

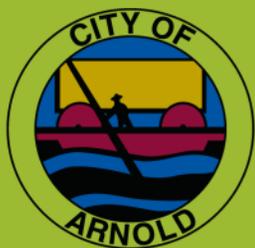
Community

Arnold, Mo. Comprehensive Plan

Engagement



Community Engagement Summary



October 2011



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Introduction and Overview

Community Engagement

From October 2010 to September 2011, the City of Arnold, Missouri launched an important period of public input for the Arnold City comprehensive planning campaign. Referred to as, “*Your Community. Your Plan.*” this process solicited feedback from residents and stakeholder groups regarding community issues and needs towards development of several alternative “what if” future scenarios, and a preferred “New Direction” that describes how the community might develop by 2030. Each scenario included a number of different planning strategies, and the best strategies -- as identified through extensive research and public input ultimately became the basis of the final Comprehensive Plan that is presented in this report.

Building flexible opportunities for participation was key to reaching as many participants as possible. Therefore a variety of ways were designed for the public to be involved. Participants could choose the length and depth of participation, with options ranging from taking an online survey to participating in a three-hour workshop. Opportunities were available for face-to-face contact at public workshops or online participation that did not require direct interaction. Throughout these methods of engagement Arnold asked residents to help us identify community issues, needs and prioritize policies and tell us about the trade-offs they would be willing to support to reach their goals.

Who’s Involved

The Comprehensive Planning process involved people from all walks of life - regular folks, organized advocates, and people from nearby and overlapping jurisdictions played a part in the process. Groups included:

The Community

One of the key principles of the new Plan was that the process needed to involve the people of Arnold. Specifically, it needed to reach beyond the folks who normally participate. Members of the community were asked to engage in civil discourse about issues that affect current reality and dictate what Arnold will be in the future.

Perspective Groups

The perspective group members consisted of citizens and civic leaders with diverse backgrounds and perspectives, who have a big picture attitude about Arnold – its strengths, assets, weaknesses, role in the area, etc. Their role was to identify key issues early in the process to inform the public outreach efforts and all aspects of the Plan.

The City Council

The City Council has final approval over the planning process and the new Arnold Comprehensive Plan. Like the Comprehensive Plan Citizen Planning Advisory Committee (PAC) and Planning Commission members they appoint, members of the City Council are advocates for a plan that captures the vision and spirit of Arnold.

Planning Advisory Committee

The Planning Advisory Committee (PAC) was created to provide a forum for representative citizens to provide their input to the planning process. The PAC consisted of 15-20 community leaders of varied backgrounds,

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recommended by the Mayor and City Council, who met several times during the course of the process. The PAC served as the voice of the community throughout the development of the Plan, providing input on factors which affect public acceptability, site utilization concepts, and land use.

City of Arnold Staff

City staff served a number of functions, ranging from administration of the public process to data collection and analysis to facilitation at events. The Community Development Department managed the process with the consultant team.

The Consultant Team

The consultant team worked collaboratively with City staff to “orchestrate” the planning process and prepare substantive work products reflecting the results of public participation. The members of the consultant team are: Patti Banks Associates (PBA) as primary author and lead consultant; with transportation/civil engineering support from George Butler Associates (GBA), market analysis from Applied Real Estate Analysis (AREA); and codes analysis from Piper-Wind Architects, Inc.

Overview

Since October 2010, we have heard from many residents through community survey, perspective group meetings and two public workshops. At the December “Visioning” workshop, participants created maps of the City to illustrate where to locate new jobs and homes, where neighborhoods should be preserved or built, where pedestrian connections are needed, and what patterns of development and land use types they wanted to see across the City.

The work stemming from the December workshop fed directly into helping to shape three development futures that were presented during the “What if Scenario” workshop in March. Participants were asked to view three “What if Scenarios” illustrated in a “workbook” and series of large boards with images illustrating the type of land use and housing mix that could take place in the study area. They assessed how well they believed each scenario addressed a series of seven value-based questions. For each question, they chose the scenario they felt addressed the issues best, voting for only one scenario for each question.

Scenario A: Market Trends continue, was rejected.

Scenario B: Reinvest, was supported.

Scenario C: Reimaging was highly desired.

Participants were also to identify where specific land uses should go in Arnold by answering a series of six location-based questions. For each land use type they could choose one or more locations as appropriate. The positive ratings focused the planning and design goals, affirmed scenario evaluation response, and helped define the most appropriate, as well as inappropriate, uses and characteristics for the future.

The next step in drafting an overall “New Direction” strategy was to identify key land uses, transportation elements and overall development patterns. These development patterns represent future development opportunities and provide Arnold with a diverse range of choices. By strategically placing them to create the “New Direction” on the map, Arnold can work towards a future based upon what its’ residents value.

Themes have developed as a result of the hard work from the public and Arnold Planning Advisory Committee culminating into several strategies that will propel Arnold toward a successful “New Direction”. These strategies cover a range of topics representing many of the issues that have been raised during the workshops and public

survey. While each strategy is unique, they all build upon one another and fold directly into a common goal to move the vision from concept to reality.

Building flexible opportunities for participation was key to reaching as many participants as possible. Therefore PBA developed a variety of ways for the public to be involved. Participants could choose the length and depth of participation, with options ranging from taking an online survey to participating in a three-hour workshop. Opportunities were available for face-to-face contact at public workshops or online participation that did not require direct interaction. Throughout these methods of engagement Arnold asked residents to help us identify community issues, needs and prioritize policies and tell us about the trade-offs they would be willing to support to reach their goals.

Results can be seen throughout this document in word clouds. By visualizing “Issues and Needs”, “Big Ideas” as well as “Places” in word clouds (using www.wordle.com) it is easy to see which themes and priorities rose to the top of workshop and survey participants concerns. The **larger** the word or phrase appears; the **more often** it was mentioned.

After the public workshops the maps and visual preferences exercises are collected, scanned and tabulated. At the same time, every written comment is also documented. Once all the maps have been scanned, we begin to analyze the results by creating a series of summary maps that tell us things related to participants preferences for where and how to grow. Community survey results are integrated and patterns and themes for growth and redevelopment begin to emerge. We then use our analysis of the results to create a range of scenarios, based on the workshop input, current trends, and land use and transportation strategies. We specifically focus on understanding the key themes which emerge from the workshop maps, surveys and comments. Once the scenarios have been built, we work with the community to tease out the best ideas from all the scenarios which leads to development of a preferred scenario. The final scenario is then tested to determine its potential impacts on the community’s neighborhoods, land use, transportation framework, open space and economic development.



Community Online Survey

Public engagement began in November 2010 with the launch of a community online survey utilizing “Survey Monkey”. Residents were asked to complete a multiple-choice demographic, market, and policy survey. The questions were specifically tailored to Arnold and allowed the consultant team to gather quantitative and qualitative data that correlated with Workshop #1 “**Big Idea Visioning and Community Needs**” data. Responses to these questions were critical to fully understanding the demographics of those who participate and how they responded to the questions. These questions ranged in subject but primarily dealt with current conditions and a variety of development priorities. Topics included shopping patterns, economic development, traffic and commuting patterns, ratings of public services, neighborhoods and housing, urban design, and open space. These responses will help shape the goals and objectives for this plan.

Thirty-nine total questions were asked. The following show results from some of the most interesting and important questions.

- Over 148 survey responses were gathered.
- Participants were predominately residents.
- The great majority were over 45 years of age.
- The majority live in a single-family home.
- Over 50% of respondents have lived in Arnold over 16 years.
- 40% are satisfied with the quality of growth and development in Arnold.
- The top three growth and development which respondents are most concerned about are:
 - Change in overall image and reputation of Arnold
 - Difficulty of bicycle or walking travel
 - Loss of community character/image/identity
- The three types of stores/businesses they would prefer are:
 - Bookstore
 - Mixed-use center (like a downtown)
 - Large department store (like Macy’s)
- When give four choices for where to direct future growth, 50% chose “Infill first along roadway corridors, before expanding beyond city limits.”

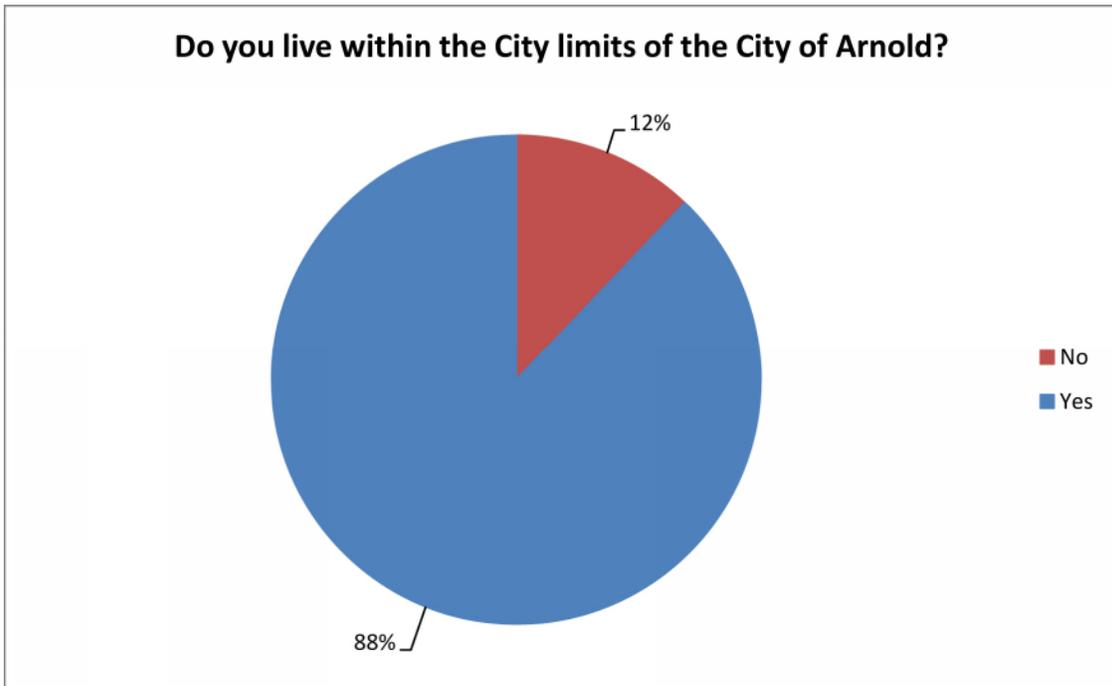
The results of the online survey were separately graphed and analyzed. It was important to understand the areas of agreement or disagreement. Specific policies, goals and objectives will be generated from the survey. The positive ratings will focus the planning and design goals and helped define the most appropriate, as well as inappropriate, uses, characteristics and strategies for the future.

When the positive results from the online survey and visual preference survey, discussed later, are integrated and translated into two and three dimensions, alternative scenarios emerge.

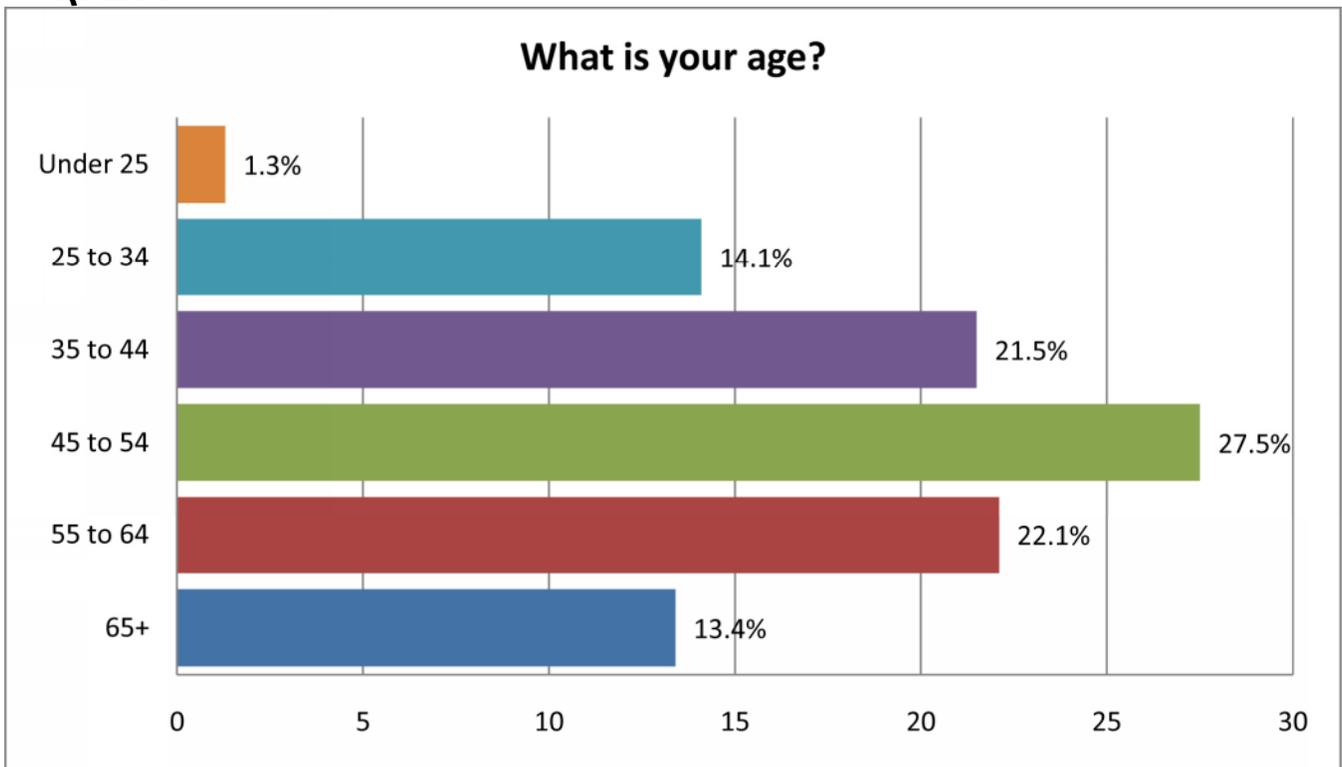
Thirty-nine total questions were asked. Of those thirty-nine, five questions were open ended. Responses to those questions follow chart illustrations of questions 1 – 34.

