maintained road system**
- **Minot Air Force Base**



Targets

- **Affordable housing**
- **Senior housing**
- **Mixed use housing**
- **More public art**



Toolbox

- **Access management/access control on highway corridors**



MEETING #2

The second focus group series was conducted in April 2022. Meetings were facilitated by a series of guiding questions/discussion prompts. Each attendee was tasked with becoming the “subject matter expert” for one question, collecting and reporting feedback from all other attendees for that question. Feedback was categorized as follows:

- **Fact** – response was heard from everyone or almost everyone
- **Trend** – response was heard from multiple people
- **Unique** – response heard from a single person

Participants reviewed the draft goals for the Comprehensive Plan and prioritized goals in order of importance. For each goal, discussion was guided by three prompts:

-  *What is already being done to further this goal?*
-  *What needs to happen between now and 2040 to reach this goal?*
-  *How do we measure progress and results as we work towards achieving this goal?*

Focus group participants were also asked to identify obstacles that may impede goal achievement. A summary of each focus group discussion is below. Items reports as **facts are identified in bold**.

Economic Development Group

Meeting 2: April 27, 2022

What are we doing?

Growing Strong

- Growing strong (schools, hospitals, etc.)
- Major infrastructure investments – flood control, hospital, high school
- Port
- Energy Park

Tools and Programs

- Strong Chamber EDC
 - Task Force 21
- Magic Fund – determining how to use
- Renaissance Zone
- Career and Technical Education (CTE) Programs
- TIF/Tax Incentives
- Zoning
- Souris Basin Planning Council
- Start UP Minot
- Façade Program
- Community Development Block Grants

Strategies

- Flexible approach to economic development
- Identifying growth areas

- Attracting downtown residents and businesses

What do we need to do?

Needs

- Healthy unemployment (rate too low)
- State and federal cooperation
- One voice in the Capital representing Minot
- Remote workers to fill openings
- Unified buy-in from all community partnerships
- Funds available to capitalize development
- Unified local leadership

Strategies and Actions

- Support what we have while bringing in new businesses/industries
- Be proactive – don't wait for prospective businesses to come to us
- Quality of life beyond wages and benefits
- Prioritize investment based on the Comprehensive Plan
- Identify growth areas and determine whether infrastructure is needed
- Finish flood control
- Pursue more financial tools

- **Explore public-private partnerships**
- **Coordinate among all CTEs**
- **Have the “hard conversations” about properties**
 - Invest in areas where infrastructure is in place
 - Capture opportunities created by flood protection
 - Retaining current citizens, train workforce here
 - Support remote workforce
 - Get the most “bang for the buck”
 - Encourage/incentivize interior growth and revitalization
 - Set short-, mid-, and long-term goals
 - Avoid overexpansion
 - Focus on what makes us unique
 - Promote existing tools and programs
 - Engage business sector to be more involved
 - Improve marketing of potential opportunities
 - Make it easier and better for businesses to be here
 - Publish testimonials from Minot workers and business owners
 - Conduct downtown study – how to use Trinity buildings, etc.
 - Coordinate with Minot Public Schools and MSU – how can they support workforce development?

How do we measure progress?

Metrics

- **Unemployment rate**
- **Housing and job market changes**
- **Building permits (e.g., single-family homes)**
- **Number of startups and businesses**
- **Sales tax, property tax, taxable valuations**
- **Population growth**
- **Job vacancies**

Methods

- Satisfaction survey – continue regularly
- Survey local businesses and those that have moved on; business retention/expansion interviews
- Pay attention to billboards – ads for openings and employment

What are our obstacles?

- **Commitment from political bodies, citizens, and businesses**
- **Finding a vision and being proactive**
- **Funding**
- Workforce training & retraining
- Limited resources
- Another major disaster

Public Services, Facilities, Parks, & Open Space Group

Meeting 2: April 27, 2022

What are we doing?

Parks, Open Space, & Trails

- **1,000 Trees for Minot**
- **Pollinator Project**
- **Wildlife restoration efforts led by Hess)**
- **Friends of the Souris**
- **Roosevelt Park Zoo Initiatives**
 - Year-round planning and programming
- **Flood control projects**
 - Addition of recreation components
- **Indoor areas**
 - Fun Zone
 - The Bubble
 - Maysa
- **Trails Committee**
- **Trails mapping system**
- **Trail expansion**
 - Connecting trails to neighboring communities
 - Cross-country ski rentals

Public Services and Facilities

- **Water treatment and supply expansions (NAWS)**
- **Maintenance plans in place**
- **Capital Improvements Plan – updated each year**

- **Solid waste management**

- **Working on recycling and landfill expansion**
- Baling facility reducing waste
- Good infrastructure planning processes in place
- Safe Routes to Schools
- Planning and building for the long-term (resilience)
- Anticipating growth needs

What do we need to do?

