

DEVELOPMENT OF A FULL COMPREHENSIVE PLAN FOR

# JONESBORO



URBAN3



Planning, Urban Design,  
Coding, and Community  
Engagement Lead



**Crafton Tull**

Local Partner – Transportation,  
Infrastructure,  
Sustainability, GIS, Community  
Engagement Support

URBAN**3**

Economic Analyses  
and Strategies

OUR TEAM

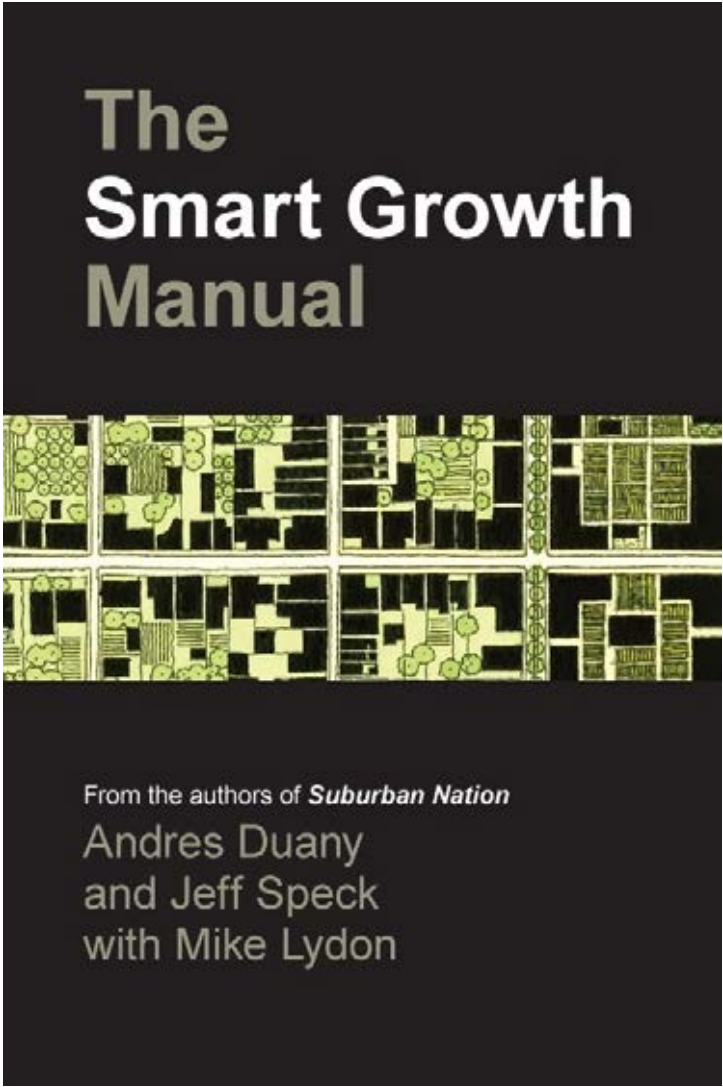




DPZ  
CODESIGN

Over 45 Years of Making  
Successful, Resilient Places

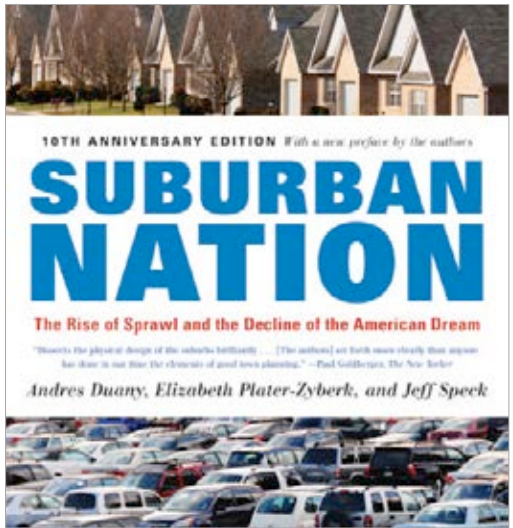
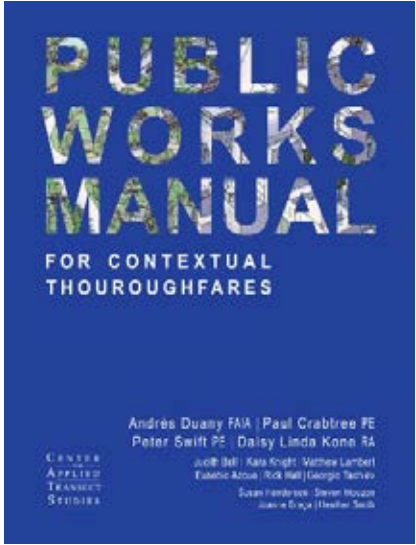
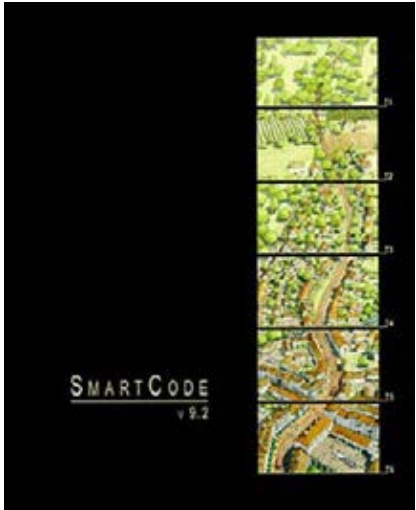




# LIVABLE COMMUNITIES FOR AGING POPULATIONS

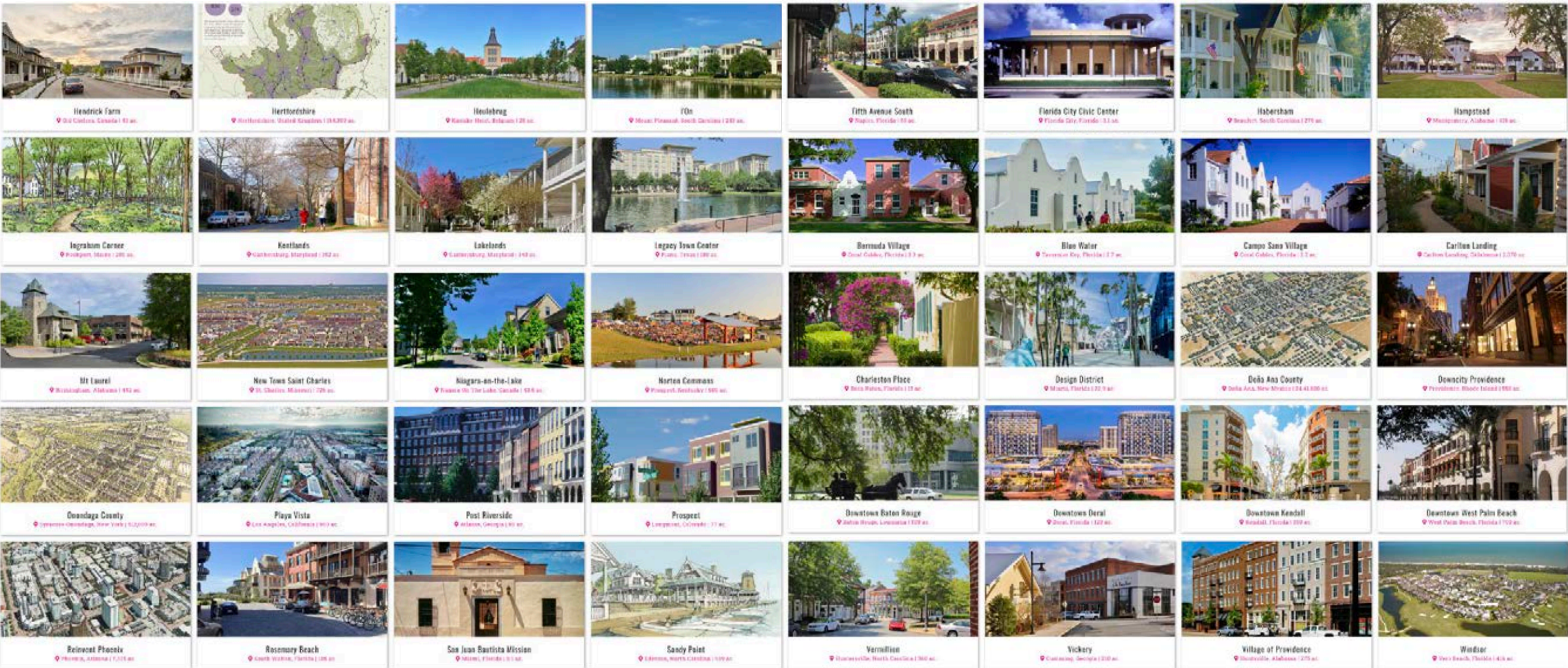
Urban Design for Longevity

M. Scott Ball





# Integrated design and planning expertise from the block to the region



FROM VISIONARY FRAMEWORKS TO BUILT RESULTS



# Supporting municipal leaders in shaping lasting, implementable change

## Comprehensive Plans

Aligning land use, infrastructure, housing, and economic development with a community’s long-term goals

## Master Plans

Plans for downtowns, corridors, neighborhoods, and districts—ready to guide capital investment and private development

## Zoning and Development Codes

Codes including SmartCode, form-based, and hybrid tools—to translate vision into predictable outcomes

## Public Engagement Strategies

Engagement that fosters trust, dialogue, and buy-in across diverse stakeholders

## Implementation Frameworks

Frameworks to prioritize actions, coordinate partners, and enable accountability over time