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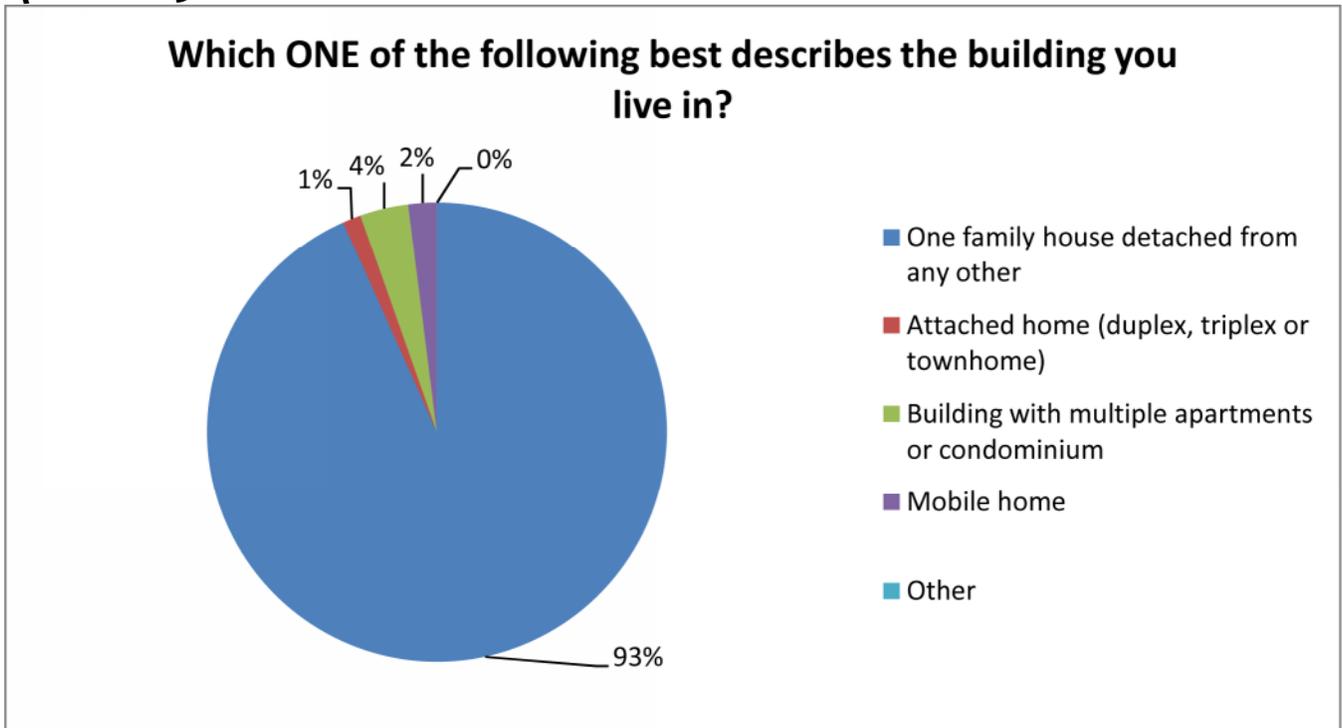
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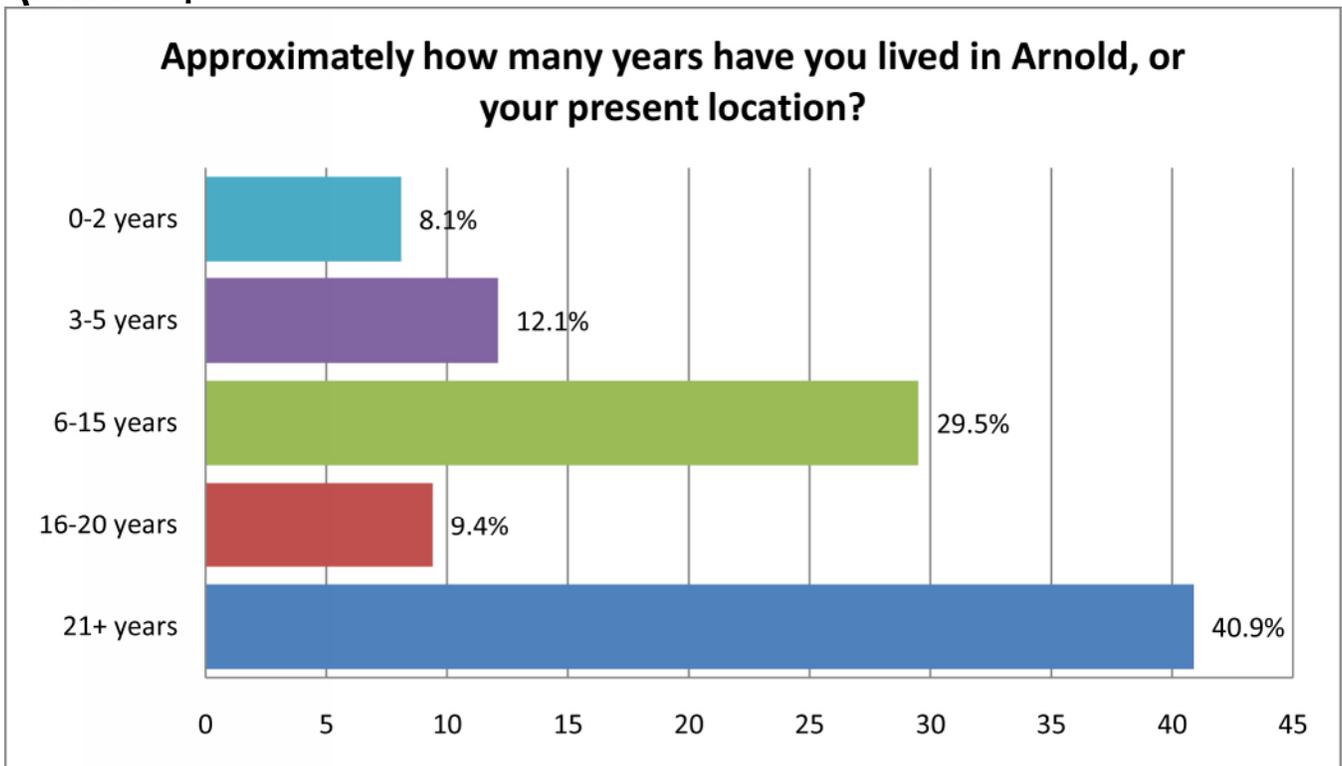
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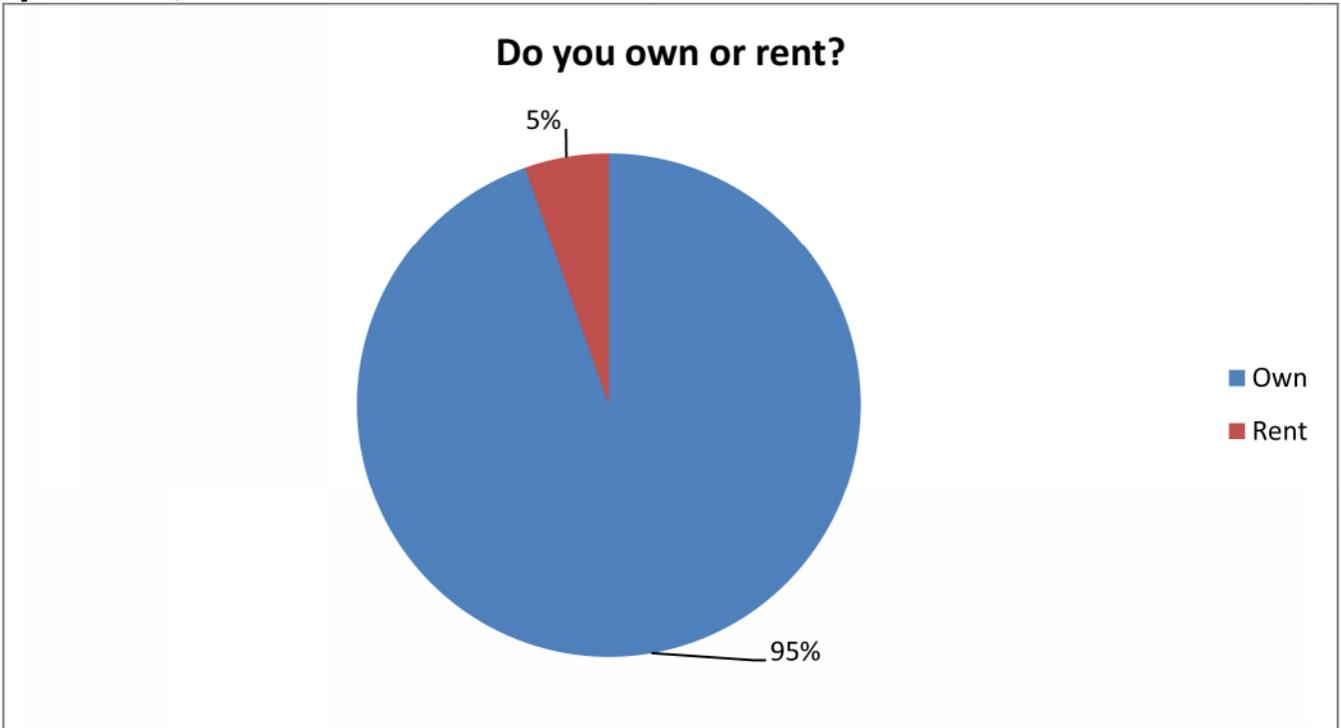
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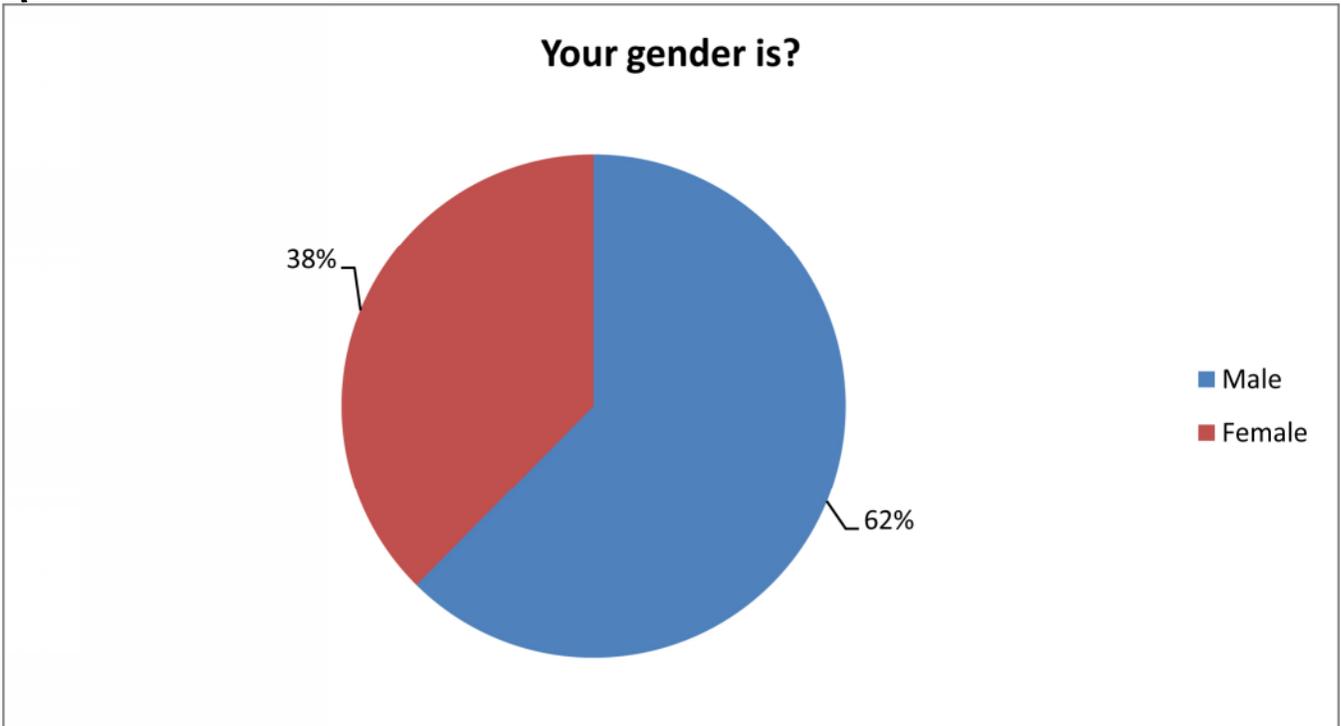
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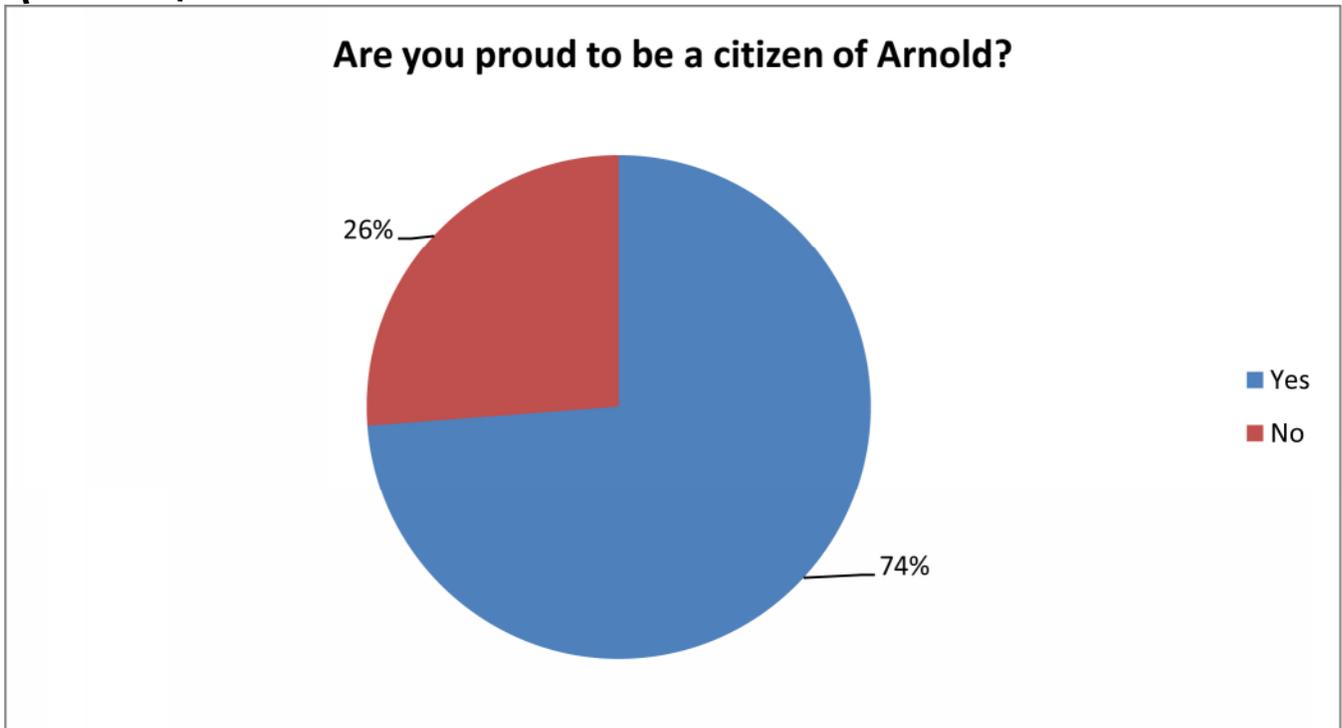
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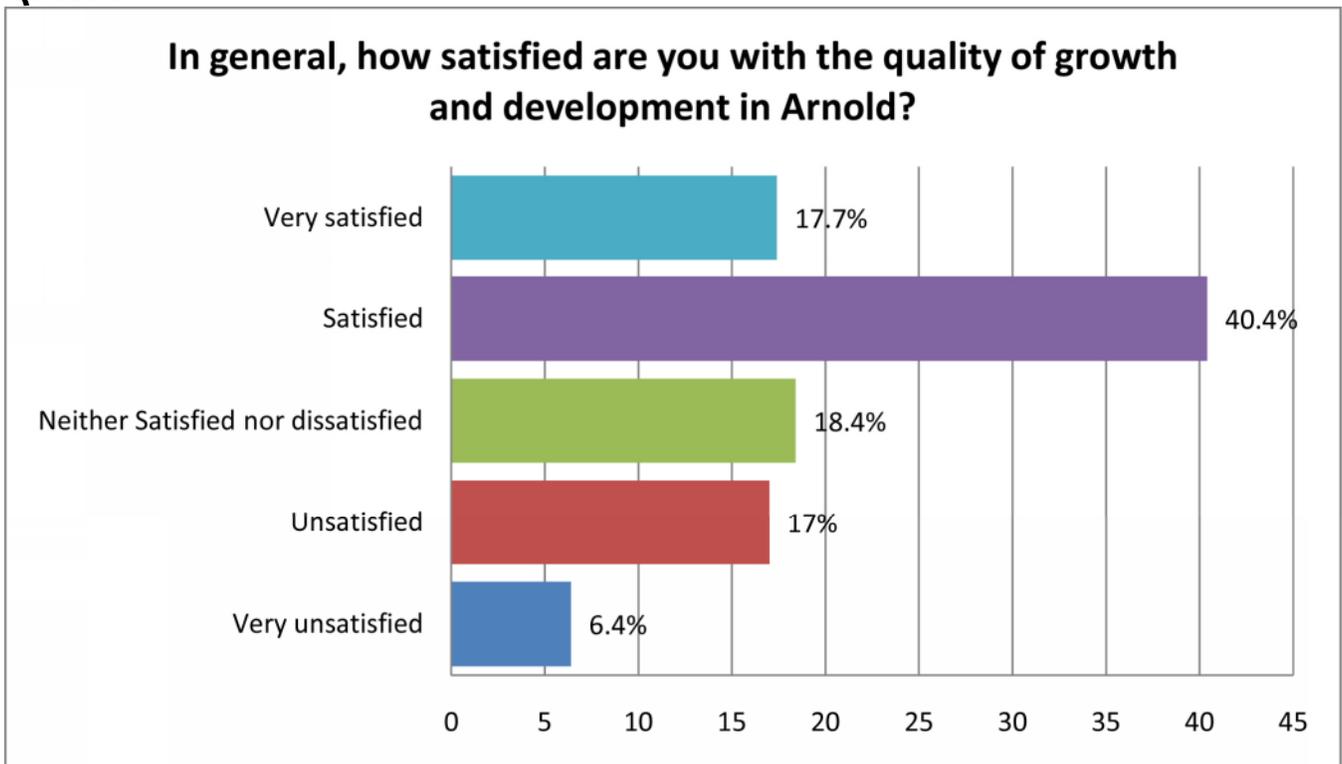