Parks, Open Space, & Trails

- **Develop and execute master parks and facilities plan**
- **Connect trail gaps**
- **Activate coulees and Souris River “dead loops”**
- **Implement full Earth Week**
- **Public education on:**
 - Environmental impacts of chemical use
 - Native/appropriate species
- **Update websites and social media to keep the public informed**
- **Implement a master plan checklist**
- Promote kayaking and other river activities
- Make the river navigable (e.g., bypass dams)
- Develop parks in high-value areas

- Build on existing paths
- Use the resources we already have
- Maysa expansion

"Sometimes we have to spend money to save money" (an ounce of prevention is worth a pound of cure)

Public Facilities and Services

- Continue to revise CIP each year
- Execute recycling project
- Execute landfill expansion
- Prioritize most important plans/projects
- Fund remainder of flood protection project
- Identify infrastructure issues early
- Have a flexible maintenance plan for unforeseen failures
- Evaluate the infrastructure needs of each project – do we have capacity for that?
- Gather public input systematically
- Get involved in federal processes (e.g., NEPA)
 - Leverage federal dollars whenever possible (e.g., highway projects)
- Research BMPs from other communities
- Work with all entities that are in place
- Education on resilience

- Stay open-minded to all potential threats, not just flooding (e.g., drought)
- Education on landfill capacity, waste generation, etc., cost of recycling, etc.
- Promote usage of sustainable, recyclable materials
- Know when to fold 'em – accept failure and move on



Bright ideas:

- Connect Minot trails to neighboring cities and MAFB
- Convert maintenance roads to multi-use roads
- Start a winter carnival
- Repurpose empty malls/big box stores for indoor recreation

How do we measure progress?

Metrics

- Number of plantings (1,000 trees)
- Number of parks within walking distance
- Waste diversion
 - Waste generation per person (tons per person, dollars per person)
 - Waste reduction with recycling)
 - Number/percentage of households that recycle
 - Compare Minot to peers

- Tipping fees for contractors

Methods

- Survey users
 - ADA facilities
 - Park users
- Set reasonable timelines to track progress
- Maintain good records
- Transparency – keep public aware
- Categorize the elements in the CIP and track them year-to-year
- Evaluation criteria – balance between quality-of-life initiatives and maintenance
- Use technology to track usage/visitors
 - e.g., phone data/apps
- Give it the eye test – do we see new activities or users on the river?

Housing & Community Character Group

Meeting 2: April 28, 2022

What are we doing?

Policy and Programs

- Revamped the Zoning Code
 - Landscaping standards
 - Sidewalks
 - Signage
- Planned Unit Development
- Façade program
 - Preservation, signage, window treatments

Housing Development Efforts

- Downtown rehab
 - Diversifying the housing stock
 - Infrastructure investment has catalyzed development
- Blu on Broadway (NDR funds)
- Expanding LMI housing stock (NDR funds and HUD funds)
 - Milton Young Towers
- Looking at different rent levels within buildings and neighborhoods
- Quality retrofits – using good materials

Placemaking

- Neighborhood branding/neighborhood focus

- School-oriented development
- Trail development
 - Community connections (e.g., Burlington)
- Downtown – walkability, parklets
- 1,000 Trees

Highway Entry Corridors

- City monuments
- Minot bridge/military tie-ins on 83.
- Trail development
- Extension of Renaissance Zone on north Broadway
- Grand Hotel Façade improvements

What do we need to do?

Zoning

- Consistent enforcement of the Zoning Code
- Rethink design standards
 - Allow narrower streets

Housing Development Efforts

- Continued monitoring of housing stock and vacancies
 - Dedicate staff person for this
- Get comprehensive data on all levels of housing
 - Not just single-family sales



- Ensure that LMI housing stays LMI housing
- “Make it OK to rent”
- Coordinate efforts to unify strategies and avoid redundancy
- Listen to the community and pay attention to the needs of all
- Don’t reinvent the wheel – learn from other communities.
- Community leadership
- Monitor squatters and blighted housing

Placemaking

- More involvement from city leadership, residents, and businesses
- Bring a mix of businesses downtown
 - Grocery stores, hardware stores, etc.
- The Big M – needs to move forward
- Make a plan for city-owned properties
 - Carnegie Center
- Expand Minot State presence off-campus
- Define and label neighborhoods and corridors
 - Use landscaping/design to establish neighborhood identify/theme
 - Neighborhood plans – name and map
- Get community alignment on what is considered historic/worthy of preservation

- What will be historic in 2040?
- Education and outreach on historic preservation

How do we measure progress?