Project	Location
Winnipeg Infill Housing Code	Winnipeg, Canada
Northwest Arkansas Regional Growth Strategy	Northwest Arkansas, AR
Walton County Comprehensive Plan EAR	Walton County, FL
Plan Bentonville	Bentonville, AR
Orange County, FL Code and Comprehensive Plan	Orange County, FL
Rogers Future Land Use Map and Form-Based Code	Rogers, AR
Dale Summit Area Plan and Code	Township of College, PA
Downtown Vero Beach Master Plan	Vero Beach, FL
Royal Oak Master Plan (Comprehensive Plan)	Royal Oak, MI
OLF-8 Master Plan	Escambia County, FL
41-10 Mixed Use Area Master Plan	Naples, FL
Village of Key Biscayne Vision Plan	Key Biscayne, FL
Erie Town Center Master Plan and Form-Based Code	Erie, CO
NBV100 Master Plan and Form-Based Code	North Bay Village, FL
Three Corners Master Plan	Vero Beach, FL
Bonita Springs Downtown Code Analysis and Form-Based Code	Bonita Springs, FL
Birmingham Master Plan (Comprehensive Plan)	Birmingham, MI
Coral Gables Zoning Code Update	Coral Gables, FL
Bonita Beach Road Corridor Analysis/Report	Bonita Springs, FL
Lower Merion Twp. Code Analysis/Revisions	Lower Merion, PA
Pensacola CRA Form-Based Code	Pensacola, FL
Downtown Pontiac Master Plan	Pontiac, MI
Downtown Kirkwood Code Analysis and Form-Based Code	Kirkwood, MO
Downtown Bethel TOD Code	Bethel, CT
Derby’s Blueprint for Progress Masterplan	Derby, CT
West Haven TOD Vision and Form-Based Code	West Haven, CT
Charleston, SC BAR Process Analysis/Revisions	Charleston, SC

A selection of our municipal projects from the last 10 years



# Who We Are

## OFFICES

### ARKANSAS

- Little Rock
- Jonesboro
- Rogers
- Conway
- Fayetteville
- Fort Smith
- Hot Springs
- Russellville



## PLANNING SERVICES

- Comprehensive Planning
- Active Transportation Planning
- Parks & Recreation Planning
- Infrastructure Planning
- Stormwater Planning
- Corridor Planning + Design
- Urban Design

62 YEARS IN BUSINESS

300+ EMPLOYEES

85+ LICENSED

PROFESSIONALS



# A multi-disciplinary team of technical expertise

## PLANNING + URBAN DESIGN



## ACTIVE TRANSPORTATION



## MUNICIPAL ENGINEERING



## ARCHITECTURE



## TRANSPORTATION ENGINEERING



## DEVELOPMENT ENGINEERING



## LANDSCAPE ARCHITECTURE



## ENVIRONMENTAL SERVICES



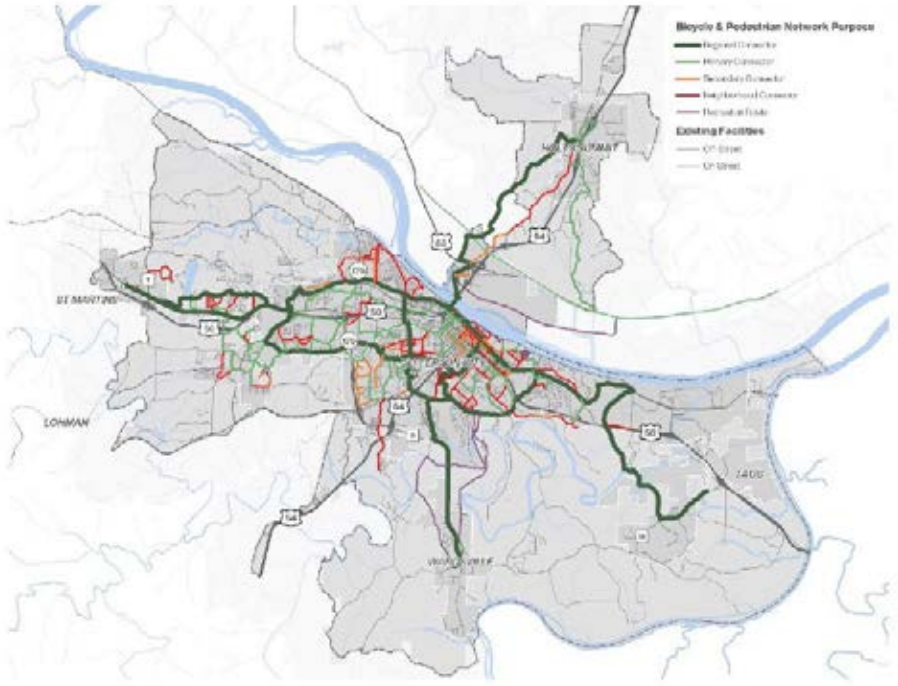
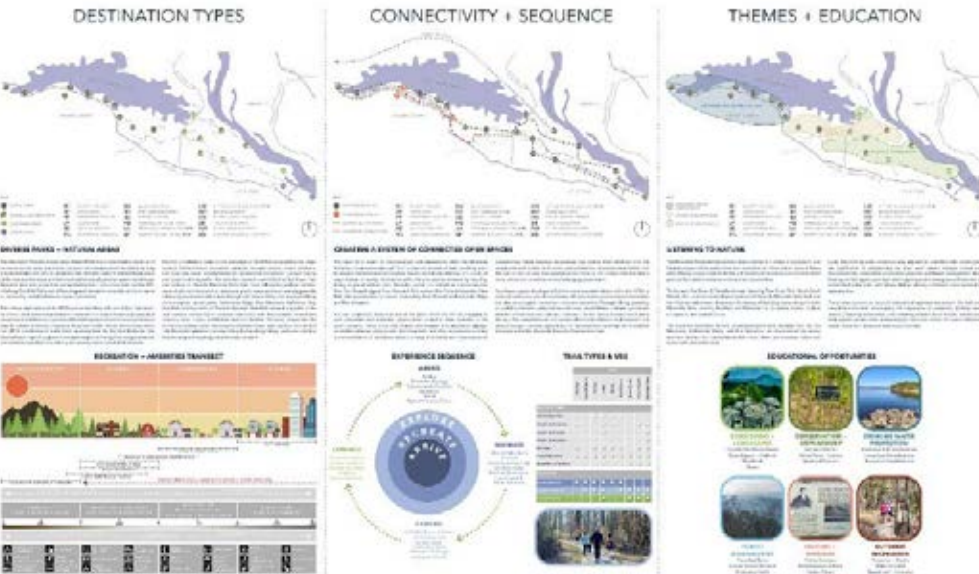
## EDUCATION



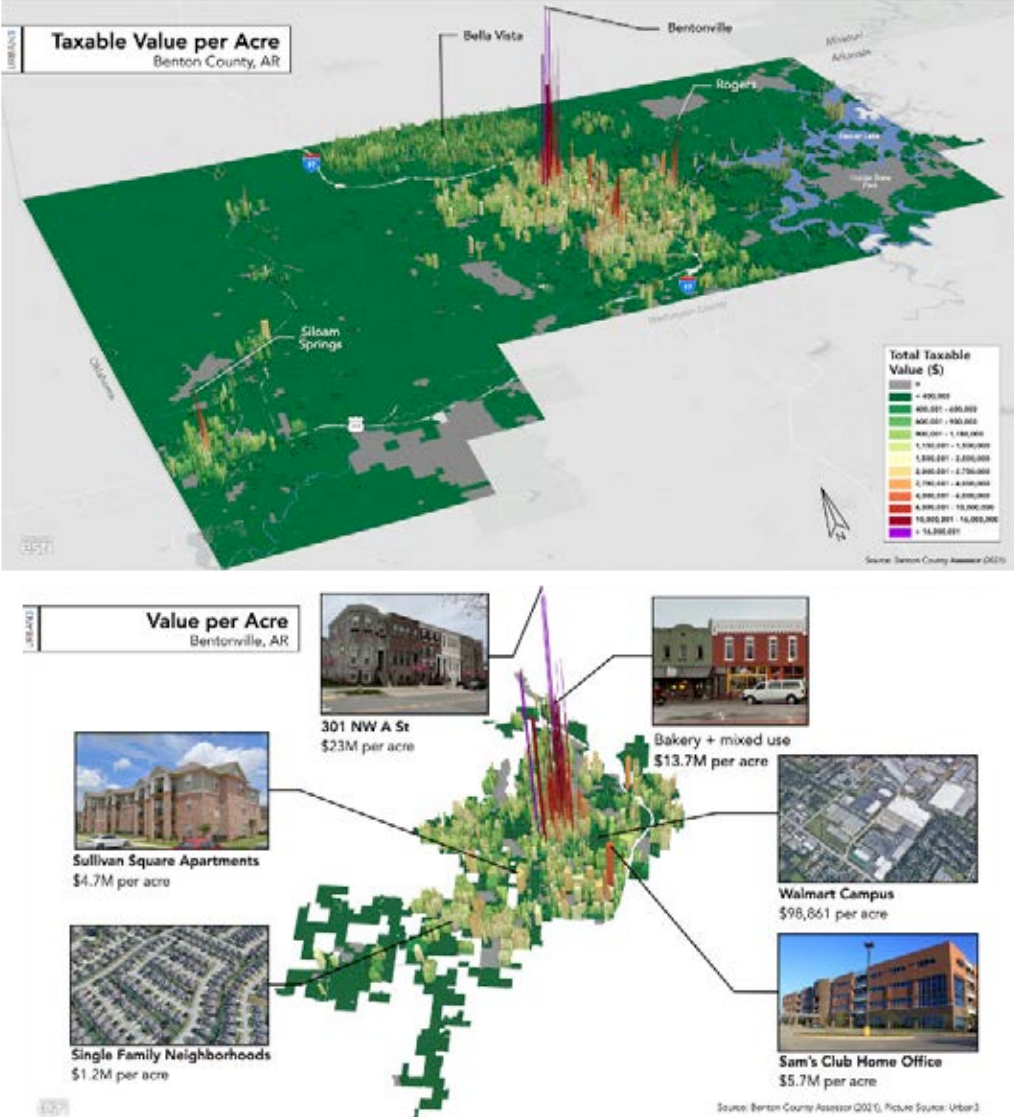
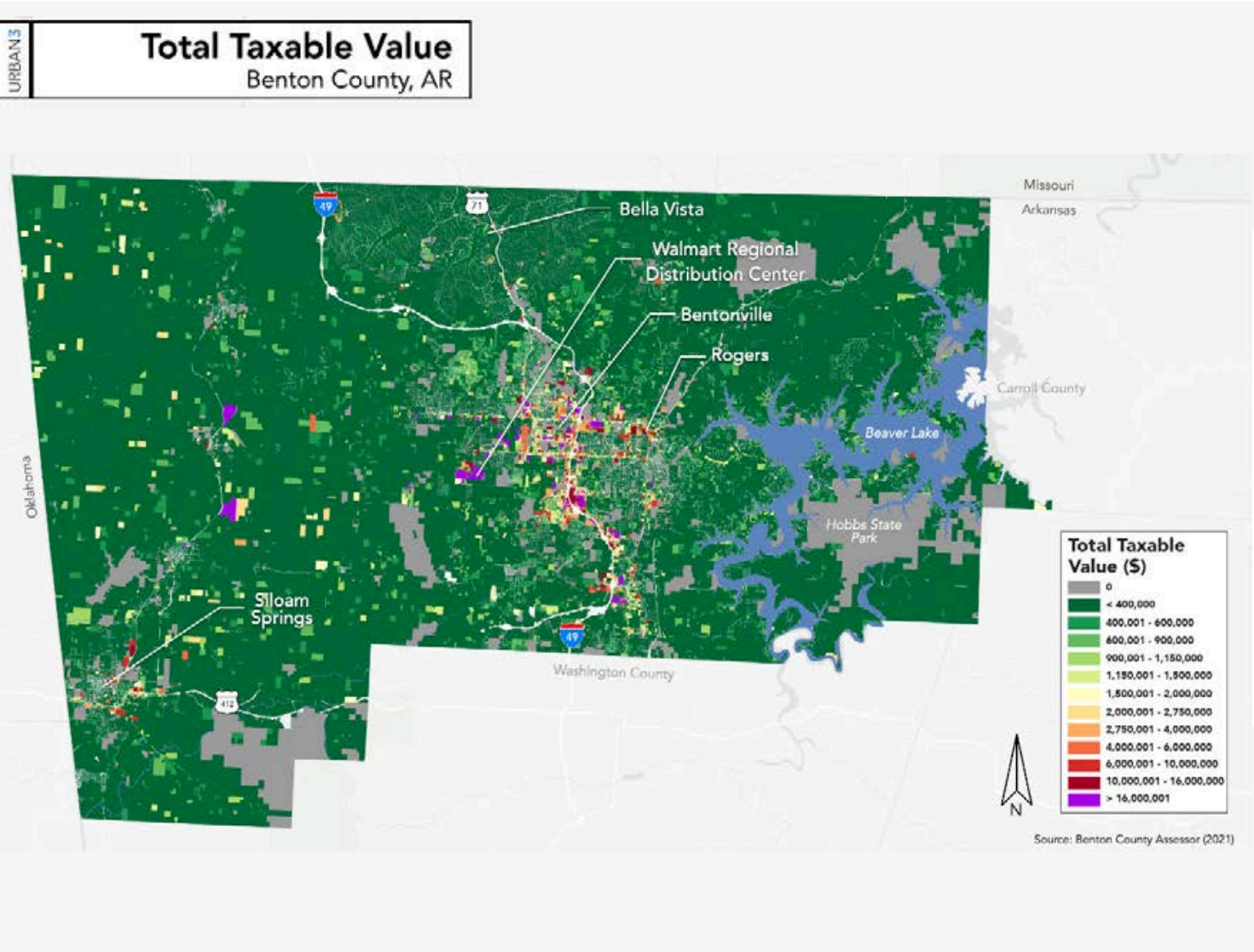