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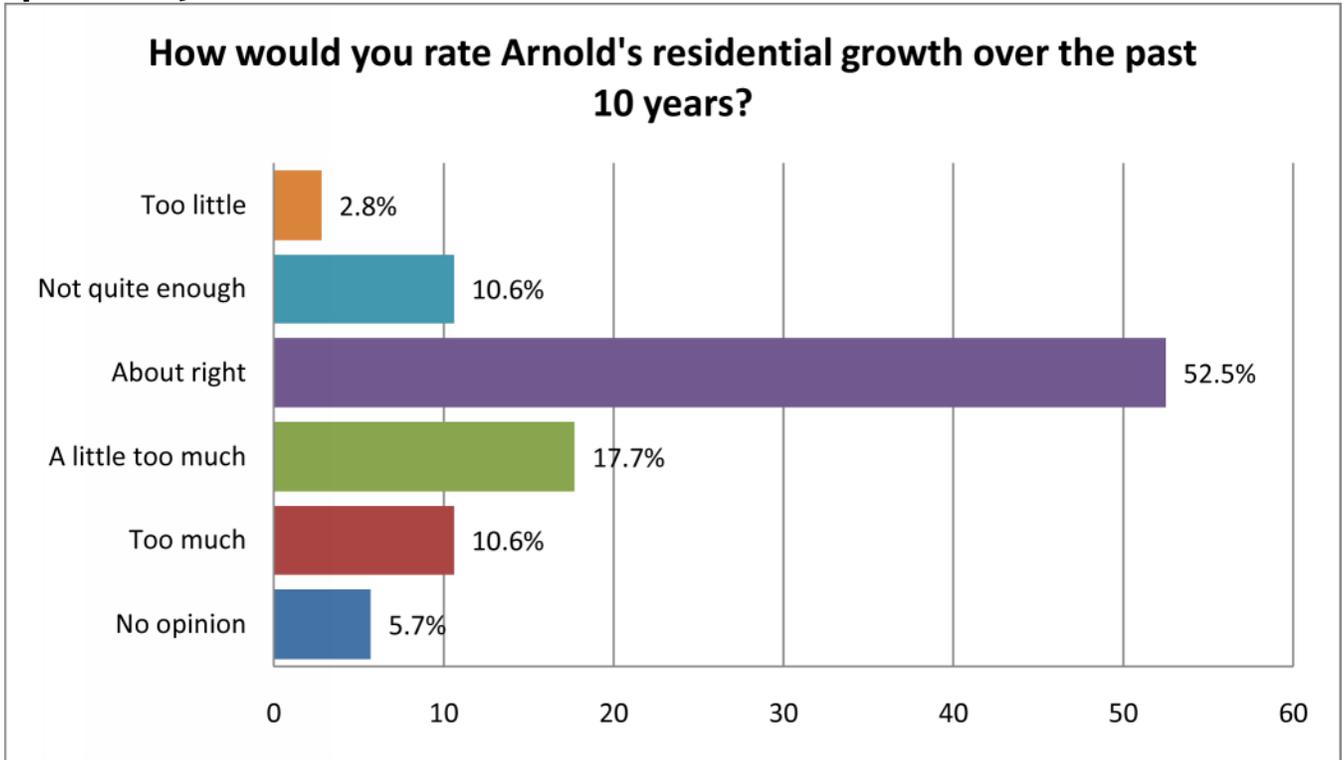
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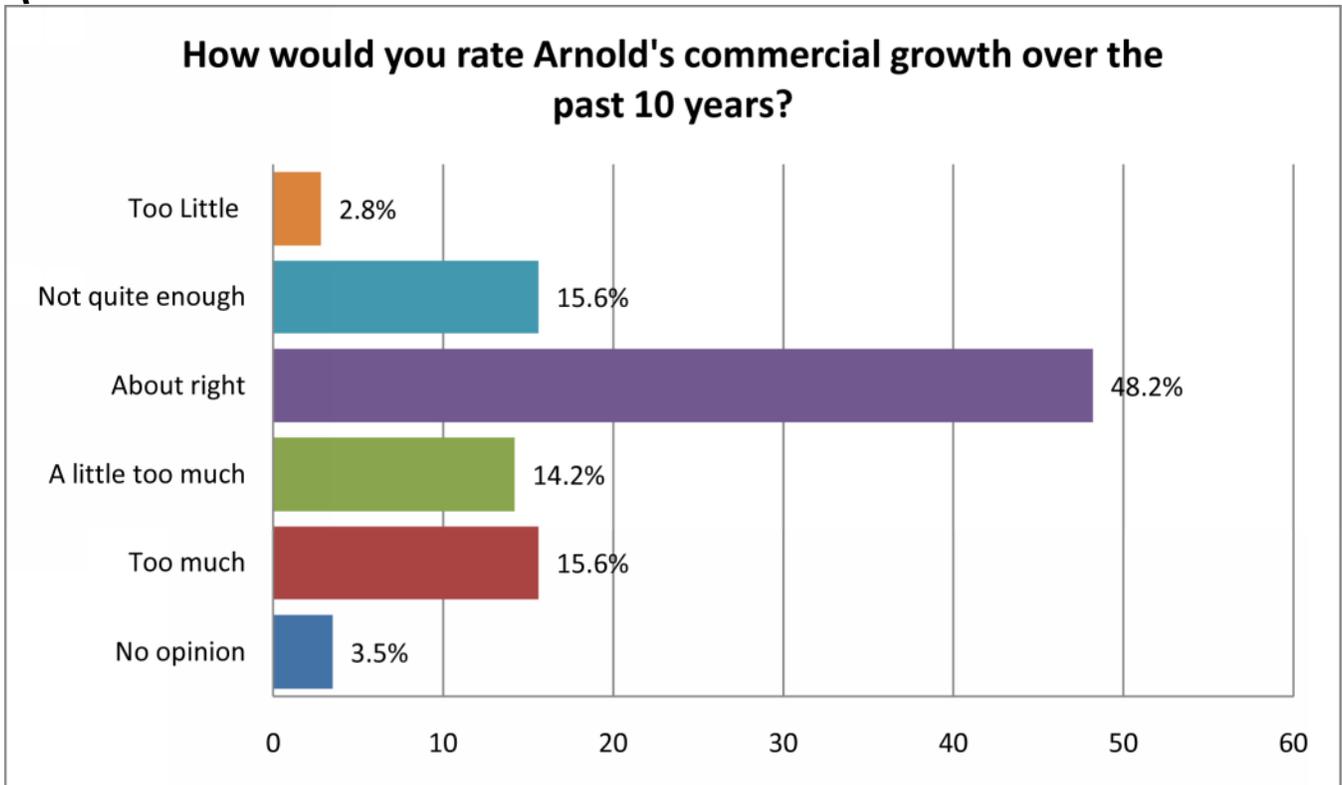
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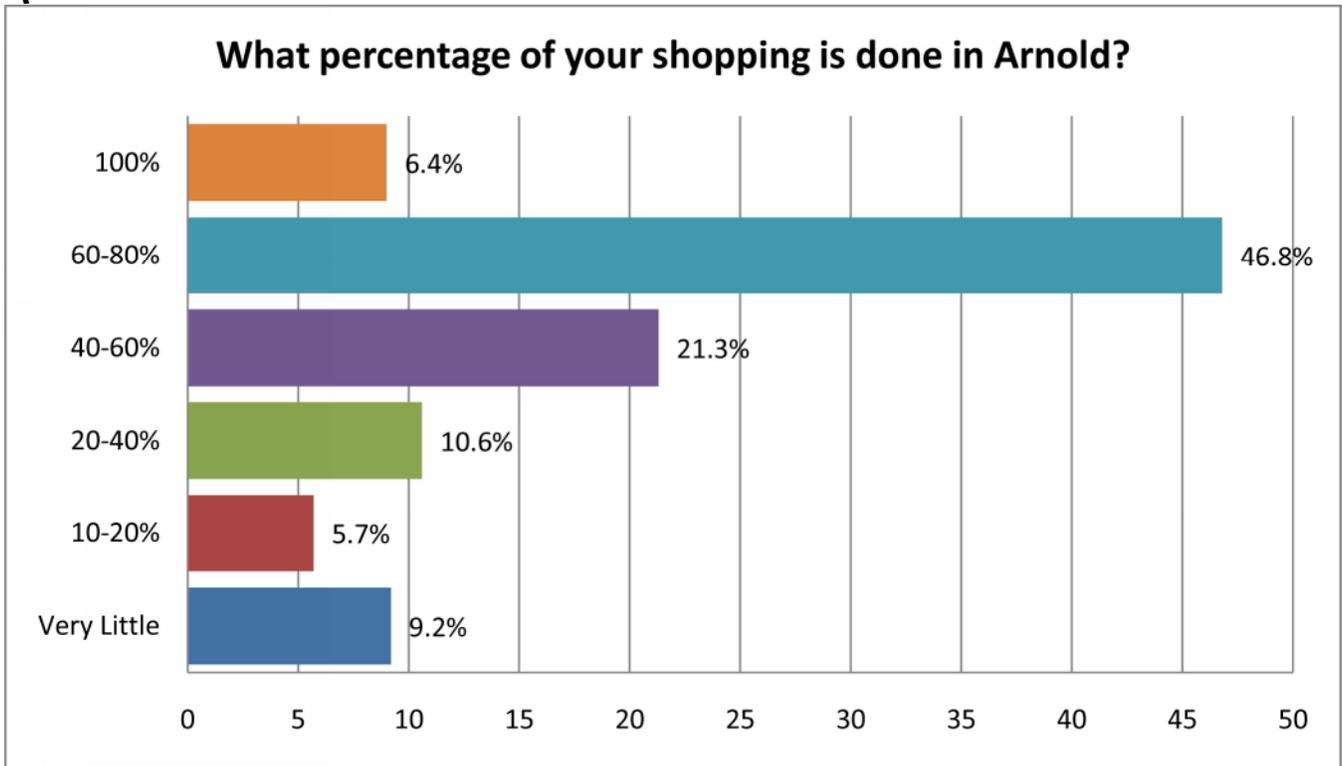
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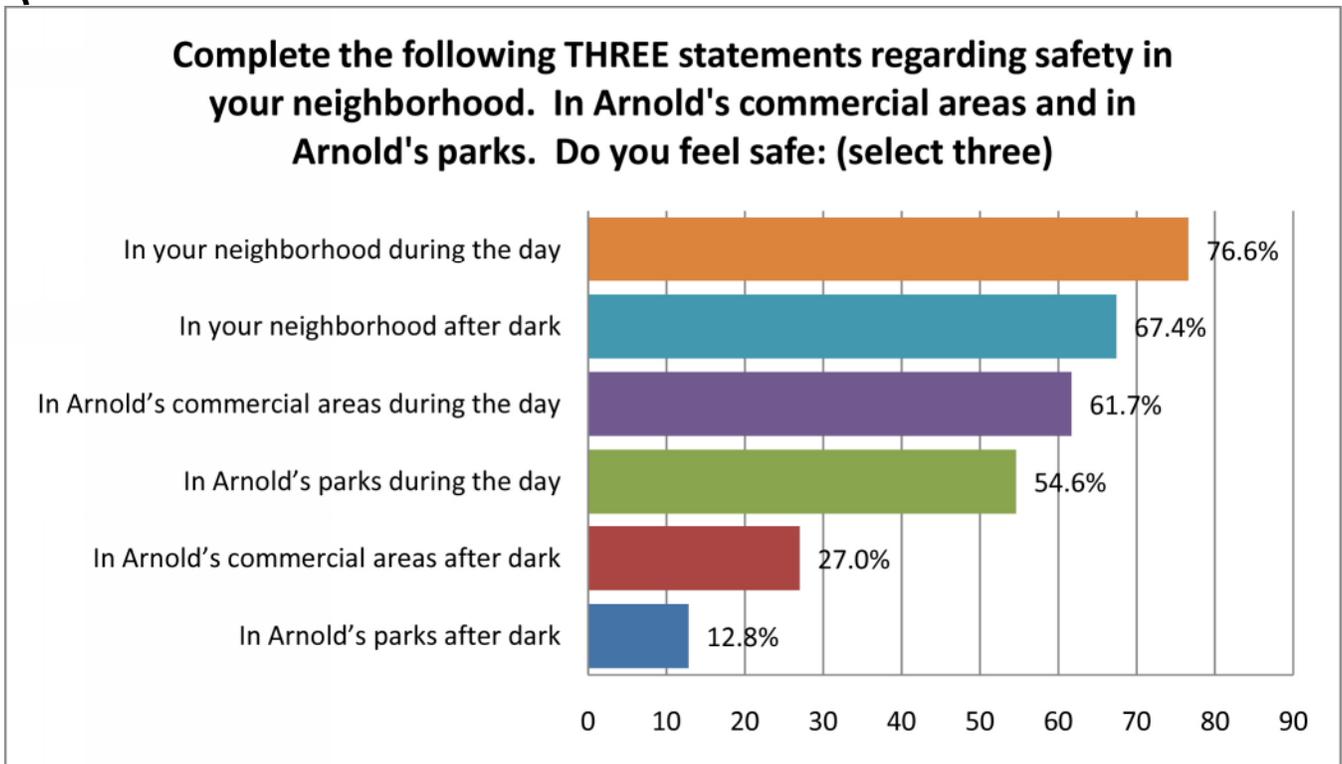
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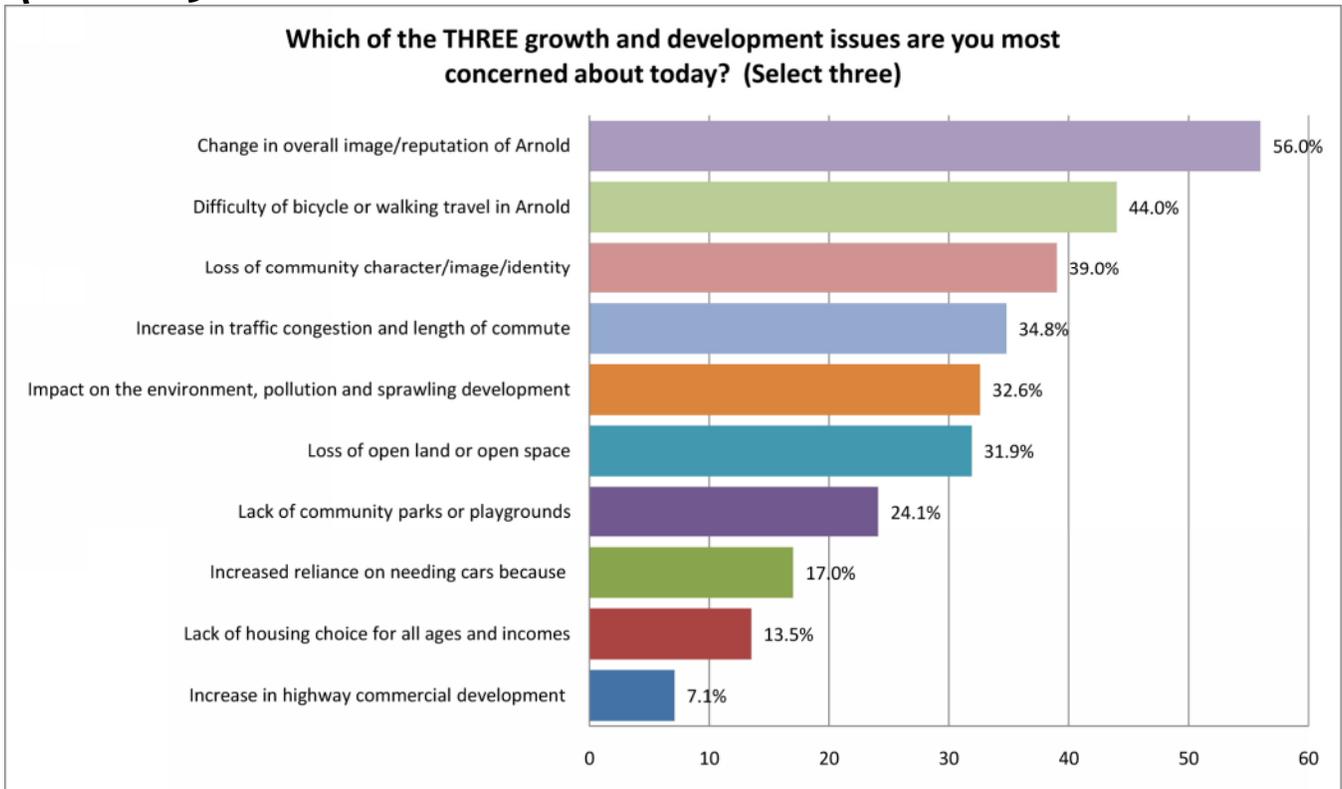
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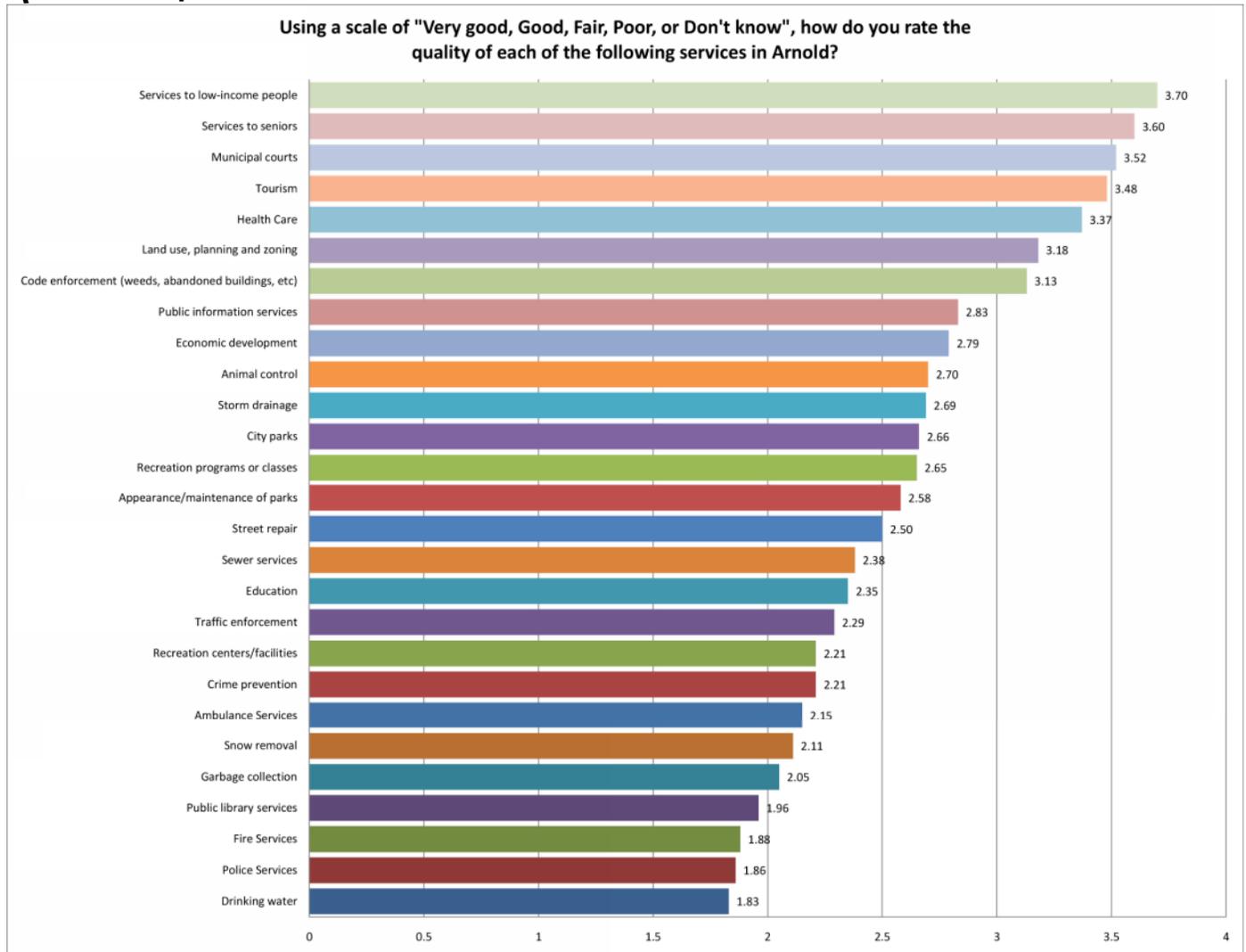
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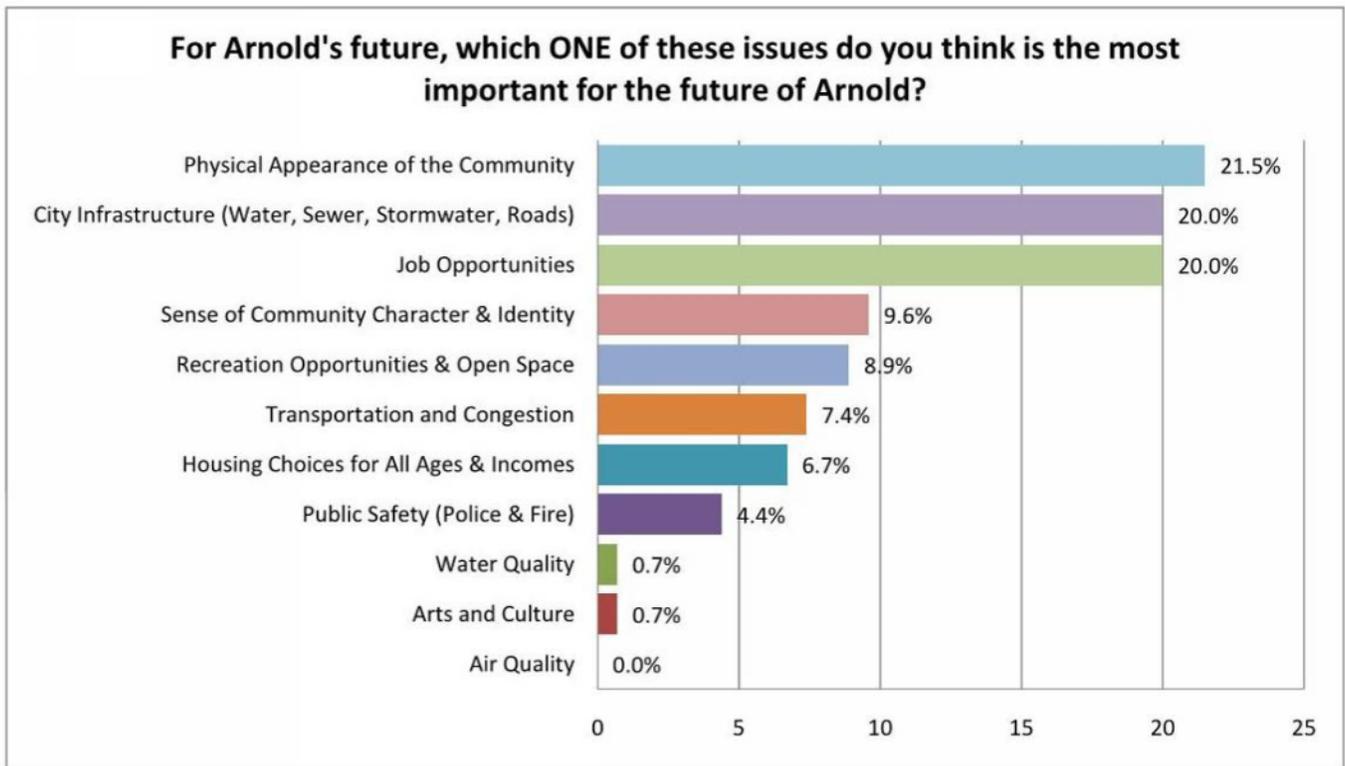