Metrics

- Vacancies
- Property prices versus salaries
- Building permits
- Number of units that address housing gaps (e.g., LMI, “missing middle”)
- Number of zoning changes (are we consistent with the Plan?)
- Improvement of sidewalks and trails
- More people walking and biking
- Number of buildings on the historic register

Methods

- **Develop a tool to measure/value new construction vs. reconstruction**
- Resident satisfaction survey
- Look to existing neighborhoods – what works and what doesn’t?
- Establish benchmarking

Land Use & Transportation Group

Meeting #2: April 28, 2022

What are we doing?

Planning and Zoning

- Improving communication
- Recent zoning ordinance update
- Flood zone buyouts
- Subdivision planning and master planning for sidewalks, trails, parks, etc.
- 2-mile ETA helps manage growth
- Incorporating natural environments into development

Transportation and Infrastructure

- **Two of four bypasses complete**
- **Corridor studies**
 - **Broadway Corridor Study**
 - **Access management**
- **Road diets (e.g., 16th Street)**
- **Airport improvements**
- **Water and sewer improvements**
- SW Bypass Study and SE Bypass Study
- Complete Streets inventory

River Activation

- **Strengthening connections to the river**
- **Dam removal**
- **Portage areas for river access**

- **Promoting river usage**
- **Maintaining fishing docks**
- Flood zone buyouts
 - Improved resilience and recreation opportunities

What do we need to do?

"We need to keep a 30,000-foot perspective. In 20 years, how many people are going to wonder about our planning rationale?"

Planning and Zoning

- **Improve City-County joint powers agreement**
 - **Policing**
 - **Development**
 - **Townships**
- **Improved emergency vehicle access**
- **Ghost Platting (flexible build-out plans)**
- **Sustain community buy-in**
- Follow current planning and zoning while remaining adaptable
- Empower city leaders to follow the plan
- Keep ordinances up to date

- More master planning – need more detailed plans for large development areas as we continue to grow in larger numbers
- Better stormwater plans – wet retention vs. dry retention
- Regional, multiuse detention areas
 - Clarify pond maintenance responsibilities
- Joint discussion between Minot City, Parks Department, and Ward County on the master plan

River Activation

- **Need a more focused plan (more of a 10-year plan than a 20-year plan)**
- Clean dead loops
- Educate public on costs and projects
- Coordination with City, County, Park District
- More bridges for better access to river

Transportation and Infrastructure

- **Corridor studies for SE bypass and SW bypass**
- **Plan future arterials and collectors in city growth areas**
- **Learn from 16th Street Road Diet – challenges and successes, public response**
- **Funding for major transportation projects (e.g., Broadway reconstruction)**
- **Improve biking, walking, and transit access in existing neighborhoods**
 - Prioritize facilities for various roadway types

- **Expand Safe Routes to School program**
- **Communicate sidewalk responsibilities, costs, etc. to residents**
- **Develop rationale to support bike and ped infrastructure**
- **Communicate access management policies and objectives to businesses**
- **EV charging stations**
- **Improve traffic control technology – dynamic connected signals**
- **Find technologies and innovations that are conducive to regional climate**
- More signage to guide traffic in areas where it is missing
- Better data collection – all modes
- Walking and biking cross-street connections
- Expand transit for low- to moderate-income users
- Complete unfinished roads (dead ends) to improve connectivity
- Trail connection to Bison Plant area

How do we measure progress?

- 1. Set measurable goals**
- 2. Establish a baseline**
- 3. Collect data**
- 4. Re-evaluate regularly**

Metrics

- **Number of people using the river**
- **Federal and state dollar investment**
- **Usable space versus unusable space on the river**
- **Accurate traffic counts**
- **Ease of movement within corridors (i.e., Level of Service)**
- Reduction in flood insurance rates/number of flood-impacted properties
- Crash data – update and analyze
- Transit ridership
- Building permits
- Community buy-in (voter approval)
- Walkscore/walkability scale
- Pavement quality data

Methods

- Survey bicyclists and pedestrians about their level of comfort
- Measure development against the Comprehensive Plan and Land Use Plan
- Track citizen complaints
- Follow the money – where and how are developers investing?