# Balancing natural, cultural, and built environments

## MAUMELLE PINNACLES OUTDOOR RECREATION VISION MASTER PLAN







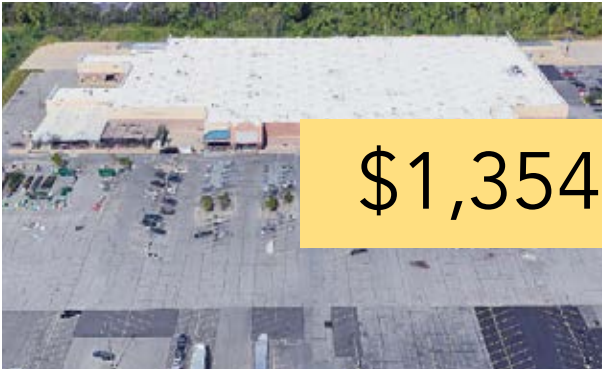
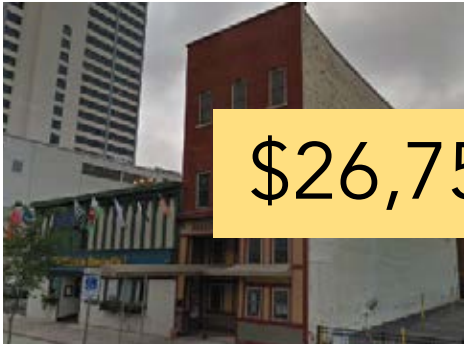







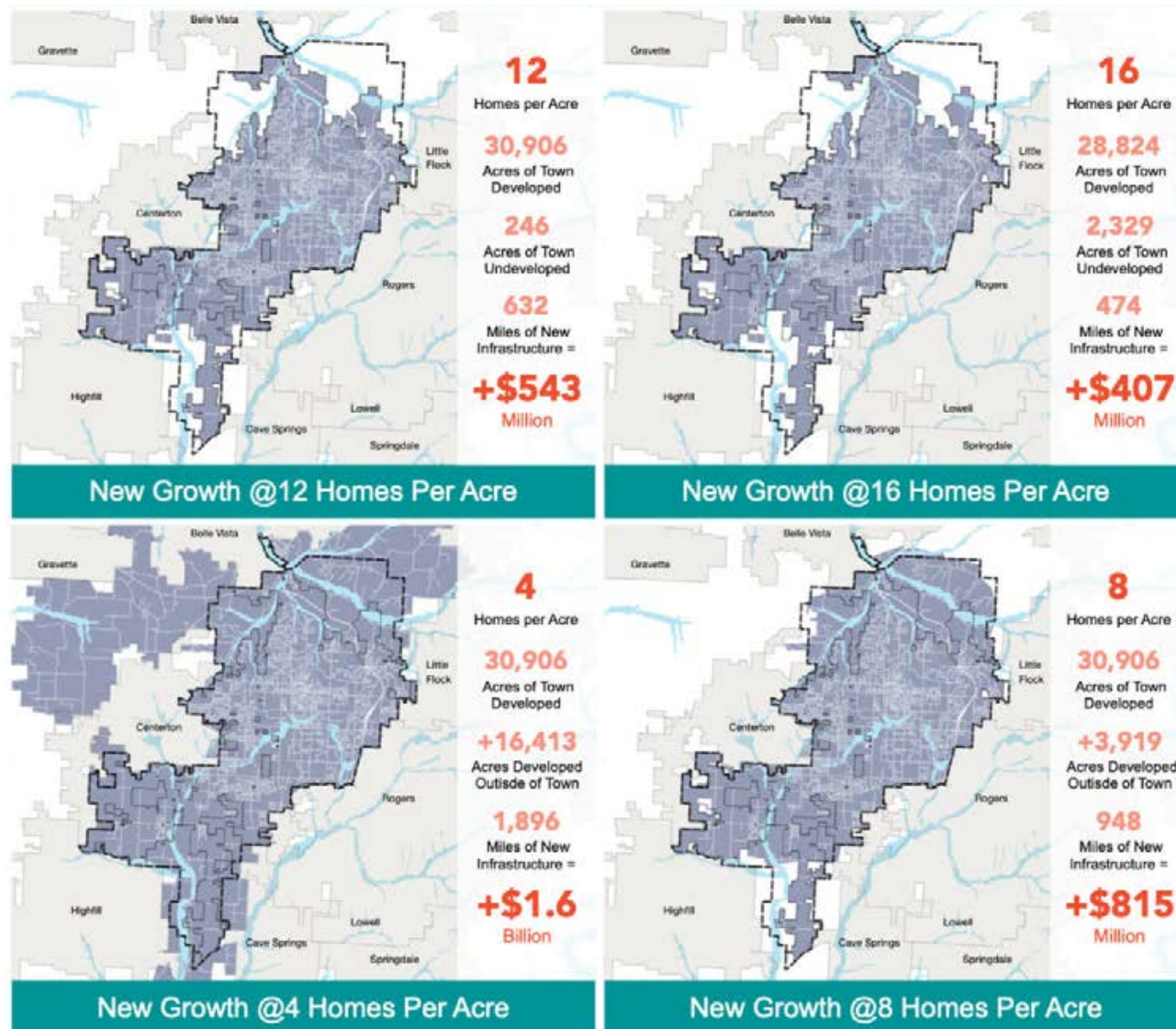


# Return-on taxable land and municipal investments

	LOW DENSITY	MEDIUM DENSITY	HIGH DENSITY
RESIDENTIAL	 <p>-\$2,010</p>	 <p>\$1,613</p>	 <p>\$39,369</p>
MIXED-USE	 <p>\$21,663</p>	 <p>\$40,630</p>	 <p>\$142,762</p>
COMMERCIAL	 <p>\$1,354</p>	 <p>\$26,754</p>	 <p>\$155,229</p>