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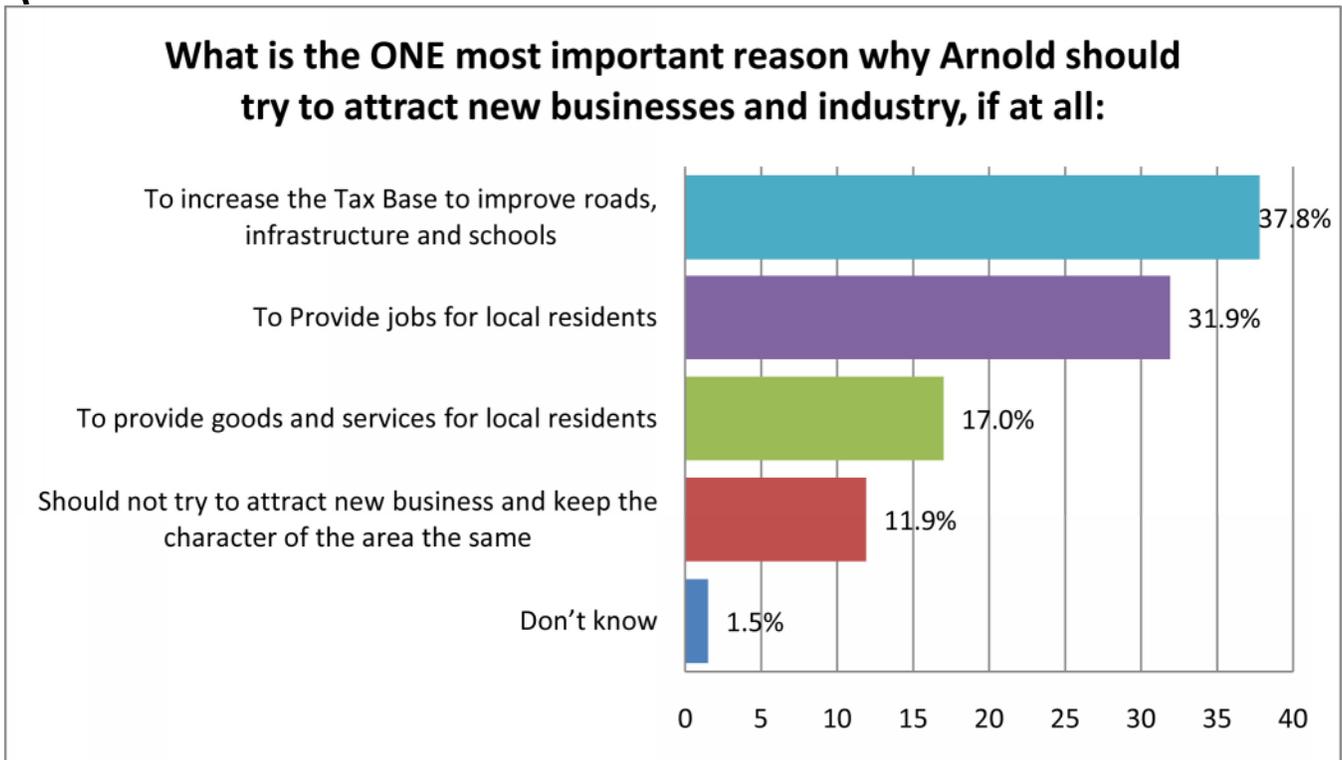
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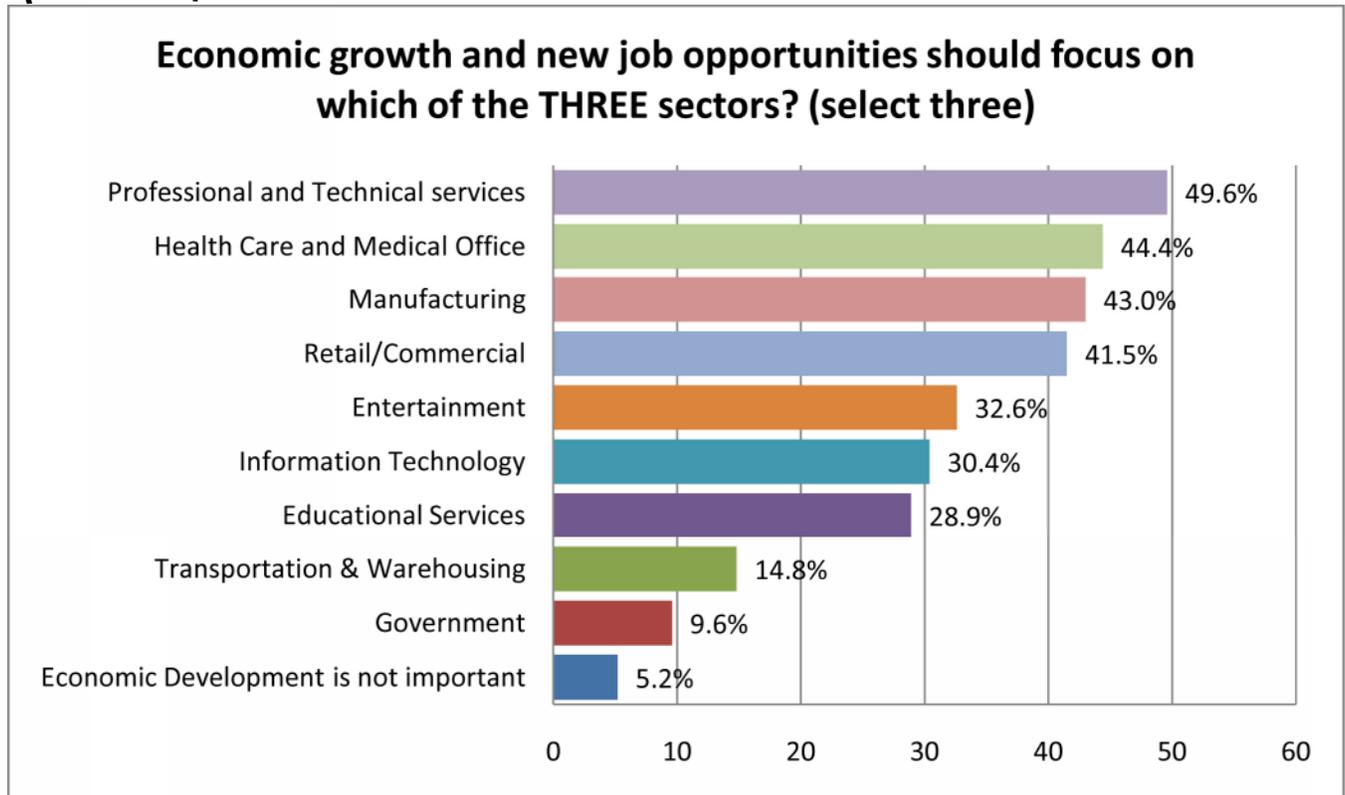
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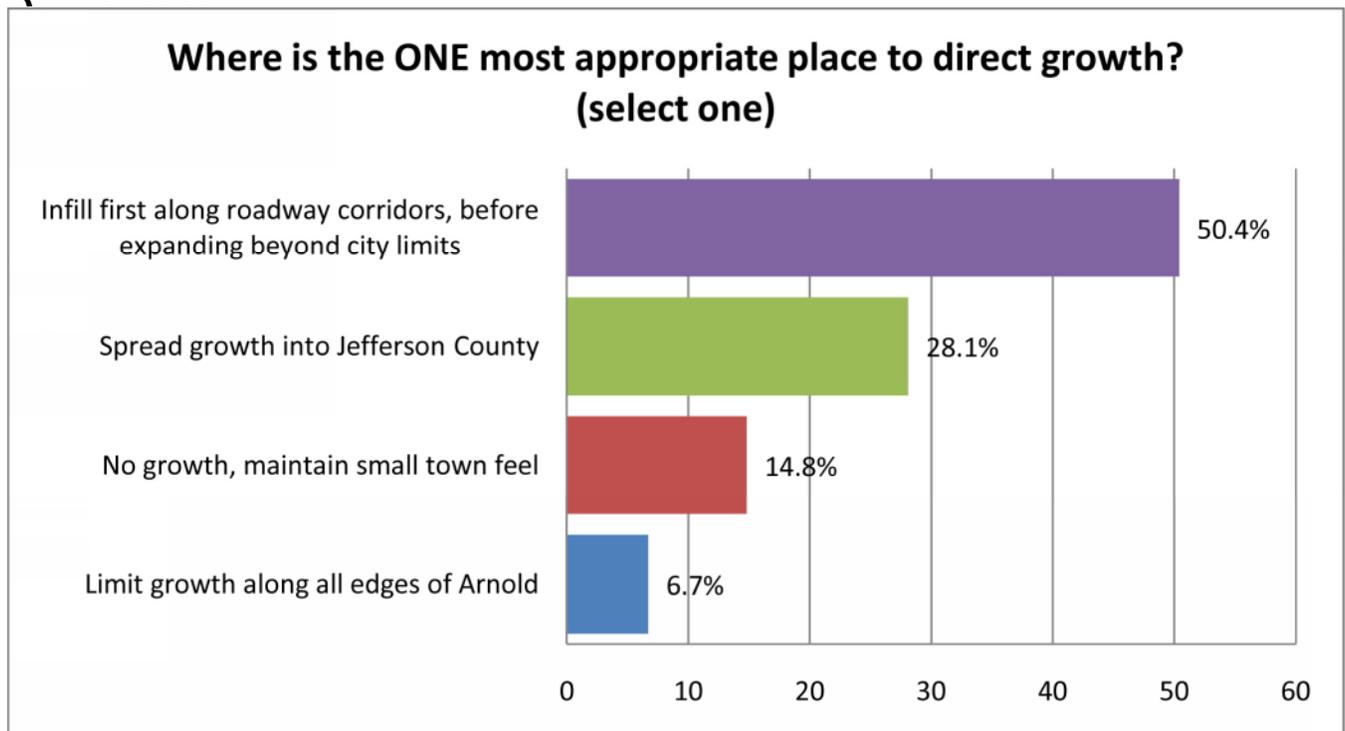
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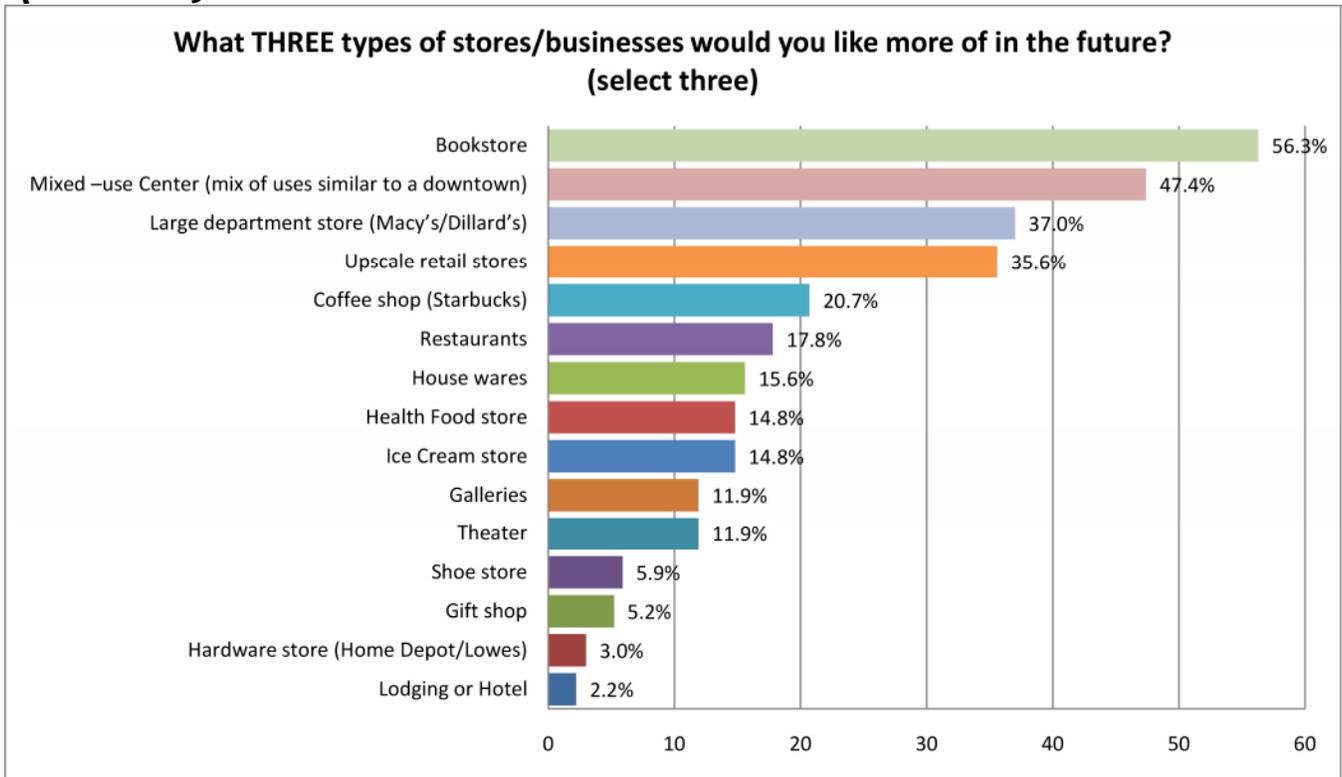
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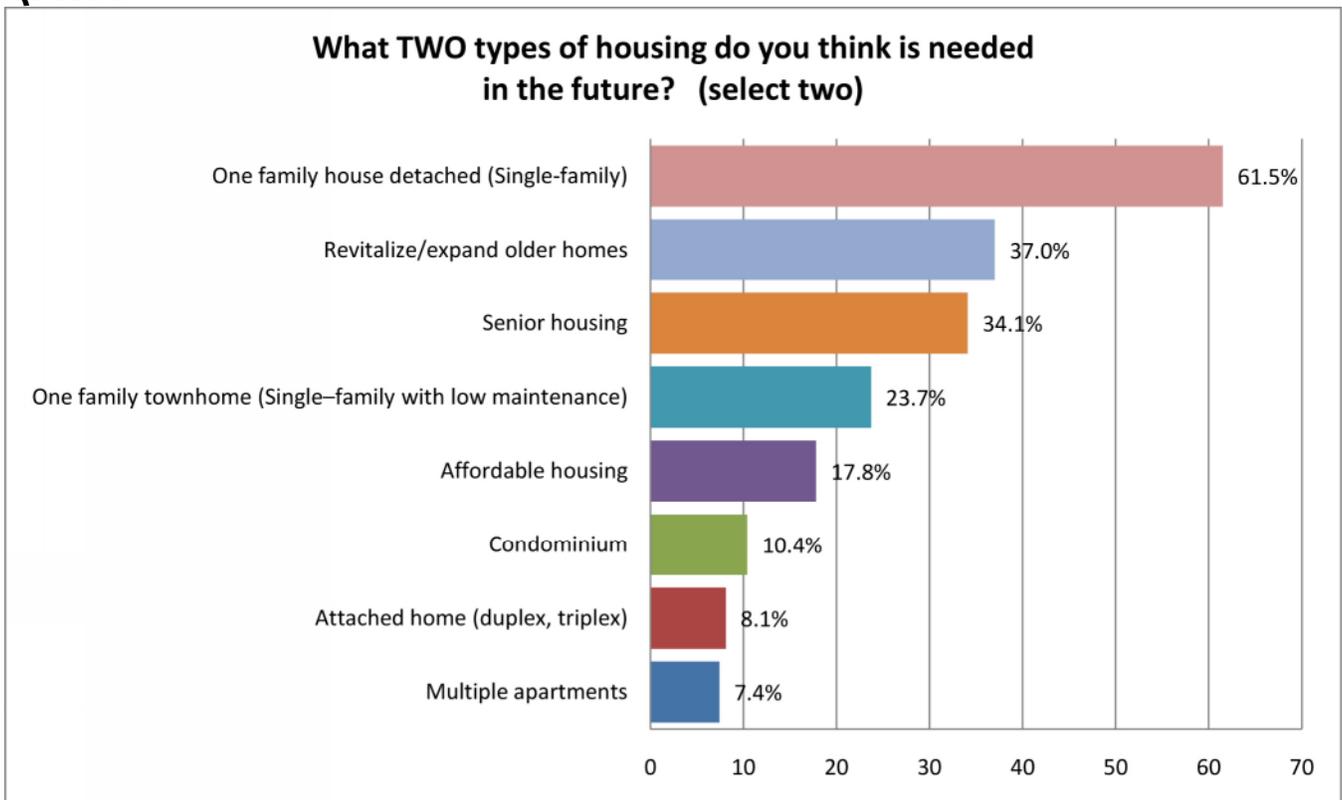
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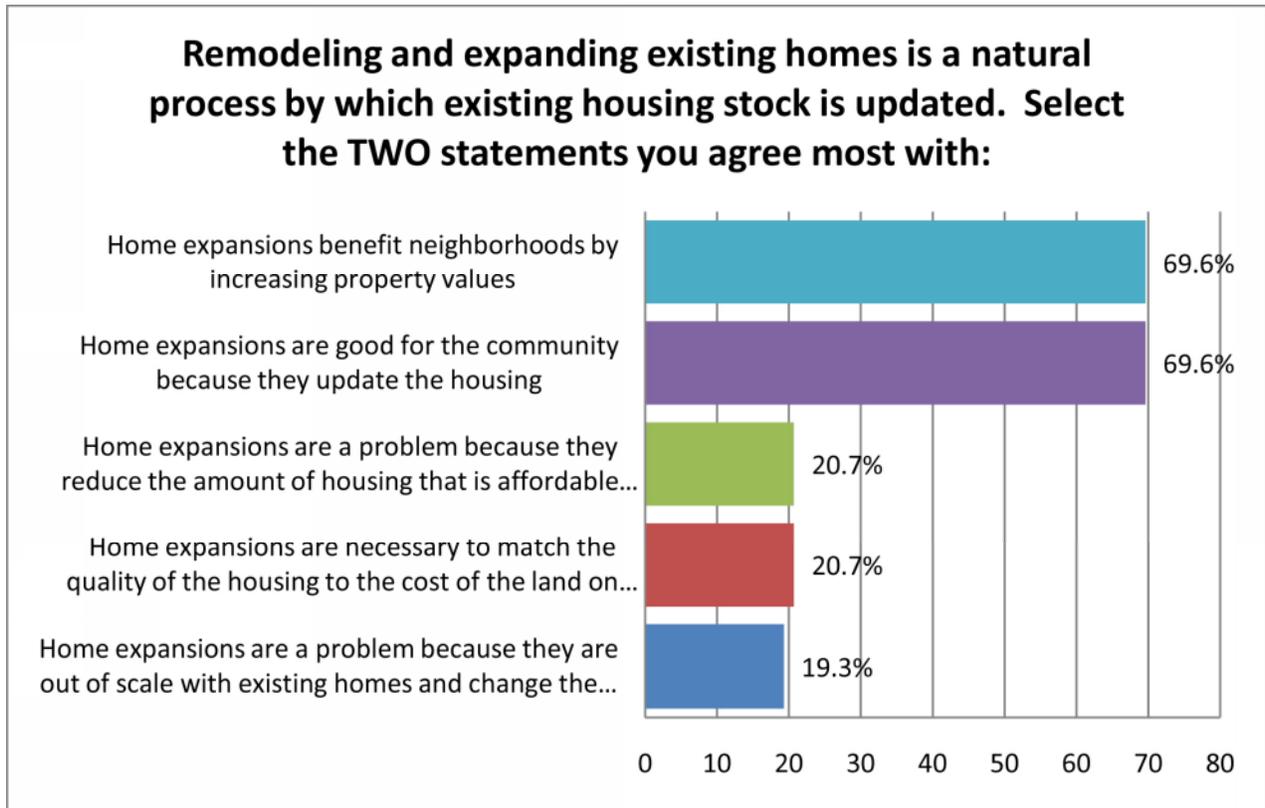