# THE COST OF GROWTH

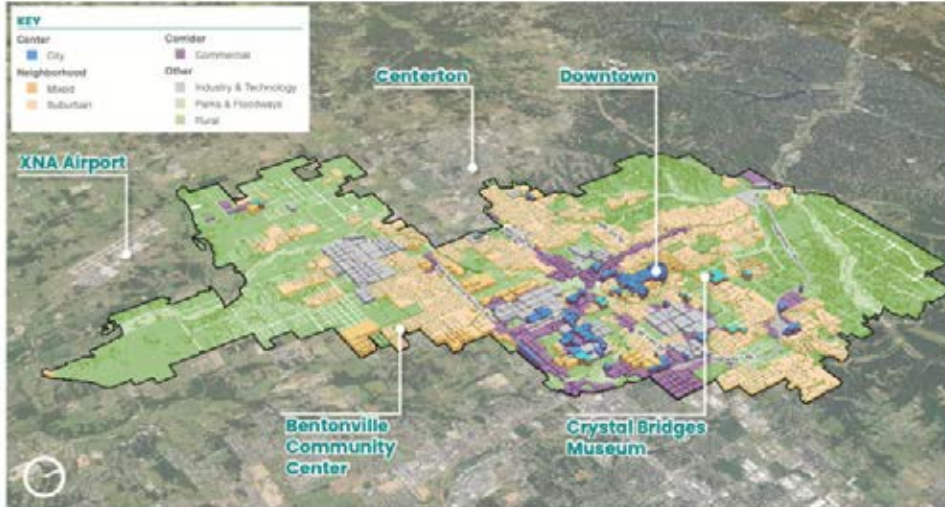


HOW IT COMES TOGETHER: Bentonville Example

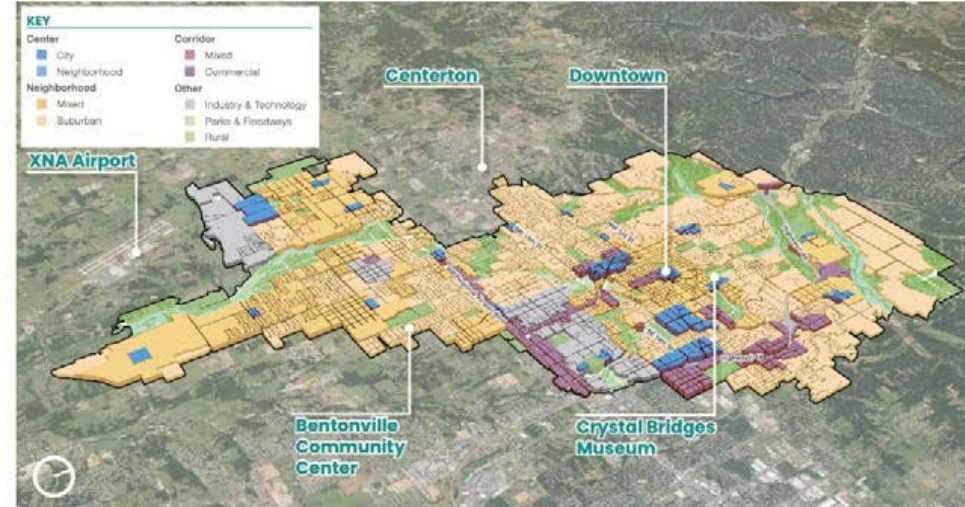


# GROWTH SCENARIO PLANS

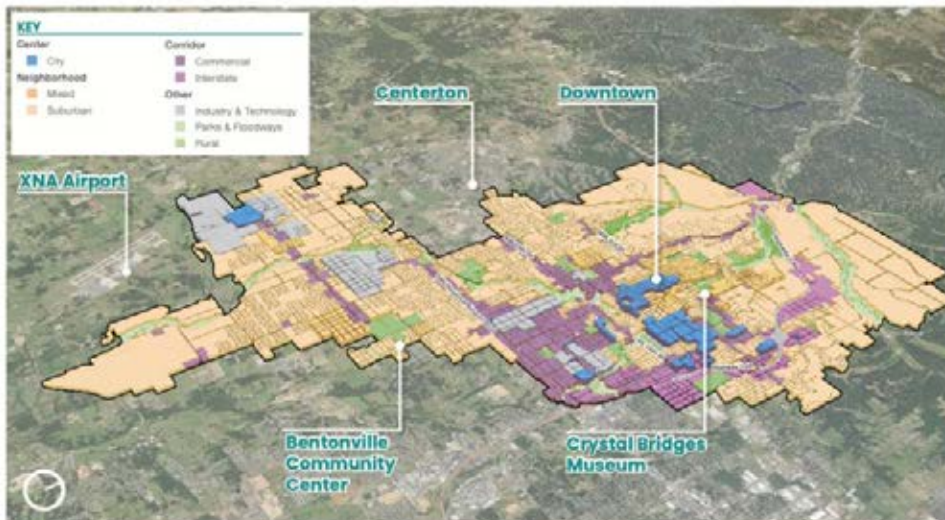
## Existing Land Use



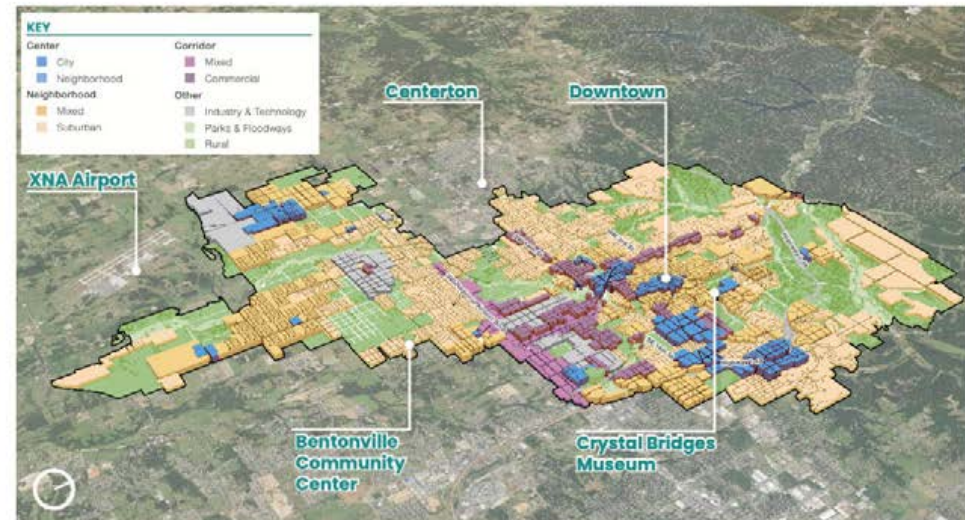
## Balanced Growth



## Business As Usual



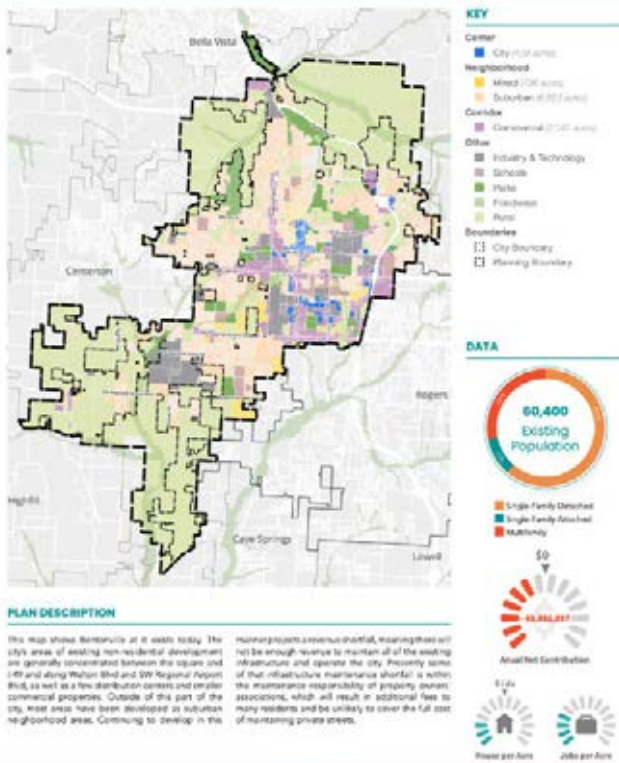
## Compact Growth



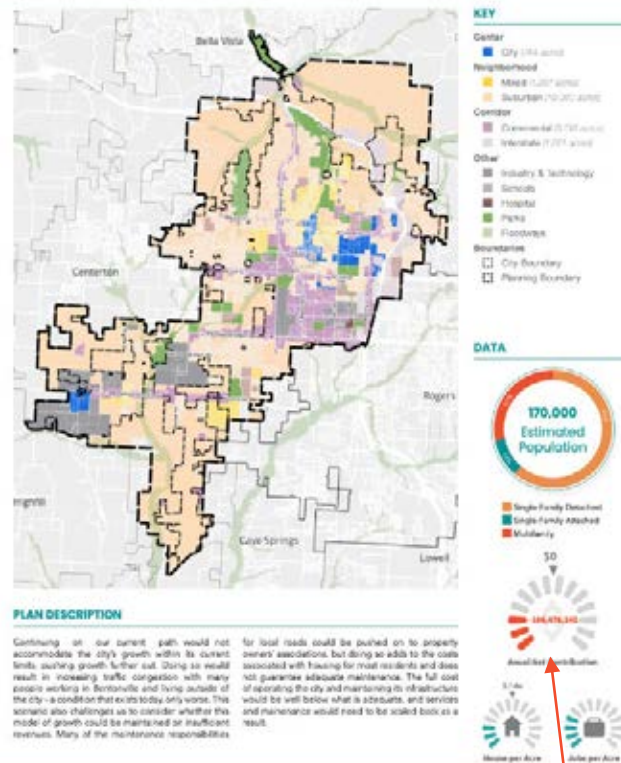


# GROWTH SCENARIO PLANS

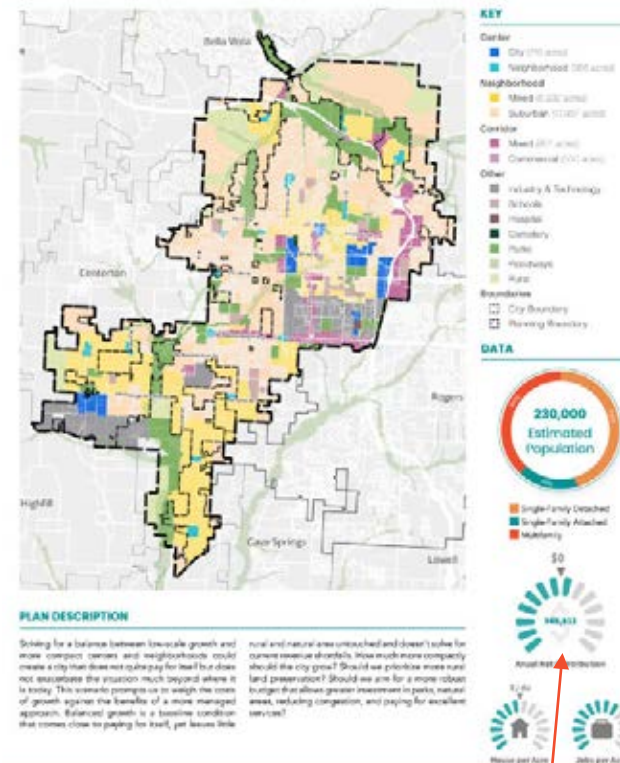
## Existing Land Use



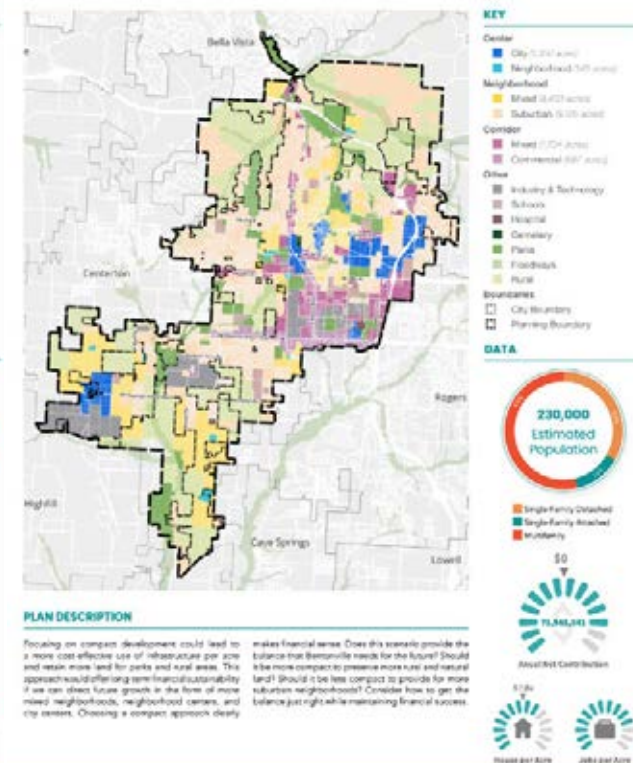
## Business As Usual



## Balanced Growth



## Compact Growth



Fiscal Balance Sheet



# MUNICIPAL BUDGET

## Managing Growth for Fiscal Sustainability

Operating Bentonville in 2024 costs approximately \$16.824 per developed acre, a figure that will rise with continued growth. The \$209 million budget funds critical services like public safety, infrastructure, parks, and utilities. However, existing revenue streams—sales taxes, property taxes, utility fees, and impact fees—are insufficient to address current and future demands, such as:

- Expanding water, sewer, and power capacity.
- Alleviating traffic congestion and supporting active transportation.
- Addressing regional stormwater challenges.
- Funding additional parks and community amenities.

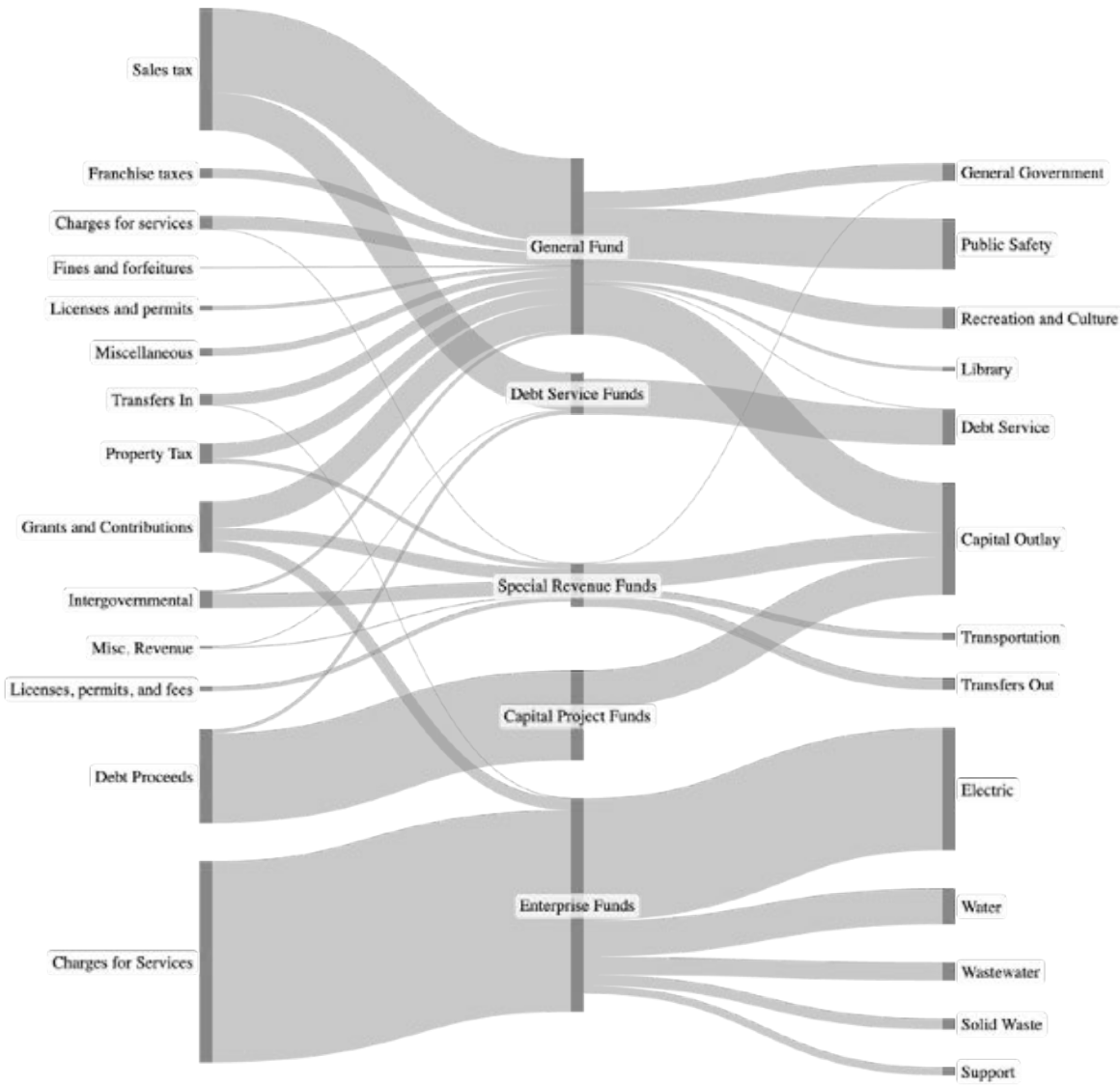
Bentonville's long-term fiscal sustainability hinges on managing growth and land use efficiently to support services without overburdening the budget. Historically, subsidizing low density residential growth with infrastructure investments—roads, sewers, parks, and schools—has stretched resources thin. These patterns assume residential developments cannot pay their way and rely on sales tax contributions. In contrast, townhomes, mixed-use, multi-family housing, and commercial developments typically contribute more

than they consume in resources, offering a path to bridge funding gaps.

As the city prepares for substantial population growth, the current trajectory of subsidized low-density expansion is unsustainable. To ensure a fiscally resilient future, Bentonville must adopt strategies to balance land uses, support self-sustaining growth, and generate surplus revenue to fund unmet needs.



Source: City of Bentonville







**DETACHED HOUSE ON A LARGE PROPERTY**  
An average property size of 43,560 square feet.



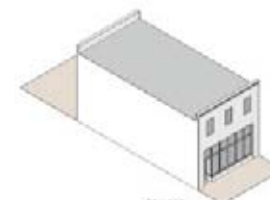
**DETACHED HOUSE ON A MEDIUM PROPERTY**  
An average property size of 6,000 square feet.



**6 UNIT BUILDING ON A SMALL PROPERTY**  
An average property size of 7,200 square feet.



**20 UNIT BUILDING ON A LARGE PROPERTY**  
An average property size of 22,000 square feet.



**MAIN STREET COMMERCIAL**  
An average property size of 3,000 square feet.



**STRIP COMMERCIAL**  
An average property size of 261,360 square feet.



**COTTAGE ON A SMALL PROPERTY**  
An average property size of 3,000 square feet.



**TOWNHOUSE ON A SMALL PROPERTY**  
An average property size of 2,000 square feet.



**MIXED-USE RESIDENTIAL (4 STORIES)**  
An average property size of 22,000 square feet.



**MIXED-USE OFFICE (4 STORIES)**  
An average property size of 60,000 square feet.



**OFFICE BUILDING (2 STORIES)**  
An average property size of 80,000 square feet.



**LOGISTICAL & MANUFACTURING**  
An average property size of 300,564 square feet.

Running Bentonville costs \$16,824 per acre, per year

Who is footing the bill?



## Housing Supply and Demand



Home Ownership Rate

Today, Bentonville has about the same number of owners as renters, many of whom are renting single family homes. Many of those renters would like to rent an apartment, but there are not enough available. And some of the home owners would prefer to own a townhouse, but there are not enough available. Aligning the demand for housing with the supply, and adjusting new construction to achieve balance can help correct some causes of increased cost, where there are both people who would like a smaller place to live at a lower cost but can't find it, and they are instead occupying a larger home, reducing the number that are available to their ideal demographic.



Existing Supply of Homes



Annual New Home Potential



Oversupplied  
& **NOT** footing the bill?



Undersupplied  
& **IS** paying a fair share

Supply and Demand for Homes by Type and Ownership

Are we allowing the market to operate?