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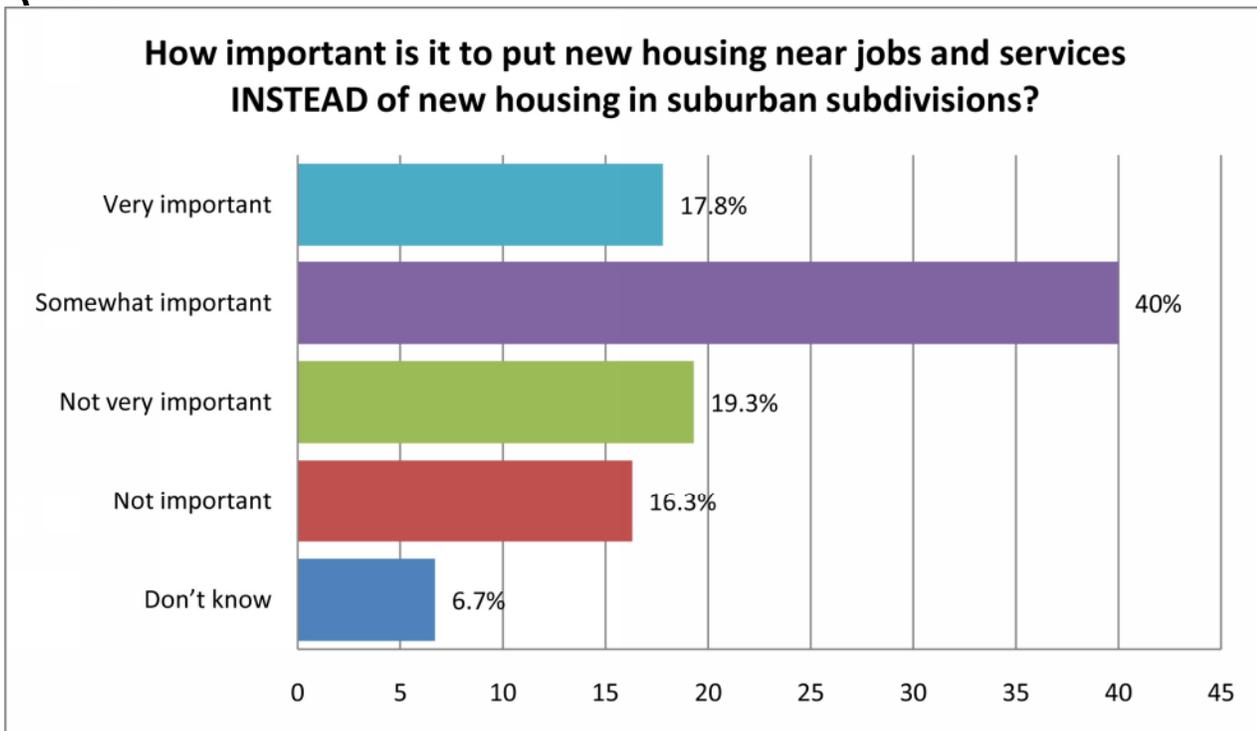
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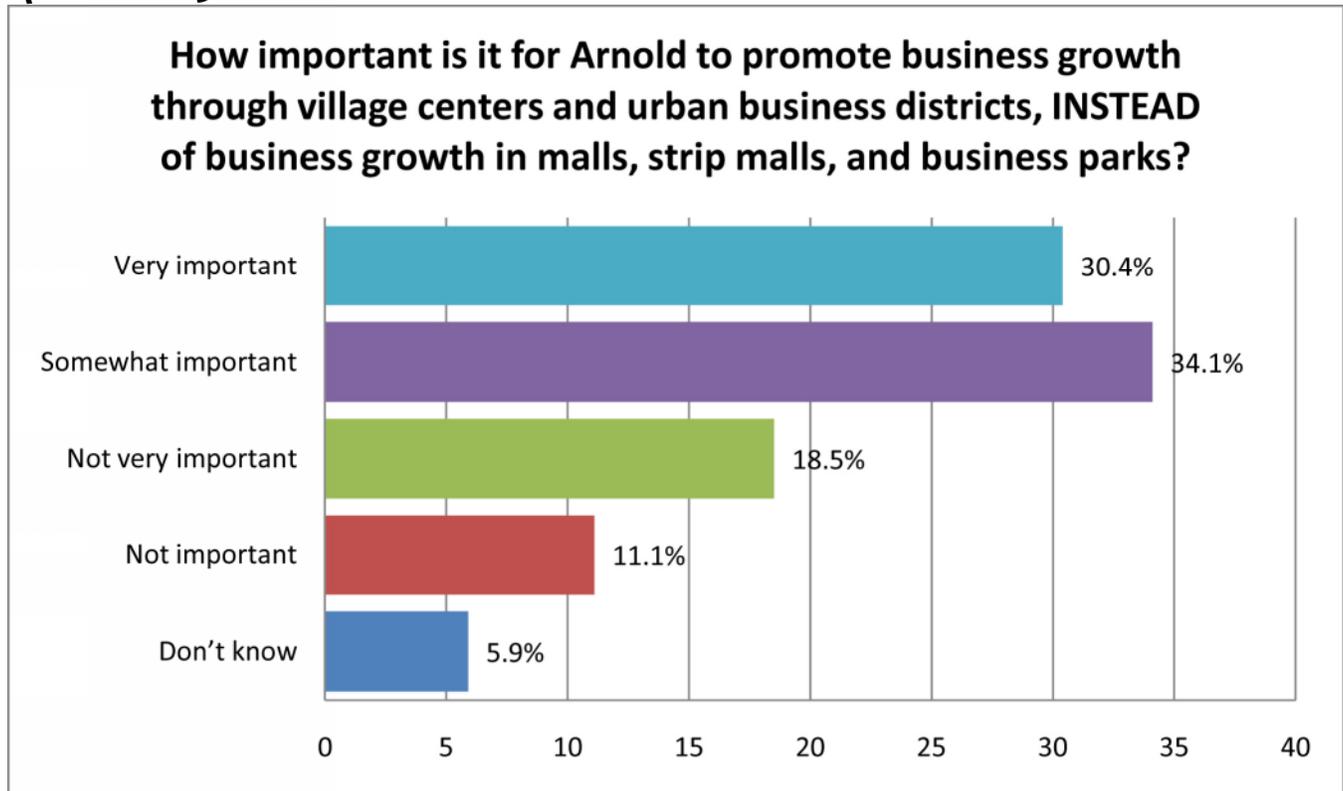
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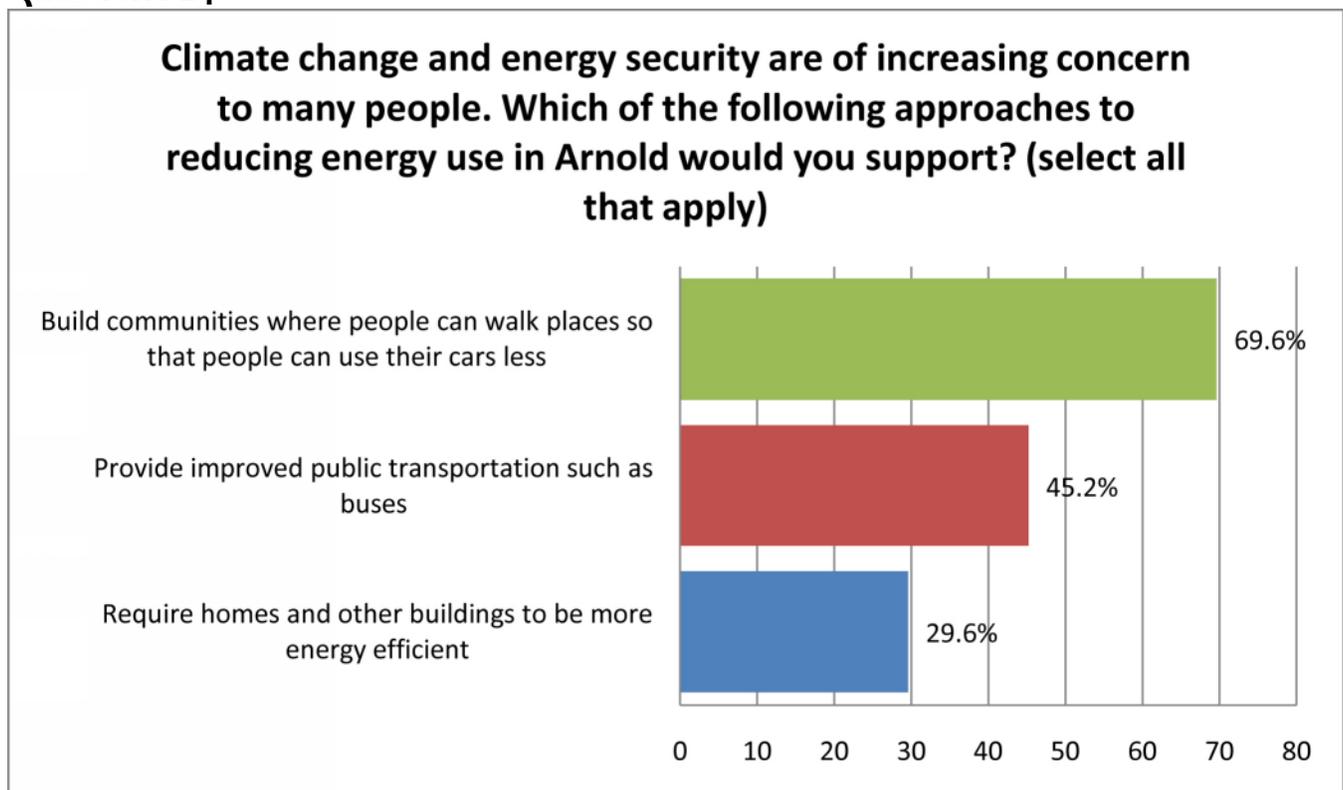
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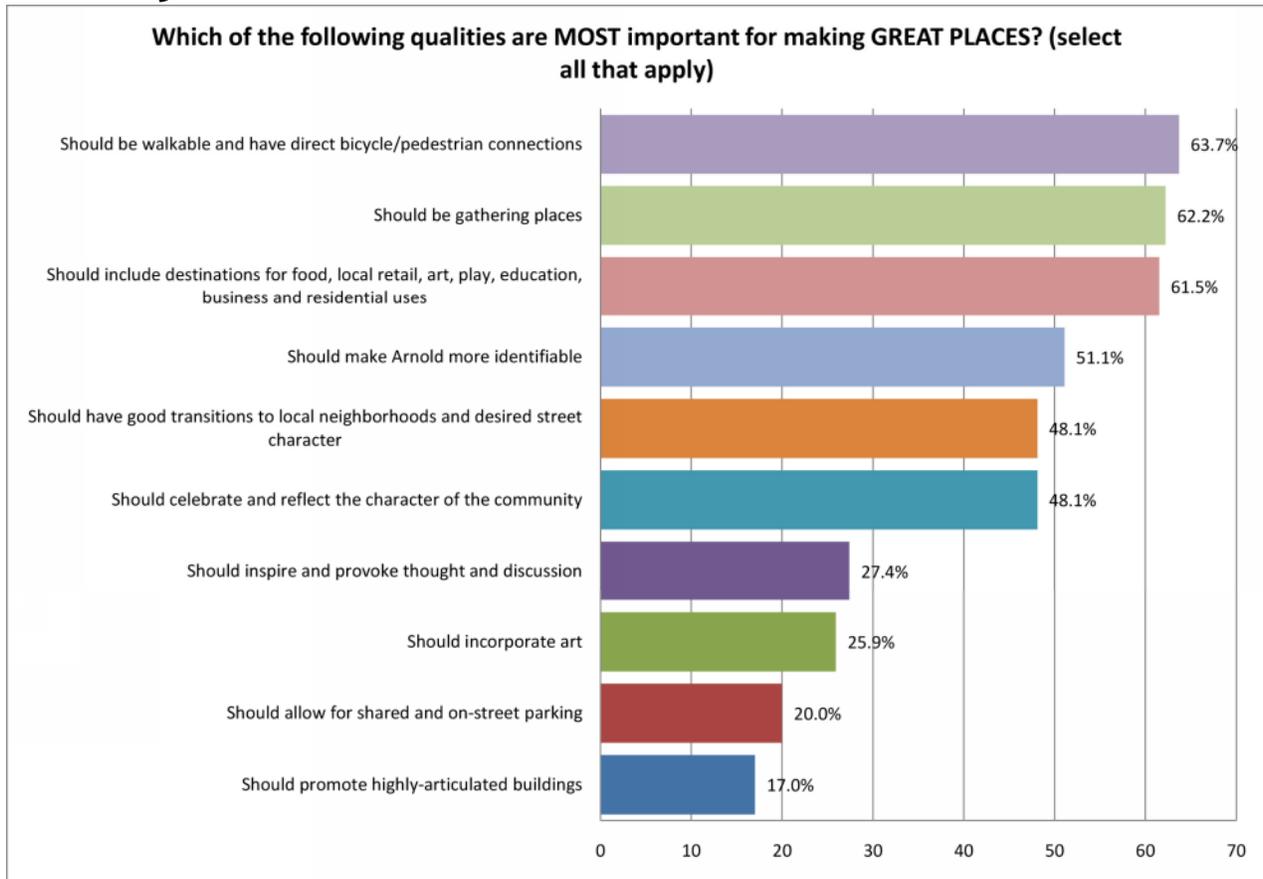
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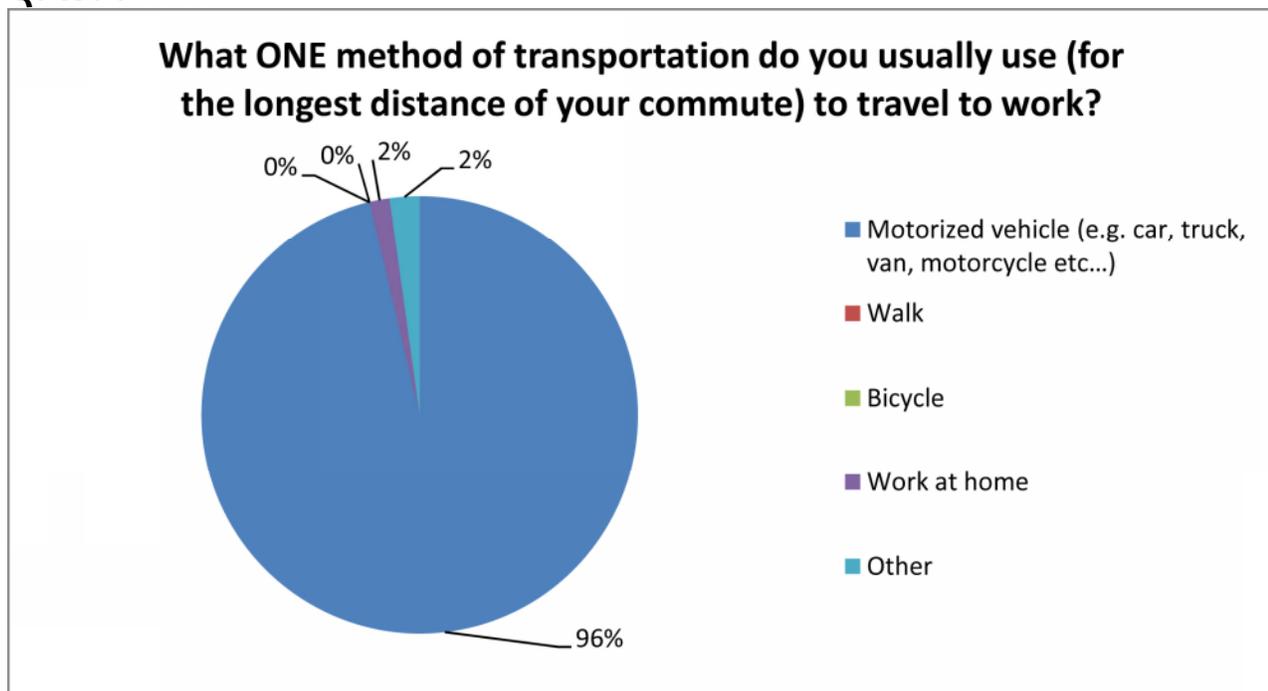
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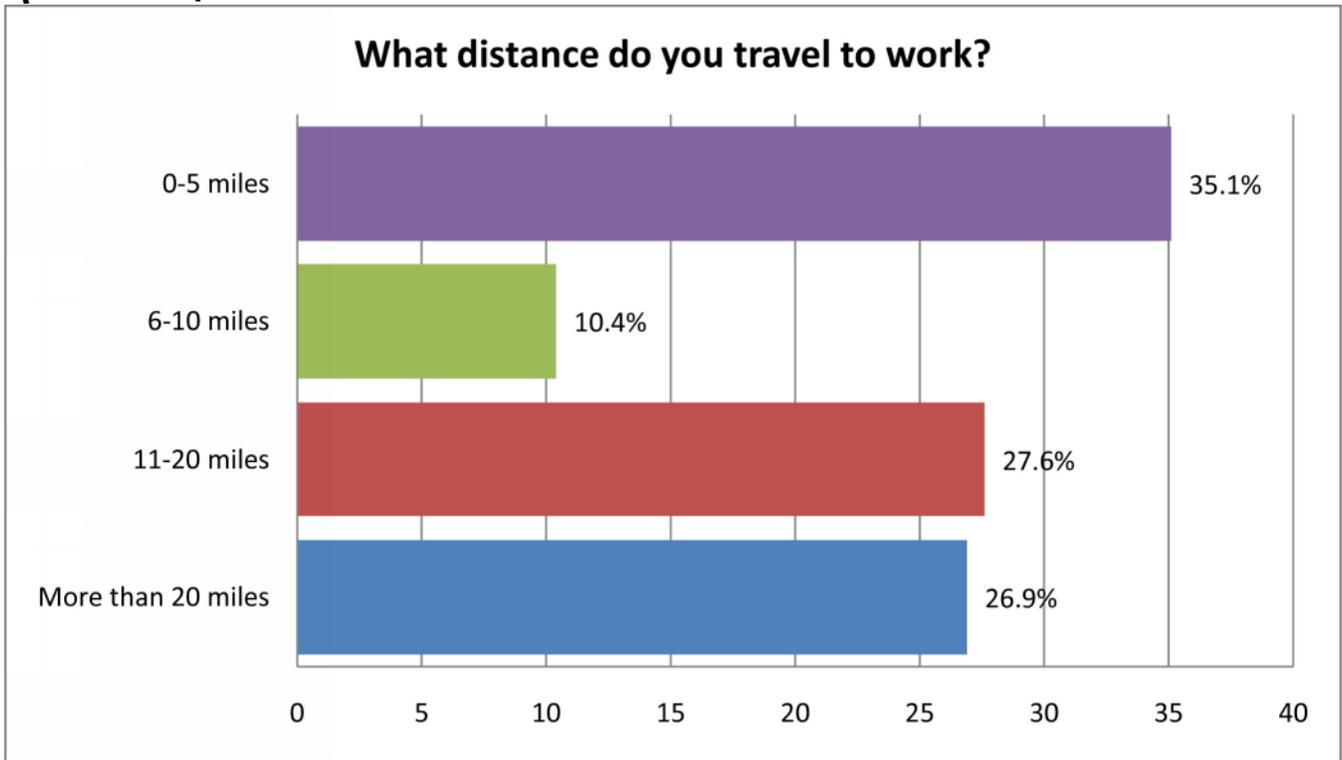
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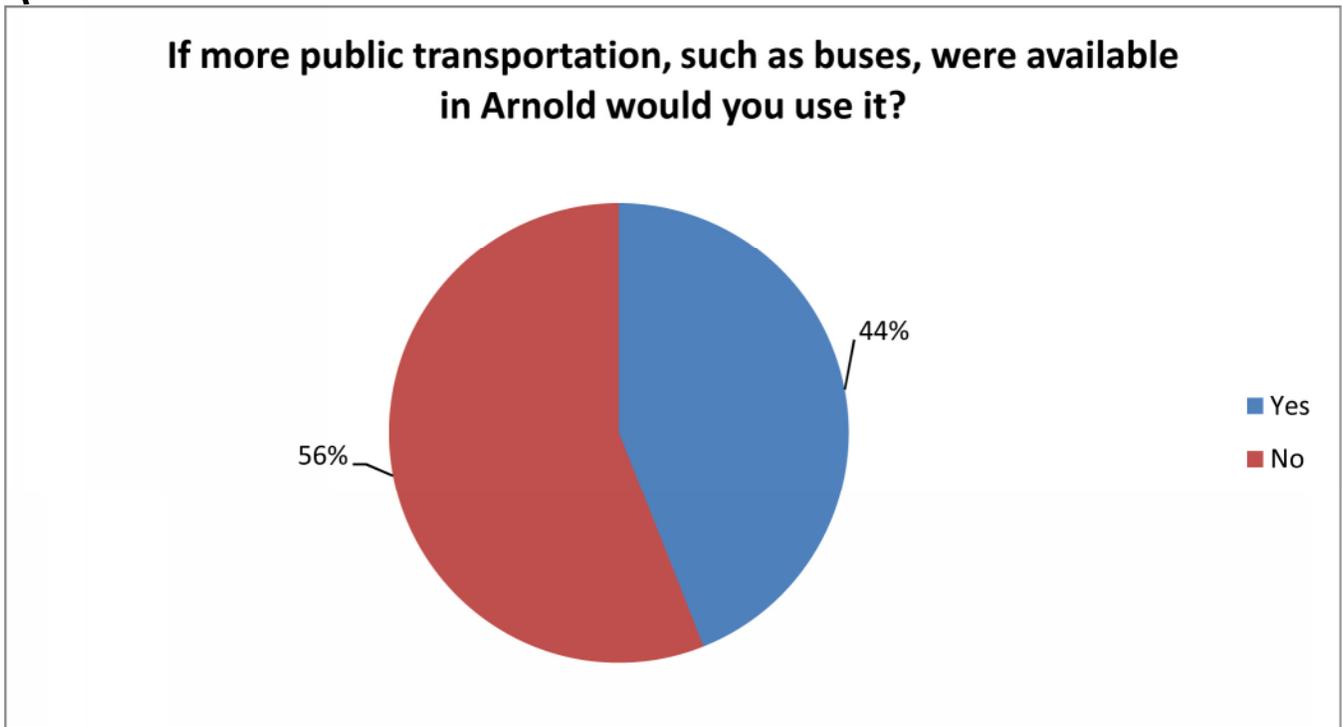