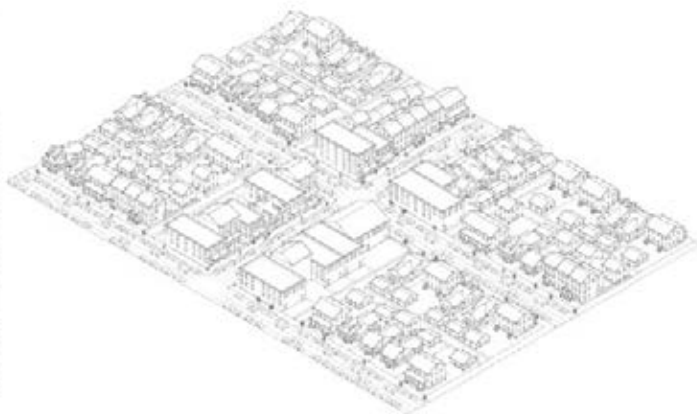


## NEIGHBORHOOD CENTER



Anticipated building height: 3-5 stories

Neighborhood Centers serve as the physical glue between neighborhoods — providing a human-scaled destination where surrounding neighbors can walk or bike, gather in fellowship, dine out, or pick up basic daily needs. Small, local businesses typically provide a variety of entry-level jobs, a sense of increasing independence for area youth, and an opportunity to support more home-grown businesses. They usually also include nearby townhomes, small apartment buildings, and small homes transitioning in scale and activity to less concentrated surrounding neighborhoods. Neighborhood Centers contribute sales tax and concentrated property tax to the city's budget, balancing nearby neighborhoods.



## WALKABLE NEIGHBORHOOD

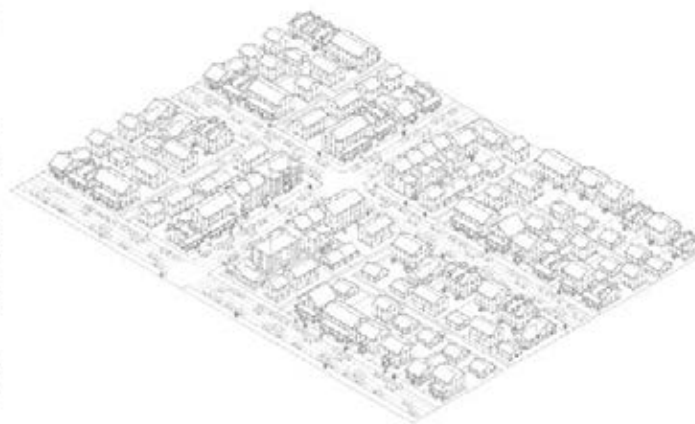


Anticipated building height: 3 stories

Walkable Neighborhoods combine compatibility-scaled single family homes, townhomes, and apartment buildings in a neighborhood setting.

They provide a high degree of housing diversity, allowing for more people of different circumstances to share the same neighborhood. They also support some small neighborhood shops and are often near Neighborhood Centers and parks, making it easy to walk and bike for frequent trips.

Financially, mixed neighborhoods don't fully cover their costs, but by providing housing in a compact footprint, they reduce the amount of land needed for growth.



Growth of these land uses **PAYS A SURPLUS**

Growth of these land uses **IS SUBSIDIZED**

## TRADITIONAL NEIGHBORHOOD

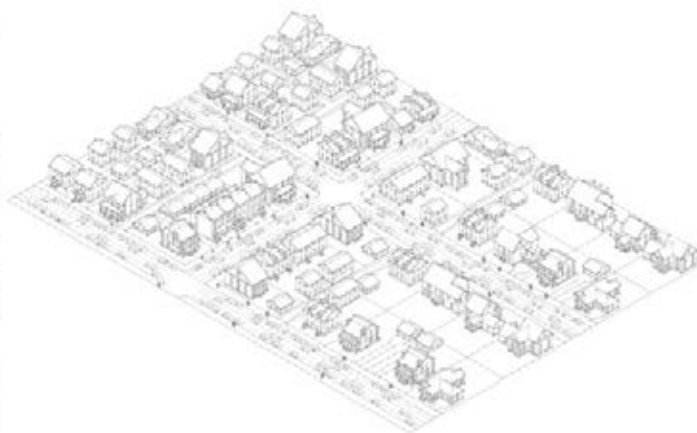


Anticipated building height: 2.5-3 stories

Traditional Neighborhoods serve as a bridge between denser, more mixed-use Walkable Neighborhoods and more dispersed and automobile-oriented Suburban Neighborhoods. As such, they merge features of both.

Characterized by gridded, walkable blocks of single family homes, townhomes, and small-scaled apartment buildings, they provide diverse housing opportunities while easing the way towards areas of single family homes only.

Lots are formally structured but grow incrementally larger as you move outward, maintaining the viability of walking and biking for many trips while contributing to a more relaxed residential character.



## SUBURBAN NEIGHBORHOOD



Anticipated building height: 2.5-3 stories

Suburban Neighborhoods, often referred to as subdivisions, consist mainly of single family homes on comparatively larger lots, some including accessory dwellings within the main house volume or in a detached building. They are generally quiet areas more removed from most commercial amenities. Family-oriented, often with large concentrations of children, suburban neighborhoods are often preferred by growing families. Because houses are on larger properties, buildings are more spread out and car trips are required for most needs.

Suburban Neighborhoods don't cover their own costs, but they provide housing needed for a large segment of the community, including families raising the next generation of Bentonville residents.





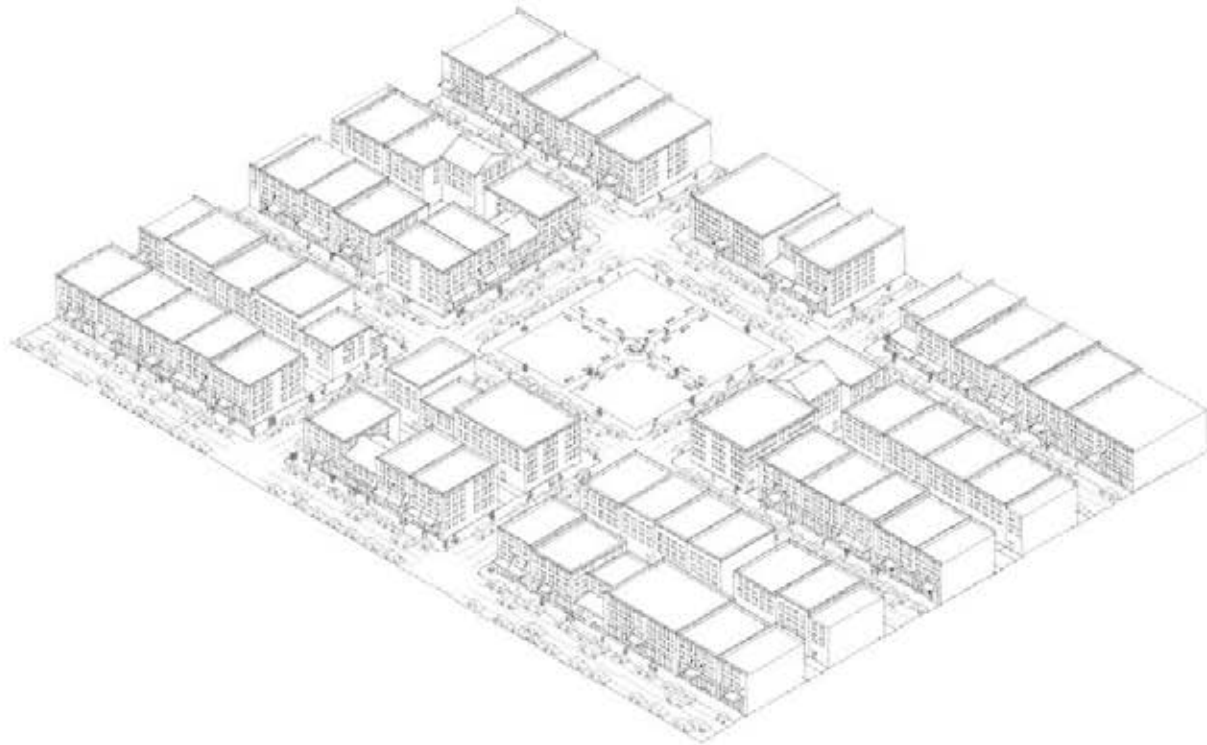
# Investing in Downtown **PAYS DIVIDENDS**

## CITY CENTER



Anticipated building height: 4-6 stories

City Centers are places like the Downtown Bentonville Square and its surrounding blocks, consisting of jobs, entertainment, convenience retail, daily services, and housing at a variety of scales — from single story shops to office and residential buildings. This combination of types and uses, from sidewalk lining buildings to civic institutions like churches and city hall, to apartments, condos, and townhomes, makes for the city's most active, compact and walkable space. In the future there may be more than one City Center providing convenient access to additional amenities, particularly in the southwest, and reducing the growth pressure around the city's beloved heart. With a high concentration of commercial along with housing, City Centers contribute substantially to the city's budget.