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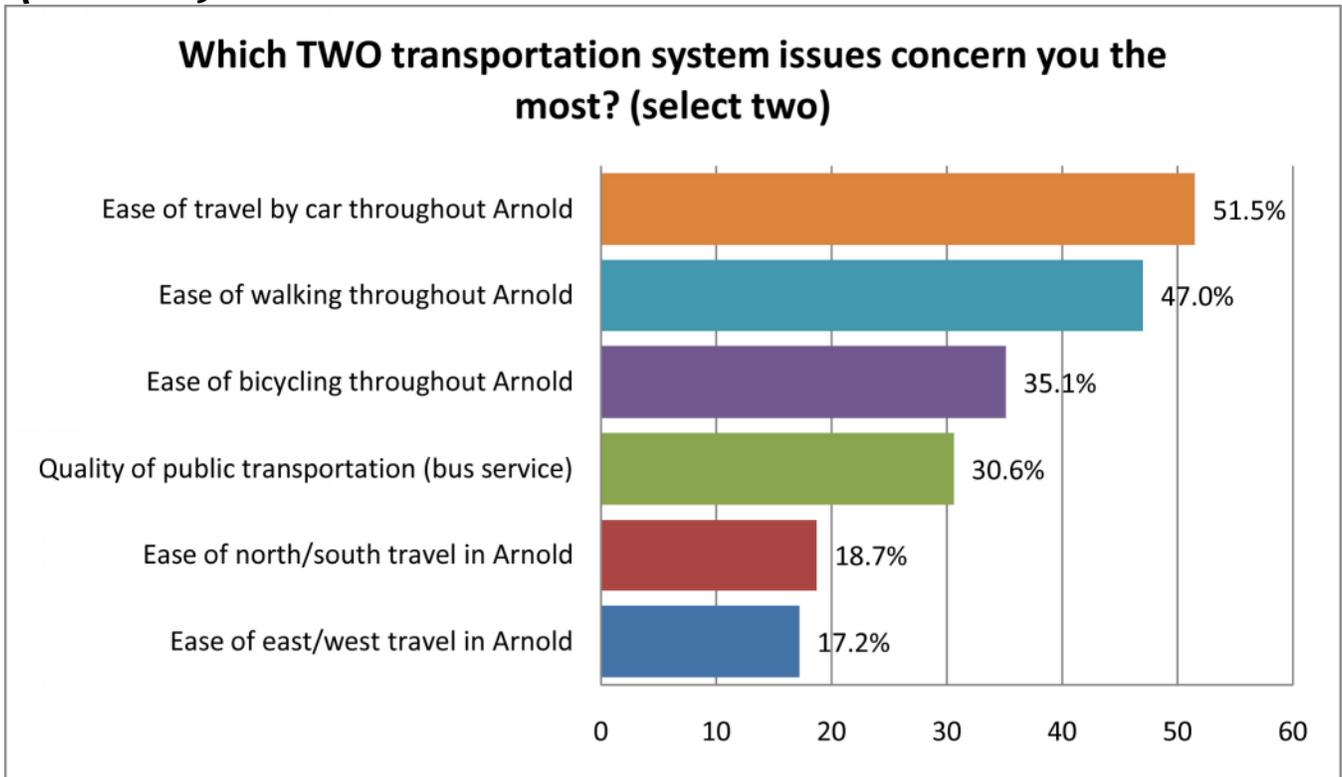
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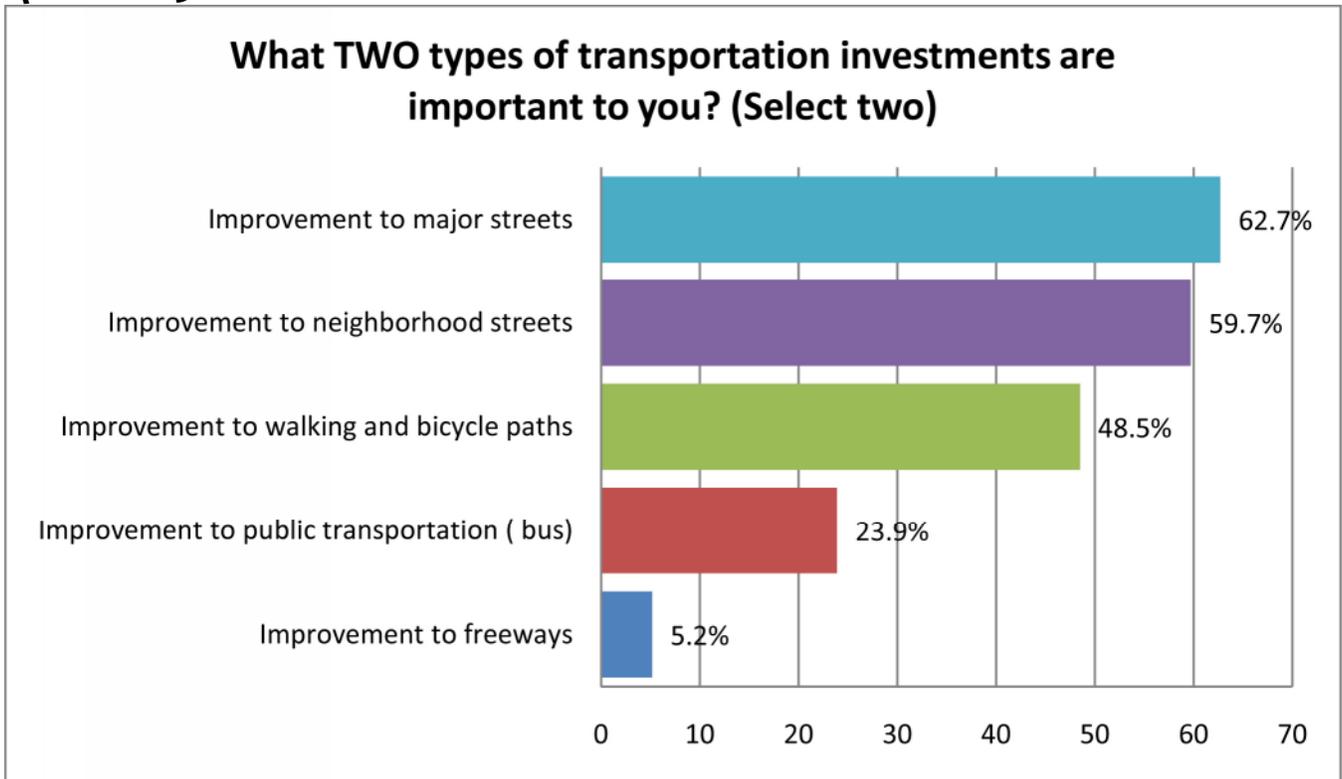
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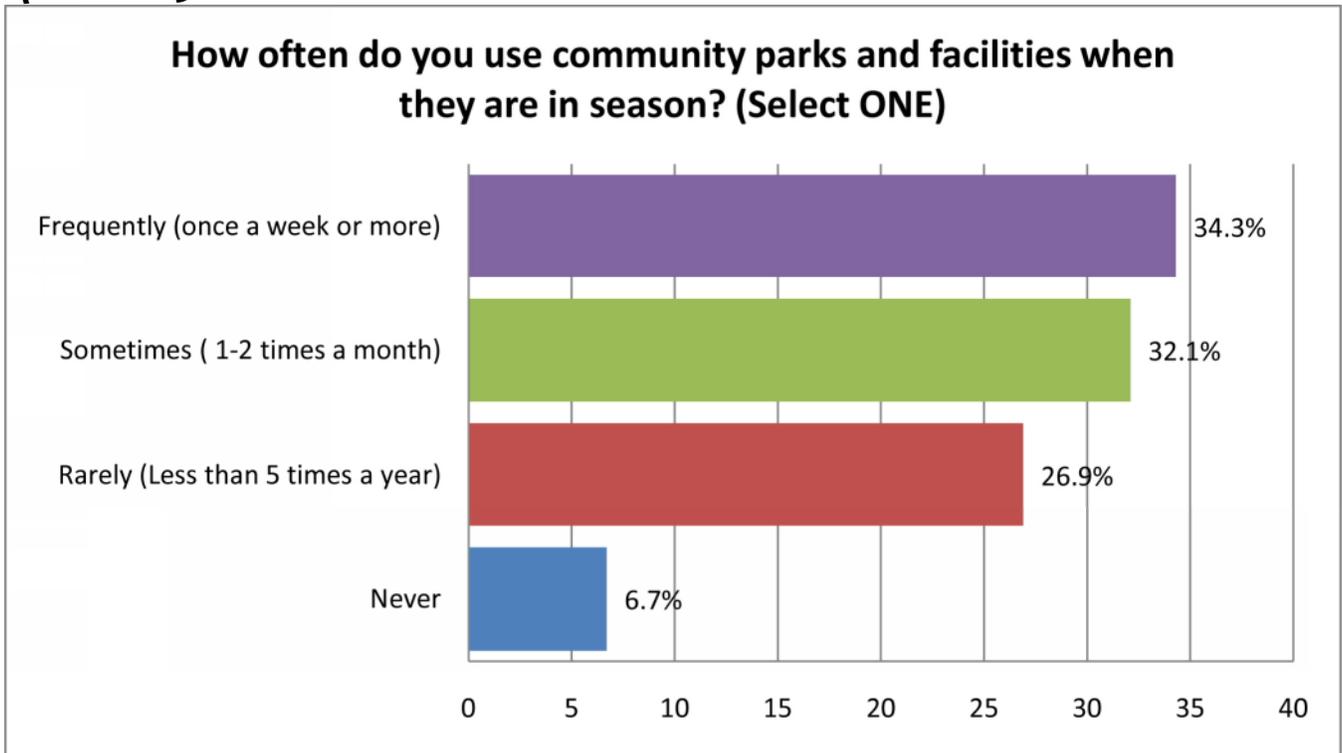
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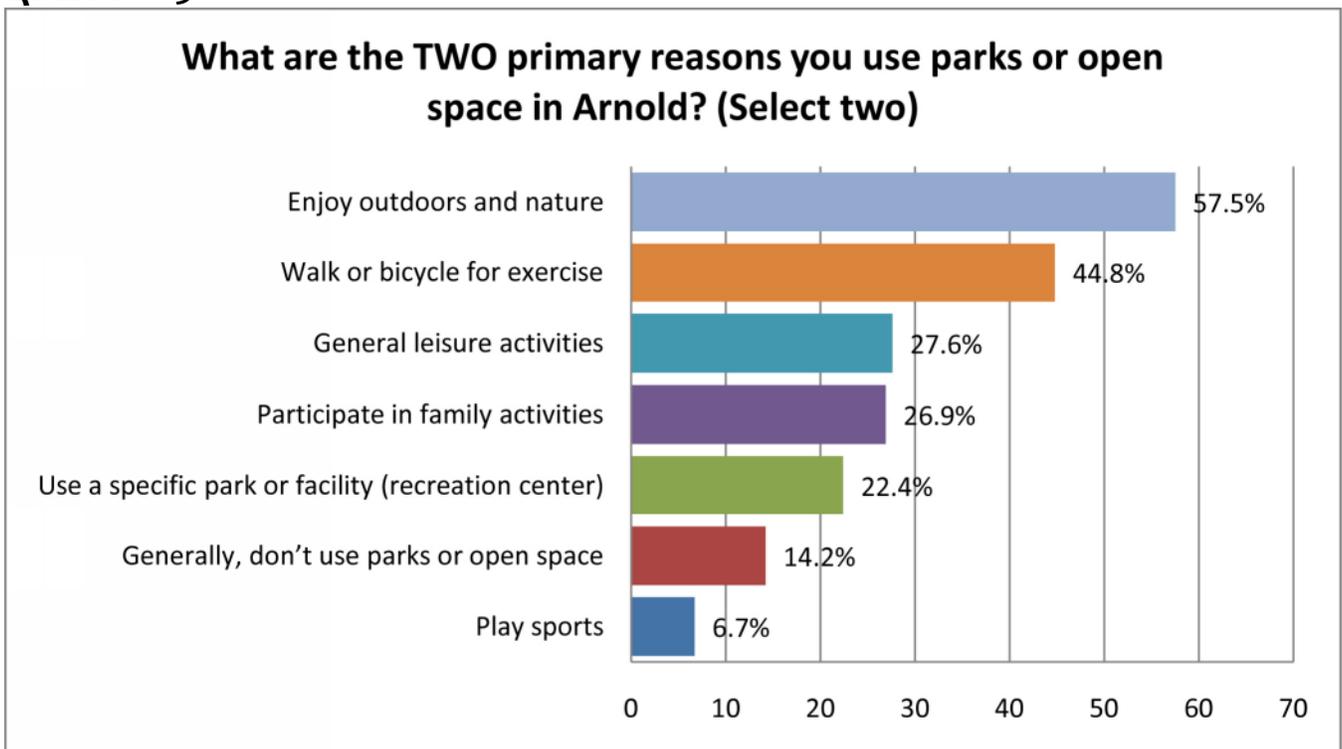
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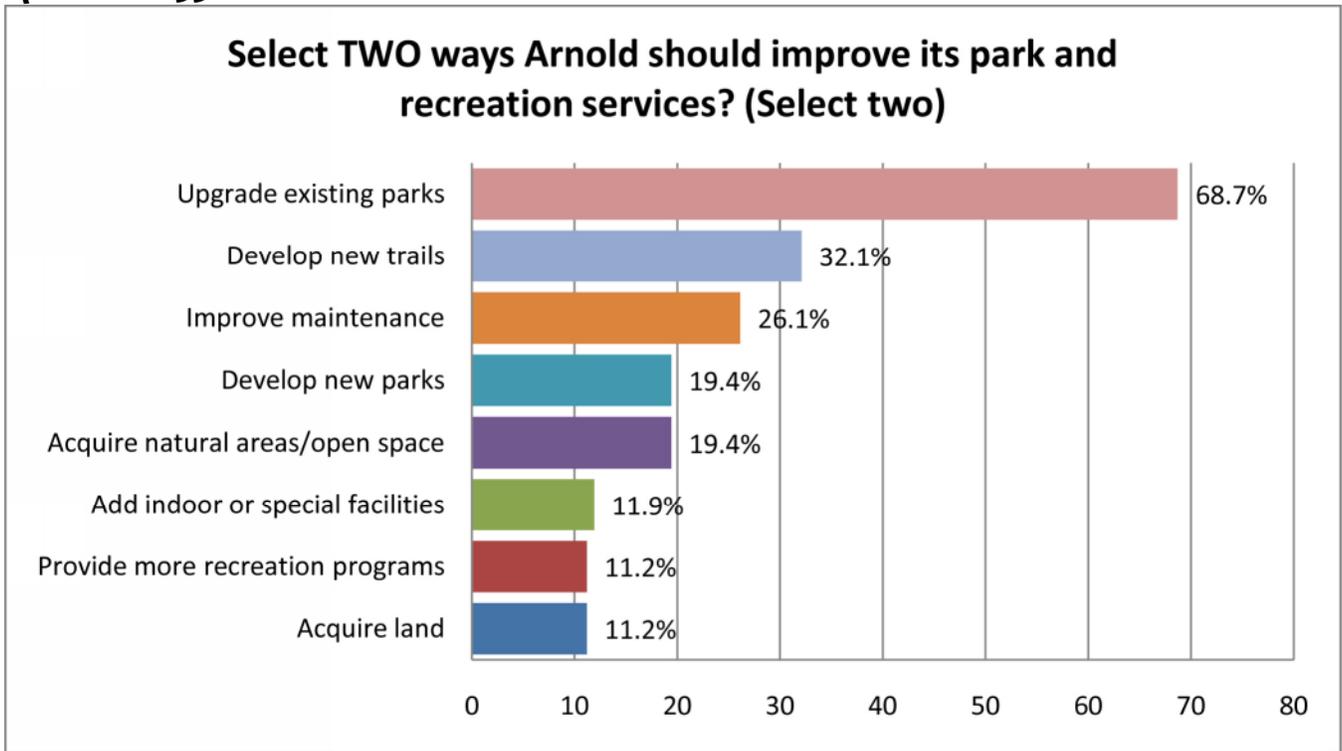
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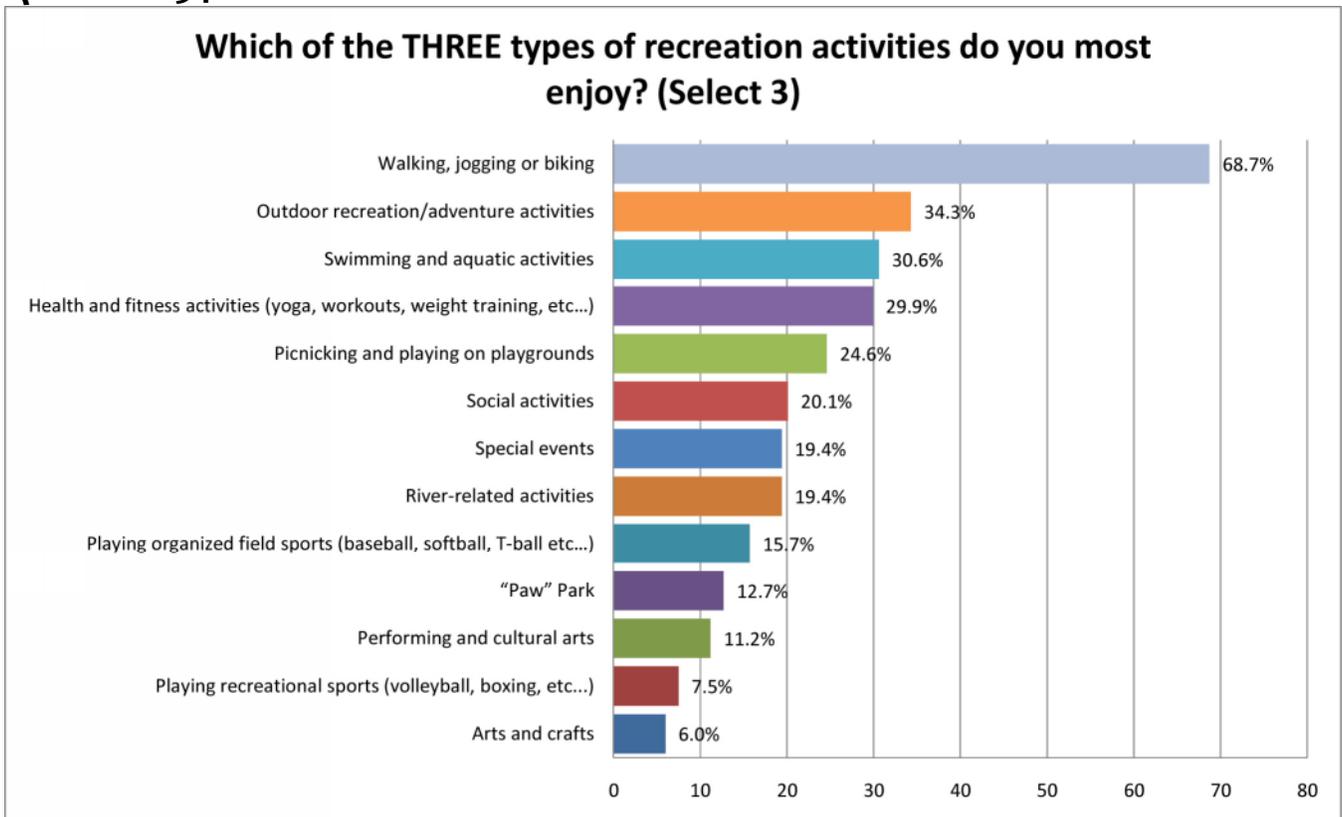
Question #32