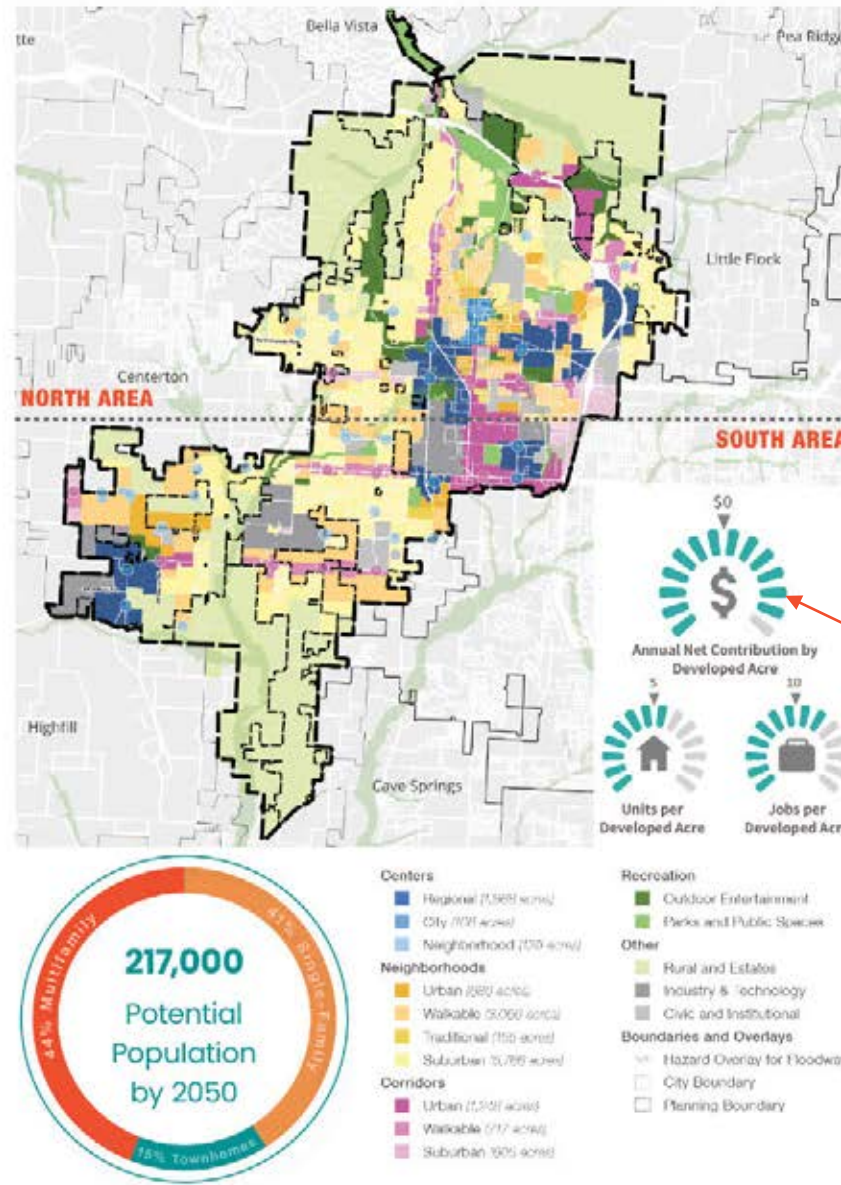
## Strategic and Balanced Growth

To ease pressure on downtown and encourage walking and biking, the plan establishes multiple activity hubs, including a major future employment center near Northwest Arkansas National Airport. These Regional Centers will boost the city's economic base with spaces for cultural venues, entertainment, diverse jobs, and higher-density housing in areas away from the airports. Within residential zones, smaller Neighborhood Centers provide convenient retail and gathering spots, fostering a network of community-focused amenities within easy walking, biking, and driving distance for most residents.

Strategically planned infill and compact growth in new areas aim to enhance Bentonville's fiscal health by minimizing infrastructure costs and creating a budget surplus to reinvest in city services, infrastructure, and recreation. With projected growth nearing 220,000 residents, the Future Land Use Plan addresses fiscal sustainability by balancing growth density and housing diversity.

Balanced growth, as outlined in the plan, supports a sustainable fiscal outlook, reduces downtown congestion, promotes alternative travel options, and diversifies housing to meet demand. The Community Plan targets an average new growth of about 13 units per acre, blended between new, high-density places like Regional Centers, medium-density places like Urban Corridors, and low-density places like Walkable Neighborhoods, while discouraging growth in Suburban and Traditional Neighborhoods and Rural areas. Each Place Type contributes to the city's economy, housing, and character, underscoring the need for comprehensive, balanced growth and a diversity of environments for residents, providing a high quality of life and accessibility to housing, jobs, and mobility for future generations.

Preserving rural character remains a key priority. The plan encourages relatively higher-density development within the city's core and hubs, reducing the need for outward expansion. While the plan can accommodate population growth beyond current projections, compact, fiscally responsible growth ensures Bentonville retains its rural surroundings and strong fiscal outlook, meeting population demands while staying adaptable to future challenges.



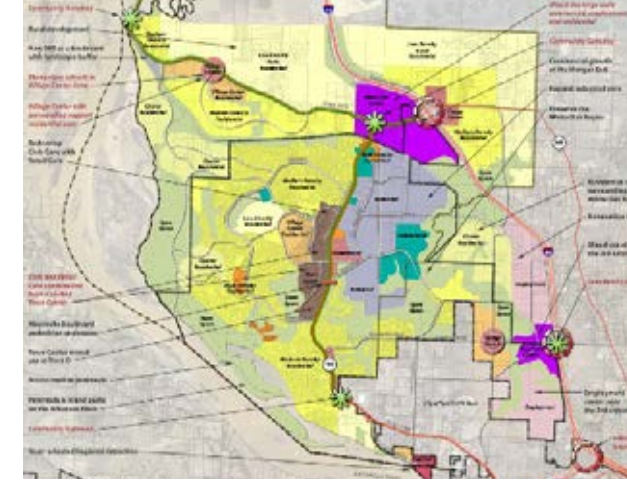
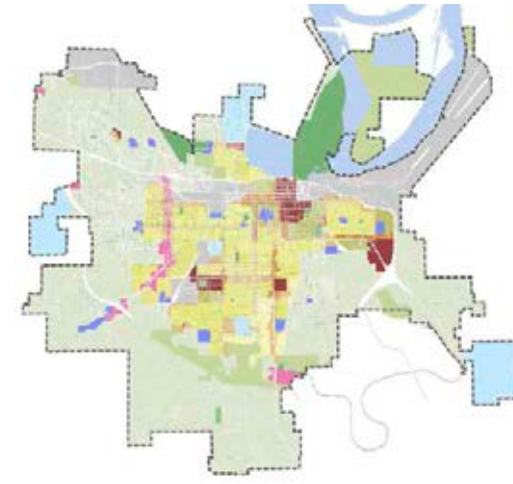
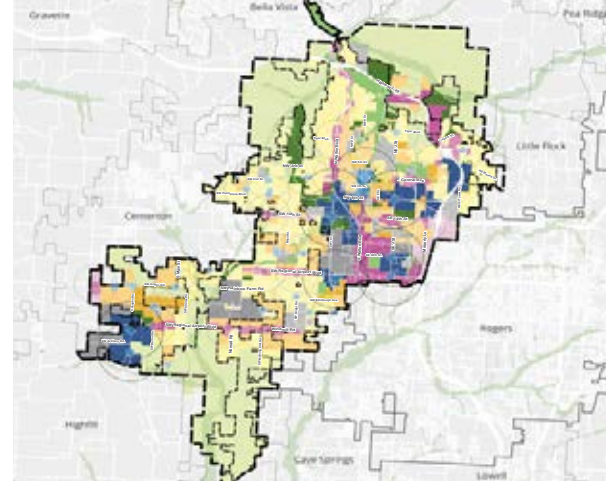
Strategic growth is  
**SOUND FISCAL POLICY**

Pays for:

- City services including Police & fire
- Schools
- Parks & festivals
- Streets
- Utilities

# HOW IT COMES TOGETHER: Bentonville Example





Miami 21, FL

Plan Bentonville, AR

Pine Bluff Comprehensive  
Plan, AR

Maumelle Strategic Plan, AR

EXPERTS IN URBAN REVITALIZATION AND PLACEMAKING



# Work Plan Phases

Project website, interviews, focus groups, survey, and mapping

Background analysis and initial input summarized

Charrette process: input + proposals

Charrette report-out and plan direction evaluated

Plan draft creation and reviewed, survey & web

Plan finalization, comment period, final revisions and adoption process



+



+



+



+



1



2



3

Phase 0: Ongoing  
Engagement



# Community Engagement:

**Phase 0:** outreach, brand, messaging, website, communications, social media

**Phase 1:** 1-on-1 interviews, steering committee, ward meetings, public survey

**Phase 2:** on-site visioning charrette, pop-ups, public meetings, public survey

**Phase 3:** planning commission and city council meeting support



# Community Engagement: open houses, pop-ups, walk audits





# Online Community Engagement: information, surveys, mapping

## Outdoor Recreation Vision Master Plan: Maumelle Pinnacles

The Maumelle Pinnacles Recreation Master Plan is the bold vision for conservation, recreation, and adventure in Central Arkansas







1:47 CITYOFSEARCY Posts Follow

cityofsearcy




cityofsearcy We had a great night planning for Searcy's future as we reviewed the work Crafton Tull has been doing and received even more feedback from community members! Thank you to everyone who came out for the Active Transportation Public Meeting.

## Springdale Trails Feasibility Study

City of Springdale · Crafton Tull  
December 3, 2024


Project Description Active Transportation Facility... Project Interactive Web Map Study Area Scoring



SHOWING: 961 of 961 Responses

PAGE: 3 of 13

5. What do you think are the biggest barriers for biking and walking in El Dorado? Select all that



Skipped: 48 Answered: 913

- Speeding vehicles and traffic
- Lack of sidewalks and trails
- Poor sidewalk and infrastructure conditions
- Sidewalks do not lead where I need to go
- Steep hills make traveling difficult for me

## Jefferson City Parks Accessibility & Inclusion Plan


Help us make Jefferson City's parks more accessible for everyone!

Jefferson City · Crafton Tull  
February 15, 2025




## Ellis Porter Park, Pool, and Amphitheater

When approved for the 2018 Master Plan, Ellis Porter Park had an ADA access within the pool area, over the amphitheater. The amphitheater has since been updated with access ramps to the stage and seating area, and the pool now has an ADA-compliant lift.



City of Searcy  
Mar 7 ·



armoneyandpolitics.com  
**Searcy to Move Forward With \$93M Transformation Plan**

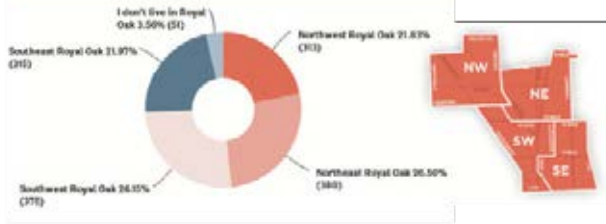
43 4 comments 5 shares



# Online Community Engagement: information, surveys, mapping

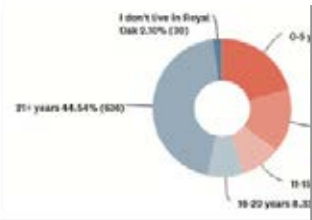
## Survey #1 Analysis Survey Overview

### Question 2 - Which district of Royal Oak do you live in?



- By age, the distribution is relatively equal across districts.
- By quadrant, respondents are equally divided throughout the city, with slightly more from the Northeast and Southwest.
- By tenure, respondents are roughly equally divided throughout the city.