Question #33



Question #34



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Perspective Groups

“Big Ideas” Brainstorming Workshop

The purpose of the session was to acquire an understanding of community issues and needs from the “Perspective” of five targeted stakeholder groups. A series of questions was asked of each group for comparison of results. To assist participants in thinking outside the box, workshop facilitators asked everyone to visualize their community today and for the future through seven types of “Places”. Building off those ideas, participants then worked in small groups to come to agreement on the top issues that need to be addressed for their “Perspective Group” topic. Small groups reported back to the room. These Perspective Group results can be seen throughout this section in the word clouds like shown on the next page. By visualizing these “Places” “Big Ideas” as well as “Perspective” priorities in word clouds it is easy to see which themes and priorities rose to the top of workshop participants concerns. The larger the word or phrase appears; the more often it was mentioned.

Session A Questions

- **Preserving Beautiful Places** – How can the beautiful space in Arnold be enhanced? Are there opportunities to create new beautiful places in Arnold?
- **Preserving Beautiful Places** – How can the beautiful space in Arnold be enhanced? Are there opportunities to create new beautiful places in Arnold?
- **Preserving Natural Places** – What can Arnold do to preserve and enhance the unique character of its natural environment?
- **Improving Connections to Places** – How can Arnold improve the ability of people to move around the community? What can we do to encourage the use of active forms of transportation (walking, biking, trails etc...)
- **Better Places to Work** – What can Arnold do to ensure a sustainable and diverse workforce in the future? What are your ideas about shaping the future working environment of Arnold?
- **Better Places to Live** – How can Arnold continue to meet the needs of current home buyers, as well as prepare for possible changes in future markets? What can Arnold do to remain attractive to both renters and buyers of all ages? Are there things the community can do to fill current gaps in housing availability and affordability?
- **Better Places to Play** – Where are there opportunities to expand recreation and entertainment options within Arnold? What can Arnold do to ensure it continues to maintain and expand recreation moving into the future?
- **Shaping Future Places** – What can Arnold do to make better use of the space it currently occupies?

Session B Questions

Included group specific topics prepared by each facilitator to complete their existing conditions analysis.

6. **What are the 3 most important areas of focus for local leaders to pay attention to regarding housing and neighborhood challenges?**

- a. Stabilization of property values.
- b. Provides more housing choice for all income levels.
- c. May require re-assignment of land uses to create alternative development patterns along corridors.
- d. Requires re-investing in existing neighborhoods (Neighborhood Conservation).
7. City serves as catalysis with the ability to do what the private sector cannot, such as investment in infrastructure.
 - a. Potential for dedicated funding source.
 - b. Cost/benefit to the city as a whole is important.
8. Re-investment decision-making criterion could be:
 - a. Streets needing upgrading.
 - b. Areas lacking stormwater controls.
 - c. Open ditches vs. curb and gutter.
 - d. Areas with above ground utilities.
 - e. Areas lacking sidewalks and streetlights.
 - f. Areas without connectivity/trails to resources or retail.
 - g. Areas without trees.

3. **Sediment and erosion control in the city, are there problems and could it be better?**
 - a. Is seen as an issue of staffing to enforce, do not have enough staff to properly enforce.
4. **Recreational use of the Meramec River**
 - a. Recommend dredging to facilitate recreation – this is a complex issue that involves numerous agencies (US Army Corps of Engineers, Missouri Dept. of Natural Resources, etc) to address.
 - b. River is “globally significant”.
5. **Sustainability**
6. **How green/sustainable is Arnold and what does this mean?**
 - a. City is not green enough.
 - b. Recycling is the only thing currently happening.
 - c. Recreation Center is doing green replacements as items are replaced.
 - d. This is not important to citizens.
 - e. Need more leadership from the City.
 - f. Can start with programs in schools.
 - g. Implement with replacements/maintenance and redevelopment.

■ **Transportation & Traffic** - Paul M. Bertrand, PE, GBA

1. Work with MoDOT
2. Bike lanes
3. City access management
4. Old LeMay Ferry Rd.
5. Pomme Road
6. Lonedell
7. Richardson
8. Widen Jeffco at RR crossing





Public Workshop #1

“Big Ideas” Visioning and Community Needs

This Workshop served as the kickoff event for “**Arnold – Your Community. Your Plan.**” where residents were invited to attend the “Big Ideas” brainstorming workshop to share their thoughts and take part in hands-on exercises to help grow Arnold’s 2030 vision. No idea was too far-fetched. Citizens were asked to tap into their creative energy to give Arnold their ideas by asking:

- *What do you think makes Arnold what it is?*
- *What are our strongest community assets?*
- *What challenges concern you the most, and how should we face them as a community?*
- *What specific goals should we set for the next 20 years?*
- *What is YOUR vision for Arnold 2030 and beyond?*

Approximately 30 community stakeholders were in attendance at the workshop held at the Arnold Recreation Center from 5:00 to 8:00 PM. The Workshop began with a primer on Comprehensive Planning and described the Arnold “**Your Community. Your Plan.**” planning process. The workshop format allowed the public to view each of the project displays and discuss the project directly with team members. Team members staffed the study area during the entire period to talk individually with citizens about project issues, and to receive their input in the initial planning phase.

Stations were available for residents to:

- Familiarize themselves with Arnold’s existing conditions.
- Identify preferred development patterns and land use types.
- Illustrate opportunities for development, reinvestment, and improved connectivity, and to
- Listen to a presentation at 5:30 PM and again at 6:30 PM to learn more about the Arnold Comprehensive Plan. The presentation included an overview of the project process, and included next steps. The presentation helped illustrate and define the overall goal of the project, elements of the planning process, different development patterns and the exercises intended for the public.

During the workshop, residents were asked to “Tell Us What You Think” about a series of issues using handouts and interactive exercises as follows:

- **Exercises 1-2: Preferred Development Patterns and Land Use Types**
Tell us what development patterns and land use types you like the most and the least by voting, using 2 **green** dots for what you **like the most** and 2 **red** dots for what you **like the least**.
- **Exercises 3-4: Commercial and Neighborhood Nodes**
Show where you think commercial and neighborhood developments should be focused in the future, and what types of development are most appropriate by drawing circles around those locations in the City.
- **Exercises 5-6: Reinvestment and Enhancement Opportunities, and Mobility Options**
Show where you think improvements related to streetscape, landscape, traffic, sidewalks, trails, and bicycle lanes are needed by drawing circles around locations throughout the City.

Results of each exercise follow, along with verbatim comments collected on cards.

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■ Visual Preference Exercises

The public participated in a series of visual preference exercises. The average image ratings represent the collective opinion of the survey participants and serve as the basis for the evaluation and analysis of the images as they relate to the Plan. Image results were categorized by land use type score, from highest to lowest for the entire survey and in each category. The highest rated image in each category illustrates a piece of the collective vision for the future.

The most highly rated land uses are the most appropriate for the future of Arnold. As the image ratings decrease, so does the perceived value of the land uses in the images. Each image and land use category was analyzed to determine which land-use elements contribute to both positive and negative ratings.

The highest rated images represent the visual and spatial characteristics desired for Arnold. These highest rated images will be formulated into future plan recommendations. When the positive results from the visioning survey are translated into two and three dimensions, a development plan emerge that can be adopted and approved with public support. The positive ratings will focus the planning and design goals and helped define the most appropriate, as well as inappropriate, uses and characteristics for the future.

It was important to understand the areas of agreement or disagreement. Specific policies, goals and objectives will be generated from the questionnaire.

■ Exercise #1: Preferred Land Use Types

In Exercise #1 participants were asked to view a series of four boards with images illustrating the type of land use and housing mix that could take place in the study area. Participants could select what they liked the most and the least for each land use type by voting, using **2 green dots** for what they like the most and **2 red dots** for what they like the least. The four land use types included: Single-family, Multi-family, Office/Retail, and Public Space. Results follow.

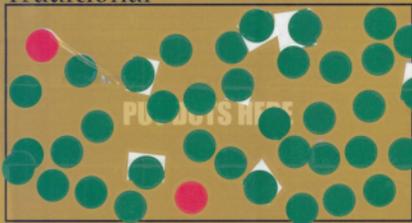
■ Exercise #2: Development Patterns

Participants were asked to view a series of images illustrating the type of development pattern that could take place in the study area. They could select what they liked the most using **1 green dot** and **1 red dot** for **what they like the least**. The three development patterns included: Single Family, Multi-Family, and Commercial/Retail. Results follow.

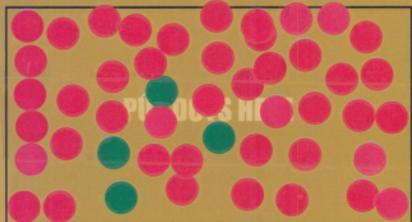


Single Family

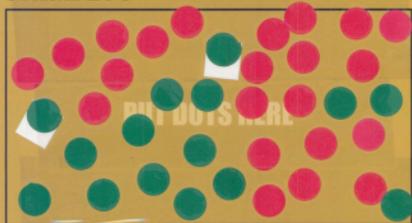
Traditional



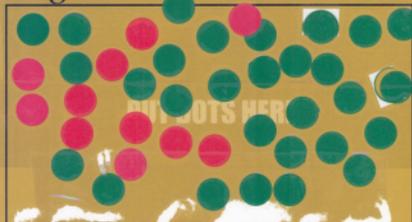
Zero Lot Lines



Small Lot



Large Lot

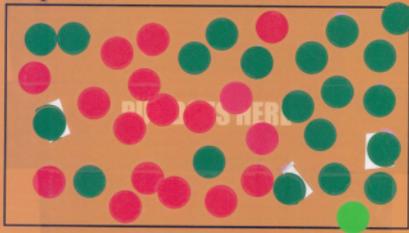


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Multi-Family



Duplex



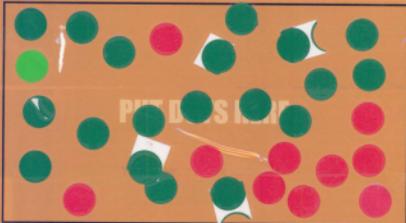
11 % No
14% Yes

Townhome



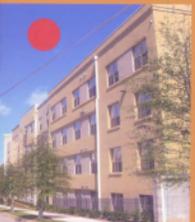
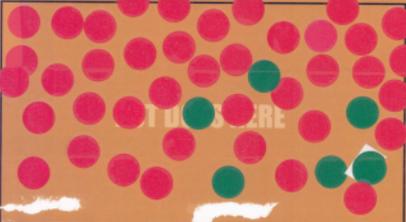
3 % No
22% Yes

Garden



6 % No
13% Yes

Mid Rise



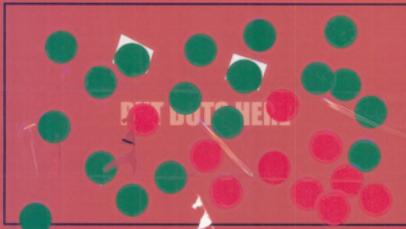
27 % No
4% Yes



Office/Retail

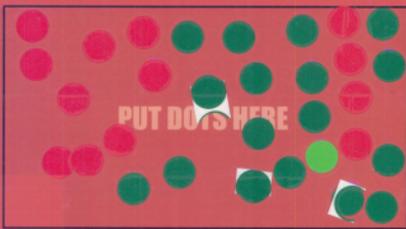
Plan

Less Intense Office



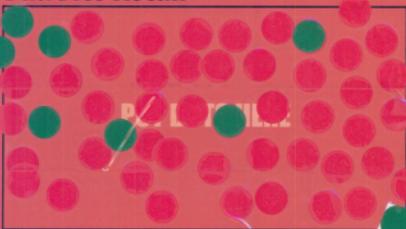
6 % No
11% Yes

Medium Intense Office



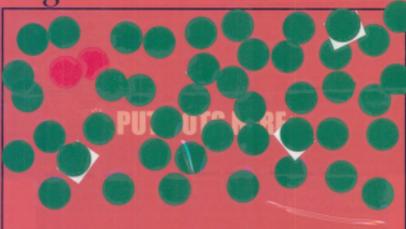
8 % No
11% Yes

Pad Site Retail



28 % No
5% Yes

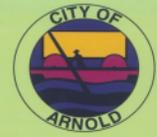
Neighborhood Retail



4 % No
27% Yes

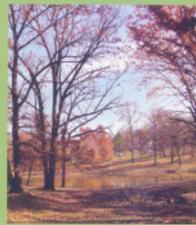
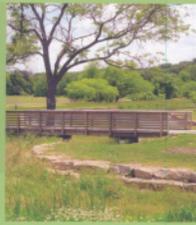
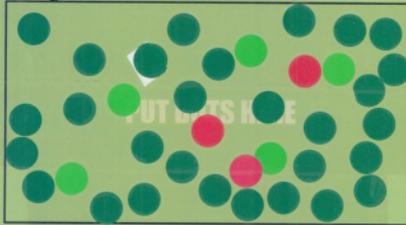
Open

Plan



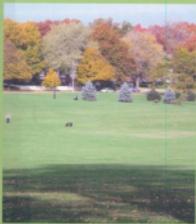
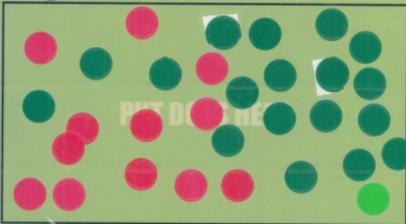
Public Space

Large Scale Natural



2 % No
21% Yes

Large Scale Formal



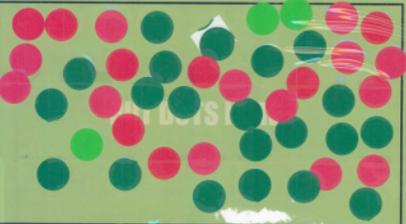
7 % No
12% Yes

Community Garden- Courtyard



19 % No
9% Yes

Small Scale Formal



14 % No
16% Yes

Single Family



Conventional

- Characteristics**
- Conventional single family represents the typical residential "subdivision", consisting of single family detached homes on developed lots.
 - The street pattern is usually curvilinear with numerous cul-de-sacs.
 - Often developed as isolated pods or subdivisions.
 - Design de-emphasizes "neighborhoods" that are walkable and pedestrian friendly.
 - Isolated street pattern can be cumbersome for police and fire officials.

Density: 1 – 3 units per acre
Height: 1 – 2 story



Hybrid

- Characteristics**
- Hybrid single family is characterized by a "grid" street network, some with alleys, and mixed housing types.
 - Homes relate to the street with emphasis on small town feel.
 - Development requires a different set of physical standards including "build to lines", porches, rear facing or detached garages.
 - Emphasis on 5 – 10 minute walks to area amenities.
 - A wide range of lot dimensions and a variety of housing types allows serving multiple markets.

Density: Up to 5.8 units per acre
Height: 1 – 2 story



Neotraditional

- Characteristics**
- Neotraditional single family is characterized by detached dwellings, zero lot line dwellings, and cottage houses, with preserved open space.
 - Residential densities may vary throughout the neighborhood and are generally higher than conventional single-family subdivisions.
 - Neotraditional design provides flexible design that maximizes open space preservation.
 - Emphasis on 5 – 10 minute walks to area amenities.

Density: 13.5 units per acre
Height: 1 – 2 story



Multi-Family



Conventional

- Characteristics**
- Conventional multi-family complexes are freestanding concentrations of apartments.
 - Typically 6 - 20 or more units are contained within one structure.
 - Individual apartment units share a common entrance and hallway.
 - Design is often uniform
 - Complexes are appropriate uses near major employment.
 - They can provide affordable housing choices.

Density: Average 20 units per complex (24 – 48 units per acre)
Height: 3 – 4 story



15 % No
14% Yes

Hybrid

- Characteristics**
- Hybrid multi-family development primarily consists of attached houses, two-unit houses and apartment/condo dwellings.
 - These buildings may be communities, or merely a collection of separate entities.
 - Units may be intermixed throughout the neighborhood.
 - Scale and massing is often more in keeping with residential building types.
 - Individual apartment units with street access.
 - A wide range of unit formats allows serving multiple markets.

Density: Up to 17.4 units per acre
Height: 2 – 3 story



1 % No
30% Yes

Neotraditional

- Characteristics**
- Neotraditional multi-family plans are designed as a small village of multi-family homes.
 - Can include a variety of multi-unit houses, multiplexes, and apartment/condo dwellings or sites that serve as a distinct destination.
 - Distinguished from conventional or hybrid types by mix of multi-family units.
 - Includes a combination of low scale and mid-scale structures.
 - A wide range of unit formats allows serving multiple markets.

Density: 7 – 20 units per acre
Height: 2 – 4 story



35 % No
5% Yes

Commercial/Retail



Conventional

- Characteristics**
- Conventional centers can include either a single use or mixture of commercial uses and/or sites that serve as a distinct destination.
 - Uses typically include offices and retail establishments, medium-to-large scale businesses, building supply uses, and automotive-oriented uses including drive-through facilities.
 - Centers tend to be heavily auto-oriented and generate high volumes of auto and truck traffic.
 - They should be located within easy access to an interstate roadway.

Acres: 15 – 30 acres (up to 300,000 sq. ft.)
Height: 1 – 2 story



Hybrid

- Characteristics**
- Hybrid centers are distinguished from conventional commercial by their scale and type of uses.
 - They serve a geographic sub region with basic commercial services.
 - These uses rely more on capturing pass through traffic.
 - Uses may include: general retail, specialty retail, office, restaurant, and motels.
 - De-emphasis on "big box" retail.
 - Requires easy access to an interstate roadway or arterial.

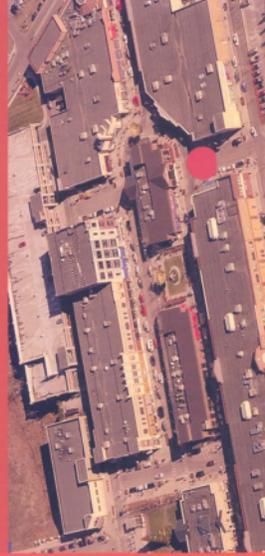
Acres: 5 – 30 acres (50,000 to 300,000 sq. ft.)
Height: 1 – 4 story



Neotraditional

- Characteristics**
- Neotraditional center plans are designed to mimic small cities.
 - They promote a mixture of neighborhood-serving office and retail services, institutional, and civic, uses intermixed through compatible site planning and building design.
 - Mix of uses enhances the pedestrian environment.
 - Uses are limited to compact, pedestrian/ neighborhood-oriented services rather than large-scale "big box" or automotive-oriented uses.
 - Requires easy access to an interstate roadway or arterial.

Acres: 5 – 30 acres (50,000 – 300,000 sq. ft.)
Height: 1 – 4 story



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Community Engagement Summary

■ Mapping Exercises

The Big Ideas Visioning Workshop indicates “where” and “how” people want the positive images to be located and “where”, based on the negative images, redevelopment should be focused. Participants completed drawing exercises on large aerial base maps of the study area. These exercises ask participants to physically identify areas in need of improvement as well as the placement of a range of urban design elements and mobility options.

Four maps were generated through these exercises:

1. Commercial Nodes,
2. Neighborhood Nodes,
3. Reinvestment/Enhancement Opportunities, and
4. Mobility.

Mapping exercise results for exercises #3 - #6 are consolidated on the map following this section.

■ Mapping Exercise #3: Commercial Nodes

Residents were asked to view a large scale aerial of Arnold and indicate where they thought commercial developments should be focused in the future, and what types of development are most appropriate by drawing a series of circles around those locations throughout the City.

Development options included:

- Suburban strip
- Neighborhood retail
- Mixed-use medium intensity

Synthesis of workshop results shows the type, intensity, and placement of commercial development that is desired. The location of the areas on the map represents a consensus for the preferred placement of each type of commercial development. Mapping exercise results are consolidated on the following map.

■ Mapping Exercises #4: Neighborhood Nodes

Residents were asked to view a large scale aerial of Arnold and indicate where they thought neighborhood development should be focused in the future, and what types of neighborhood development are most appropriate by drawing circles around those locations in the City.

Neighborhood development options included:

- Detached single-family
- Townhouse/duplex/apartment
- Lofts, condos and higher intensity

Synthesis of workshop results shows the type, intensity, and placement of residential development that is desired. Following the same thought process as the commercial nodes, participants were asked to draw different color circles on the study area map to locate where a variety of neighborhood development types should occur. This process provided insight into the type, intensity, and placement of residential development that is desired by residents. Mapping exercise results are consolidated on the following map.

■ **Mapping Exercise #5: Reinvestment/Enhancement Opportunities**

This exercise asked residents to make critical suggestions regarding public realm features such as streetscape, landscape and traffic. Residents were asked to view a large scale aerial of Arnold and indicate where they thought improvements related to streetscape, pedestrian improvements, landmarks and gateways, open space, parks and plazas are needed by drawing circles around locations throughout the City.

Reinvestment/Enhancement opportunities included:

- Streetscape
- Pedestrian improvements
- Landmarks and gateways
- Open space, parks and plaza

Synthesis of workshop results shows public realm preferences, placement of landmarks, gateways, parks and plazas, and initial investment opportunities desired. The results of this map will be influential in directing the placement of important natural and built landmarks and gateways as well as parks and plazas. The map indicates a strong need for enhance pedestrian experience within Arnold. Jeffco Blvd requires streetscape, pedestrian improvements, gateways and redevelopment investment. These findings as well as the suggested locations for key open space, parks and plazas will inform the recommendations for the initial investments. Mapping exercise results are consolidates on the following map.

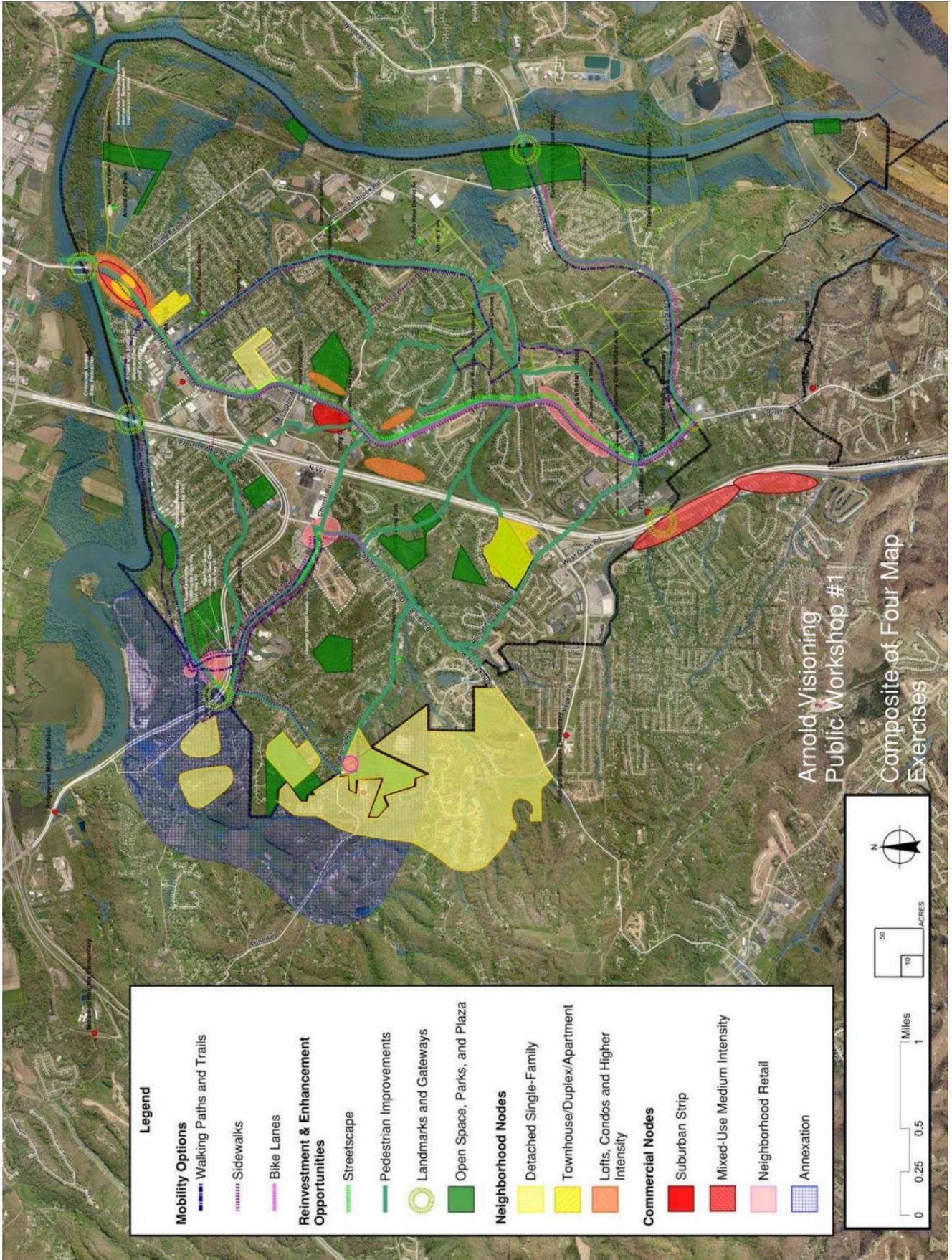
■ **Mapping Exercise #6: Mobility Options**

Residents were asked to view a large scale aerial of Arnold and indicate where they thought connections could be improved or created to enhance mobility/walkability and connectivity by drawing circles or lines around locations throughout the City. Synthesis of workshop results shows connectivity and investment opportunities desired.

Connection opportunities included:

- Walking paths & trails
- Sidewalks
- Bike lanes

Synthesis of workshop results shows mobility needs for walking paths, trails, sidewalks, and bike lanes. Participants were asked to draw different color lines on the study area map to locate where connections should occur. The results of this map will be influential in directing the placement of important connections. The map indicates a strong need for enhance pedestrian experience and connectivity within Arnold. Jeffco Blvd requires enhancement of the pedestrian realm. These findings as well as the suggested locations for key connections will inform the recommendations for the initial investments. Mapping exercise results are consolidates on the following map.



Community Engagement Summary

Public Workshop #2

“Forecast the Future”

This workshop asked participants to provide feedback on three “What if Scenarios”. Each was illustrated in a “workbook” with its’ own map and story to tell for the future of Arnold. Each showed a different way Arnold could absorb more people, implement different land use patterns, provide mobility options, and manage change over time. To help participants compare scenarios, each of the three “What If Scenarios” had its own set of indicators, for things like acres of land developed, all projected from current data.

Scenario Exercises

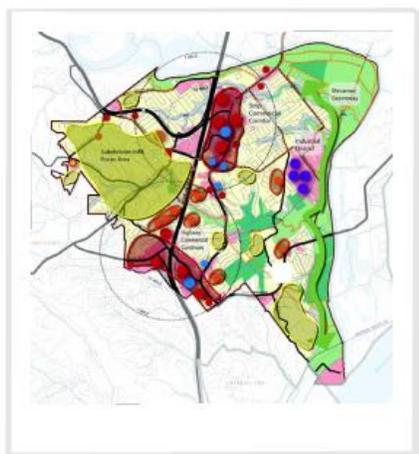
Participants were asked to assess how well they believed each scenario addressed a series of seven value-based questions. For each question, they chose the scenario they felt addressed the issue best, voting for only one scenario for each question.

Scenario A: Market Trends continue, was rejected.

Scenario B: Reinvest, was supported.

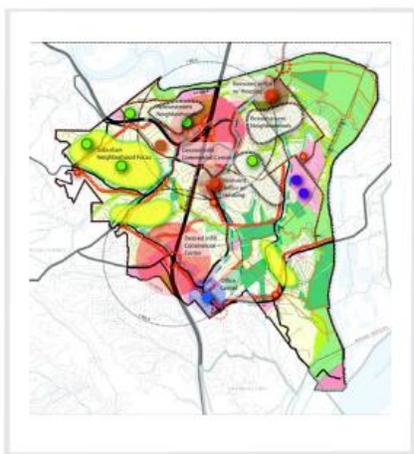
Scenario C: Reimagine, was highly desired.

Three “What if Scenarios”



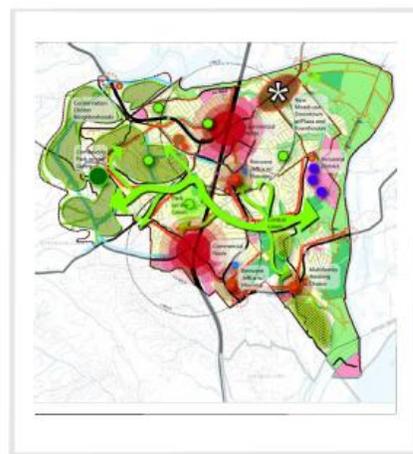
Scenario A - Trend

Scenario A follows market trends of the past several decades and results in a scattered, low-density growth pattern absorbing remaining vacant land and open space, with little new investment in the older parts of Arnold.



Scenario B - Reinvest

Scenario B preserves the best features of Arnold through reinvestment in existing developed employment and neighborhood Centers and by rebuilding current infrastructure to support growth and development.



Scenario C - Reimagine

Scenario C focuses most new residential growth outward and new development in a “Downtown Center”. Other commercial growth occurs along major streets or intersections. Citywide, people enjoy a range of housing and mobility options.

Community Character Exercises

During the December Workshop the public participated in a series of visual preference exercises telling us what development patterns and land use types they liked the most and the least. In this exercise, participants were asked to view the highest rated images in a “workbook” and series of large boards to assess where they believed each type of housing, retail or office land use type would be appropriate in Arnold by answering a series of six location-based questions. For each land use type they could choose one or more locations as appropriate. The positive ratings focused the planning and design goals, affirmed scenario evaluation response, and helped define the most appropriate, as well as inappropriate, uses and characteristics for the future. Equally important, understanding the areas of consensus or disagreement.

Community Character Exercise Results



Public Workshop #3

“Formulate a Fit”

This workshop built upon the major points made at the first and second public open houses, community survey and perspective group meeting results to further inform “how” and “where” the City of Arnold should grow in the future. This workshop asked participants to provide feedback on the preferred “New Direction”, illustrated in a “workbook” with maps and strategy for the future of Arnold. Participants were asked to view a series of images for designing a “New Downtown” place, designing the public realm, and for how sustainable Arnold should become. They could choose one or more images as appropriate. Participants also reviewed and evaluated draft Plan Goals by selecting all the goals they believed set the appropriate “New Direction” for Arnold.

Design a “New Downtown” Place!

Successful downtowns are made up of lively and distinctive destinations, or places, where the many functions of community life take place, and where people feel a sense of ownership and connectedness. Participants designed their preferred “New Downtown” place by identifying public squares or green spaces, creating places for social gathering, and identifying a wide-range of uses.

Design the Public Realm!

In previous workshops participants identified the need for better designed pedestrian areas, streetscapes, and gateways; typically referred to as the public realm of the City. Participants designed their preferred public realm by identifying design characteristics for image streets, gateways and pedestrian street design.

How Sustainable should Arnold be?

This is a crucial time to rethink how we meet our needs today to help ensure a desirable future for following generations. Climate change threatens access to water, food production, health, use of land and the environment. Participants defined how sustainable Arnold should be by identify preferred best management practices, green development options and energy alternatives for Arnold’s future.

Evaluate Draft Plan Goals

Participants also reviewed and evaluated the draft Plan Goals by selecting all the goals they believed set the appropriate “New Direction” for Arnold. All but two goals received 50% or higher possible votes affirming the overall general intent and direction of the “New Direction” strategy. The positive ratings focused the planning and design goals. Higher ranked goals influenced implementation strategies.





Appendix

“Participatory Visualization with Wordle”

By Fernanda B. Viégas, Martin Wattenberg, and Jonathan Feinberg

Jonathan Feinberg created the Wordle web site (<http://www.wordle.net/>), a tool for making “word clouds”. The process for creating Wordles is straightforward: users go to a web page, paste a piece of text into a text area, hit a button, and get a word cloud. The initial cloud is generated with randomized visual parameters. From this starting point, users may customize the look of their creation. This process is critical to the user experience, so we describe it in detail. The entire process is designed to be simple and playful, imparting a feeling of control over the creation process.

Font

As with a standard tag cloud, wordles use font size to represent word frequency. Unlike many conventional tag clouds, the font size is linearly related to frequency, rather than the square root. This choice was made by wordle’s creator because the resulting compositions seemed more dynamic. Wordle offers 34 fonts, ranging from classic faces to more entertaining and whimsical choices. Ubiquitous fonts such as Lucida Sans live side by side with less well-known, quirky options like Boopee, Loved by the King, and Alphabet Fridge Magnets All Caps.

Color

Wordle provides 12 palettes, from black on white to fresh-sounding combinations like Asparagus, BlueSugar, and ChilledSummer. Users may also create their own color combinations. To add subtler nuances, users may add different degrees of random variation in the brightness and hues of the base palette colors.

Content/Language

Common words like “the” or “of” usually hold little interest for users. Wordle removes these “stopwords,” which otherwise clutter the display. The software has lists of stopwords in 26 languages, and by default uses whichever list has the most words in the input text. Users may override the default, choose to leave common terms in the visualization, or remove additional words. Further options let users include or remove numbers, and force upper or lower case.

Layout

A Wordle layout is defined by several parameters: the number of words shown, the angles to draw text, whether alphabetical order should affect placement, and whether the overall shape should be “blobby” or “straightish.” Unlike color, typeface, or language, users have only indirect influence on the layout due to randomness inherent in the packing algorithm. Nonetheless, users can influence the composition, making wordles that range from intricate clouds with hundreds of words to minimalist pieces with just a few terms.

Sharing

To provide legal protection for sharing, every Wordle is licensed under a Creative Commons Attribution license which allows free usage for commercial or non-commercial purposes.

Layout Algorithm

The most distinctive geometric aspect of a Wordle is the layout algorithm, which packs words to make efficient use of space. While many space-filling visualizations exist, they typically work by recursively subdividing regions. The Wordle algorithm, by contrast, is agglomerative and builds up the final layout by adding one word at a time. The input to the wordle algorithm is a list of words, each of which has a numeric “weight.” For each word, Wordle constructs a font with a point size proportional to the word’s weight, with the highest-weight word assigned an arbitrary font size of 1,000. The algorithm then uses that font to generate a shape, expressed as a collection of spline paths. At this point, the goal is to position these shapes in a non-overlapping manner so that (a) space is used as efficiently as possible; (b) each word is close to an “ideal” position as defined by a placement criterion. The overall strategy is a randomized greedy algorithm in which words are given a position in space one at a time.

Community Engagement Summary