### Question 3 - How long have you lived or worked in Royal Oak?

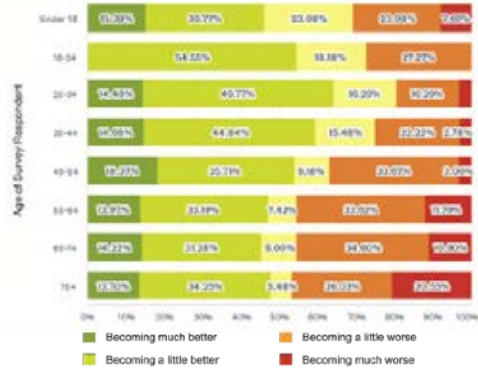


- By age, most respondents between 18 and 34 have lived in the city less than 10 years, but also shows a significant amount of residents at the 5 and 10 year mark.
- By quadrant, about 20% of respondents have lived in the city less than 10 years.

© 2022 DPZ CoDesign | Royal Oak | Draft 07/13/23

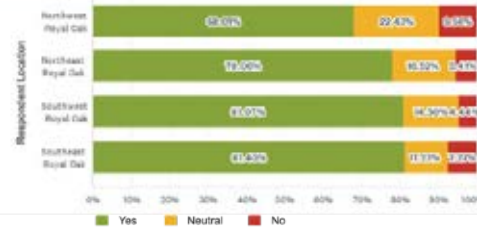
## Survey #1 Analysis Survey Overview

### Question 40 - Overall, Royal Oak is:



## Survey #1 Analysis Getting Around

### Question 29 - Do you feel you have safe and convenient access to libraries, schools, and other community facilities?



- By age, about 95% of respondents report safe and convenient access or are neutral.
- By quadrant, nearly all respondents report safe and convenient access, with a noticeable drop in satisfaction in the Northwest.
- By tenure, newer residents report slightly less convenience than other brackets at 10%.

HOME PARTICIPATE RSVP OCCUPANTS RESOURCES

## Participate

The Royal Oak Master Plan process is underpinned by a robust public engagement program to capture residents', property owners', and other invested stakeholders' opinions, preferences, and visions for the community's future. This page provides details on current and upcoming opportunities to provide input into the process – your participation is critical to the Master Plan's success.

[MAP IDEAS](#)[COMMENT](#)[SIGN UP](#)

### Participation Opportunities

Summer 2023  
Drop-In Workshops

Drop-in workshops will provide an opportunity to meet with planning team members to discuss theme outcomes and preliminary Master Plan directions and recommendations. Specific date and location information will be posted here when available.

### Past Engagements

Feb 3 – Apr 16, 2023  
Survey 1

Survey 1 was run between February and mid-April, 2023, to gauge broad resident sentiment across a number of subject areas. This information-gathering survey has been briefly discussed with the Planning Commission while in progress. Survey results are being processed and will be shared on this website when completed.

Future surveys will pay particular attention to targeted topics that arise during the prior survey(s) and in-person engagement activities – focused on testing specific concepts in the draft Master Plan.

HOME PARTICIPATE PROCESS HISTORY DOCUMENTS COMMENT

# A Citywide Master Plan for 2040

SCROLL



# Targeted Stakeholders: meetings, webinars, workshops



Leadership



Technical



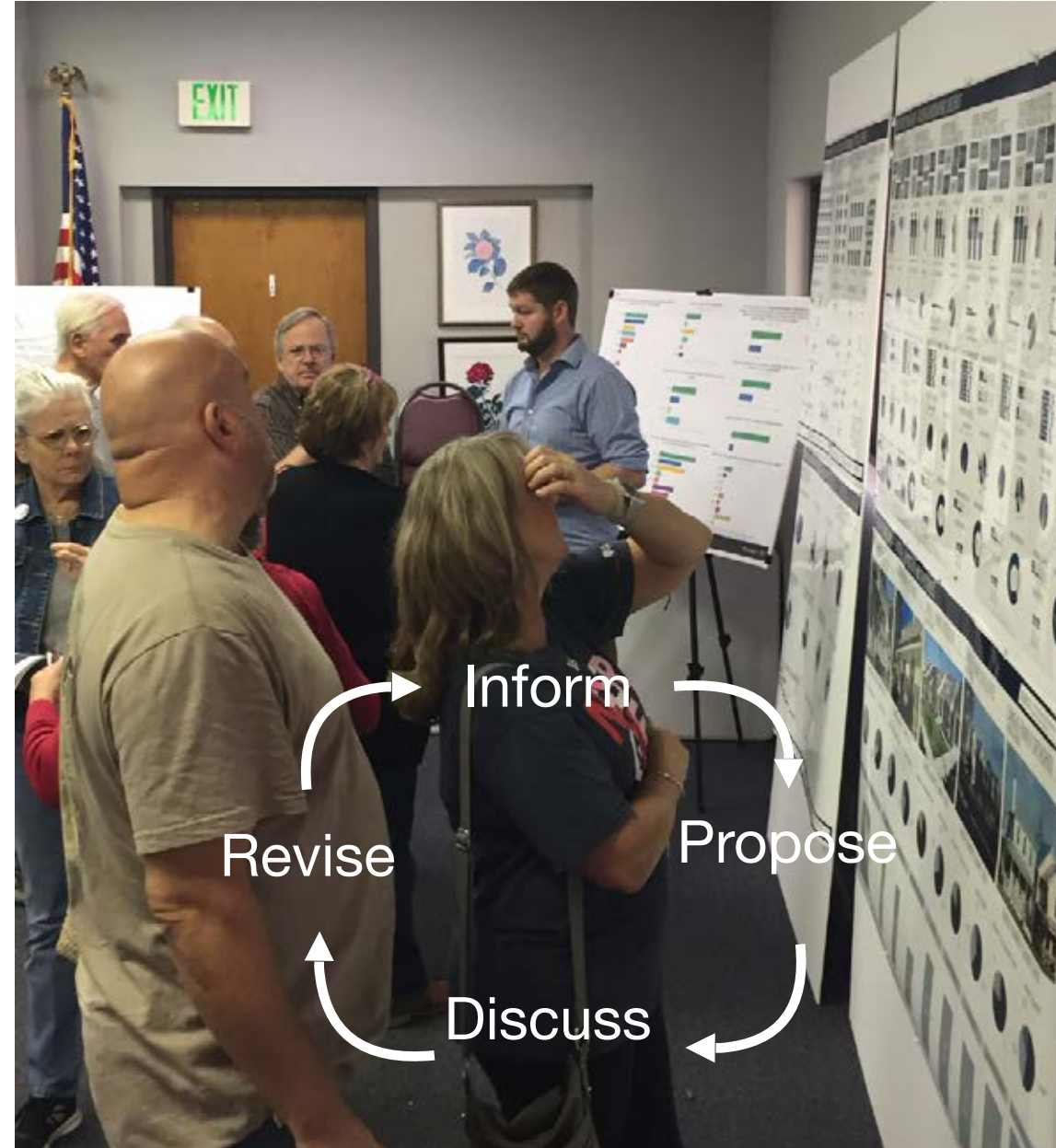
Advisory



## Charrette: on-site meetings, open houses, production, and feedback

[illegible][illegible]

Safety	<p>SPR - no driver distraction</p>  <p>Safe zones that allow more traffic</p> <p>Very safe lane changes</p>
Cost	<p>Greater Safety on the roads</p> <p>[Improvement of] traffic conditions</p> <p>Spikes in traffic volume</p>
SPR, HOV 3+	<p>Crash will be prevented &amp; savings for drivers to stop</p>

[illegible]



# Work Plan Phases

Project website, interviews, focus groups, survey, and mapping

Background analysis and initial input summarized



} 1

Charrette process: input + proposals

Charrette report-out and plan direction evaluated

Plan draft creation and reviewed, survey & web



} 2

Plan finalization, comment period, final revisions and adoption process



— 3

Phase 0: Ongoing  
Engagement



Phase 1

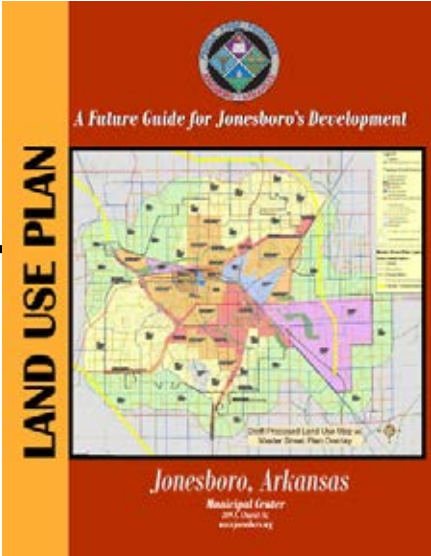
Inventory, Analysis, &  
Outreach

# Diagnostics: review, coordination, & evaluation of current plans

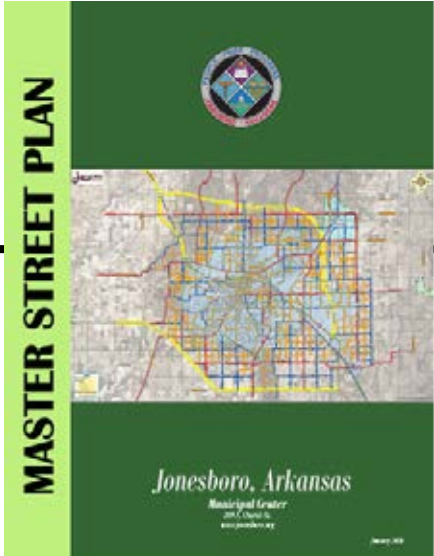
2018



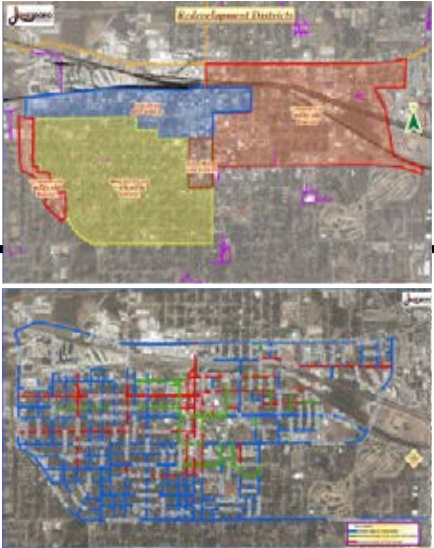
2018



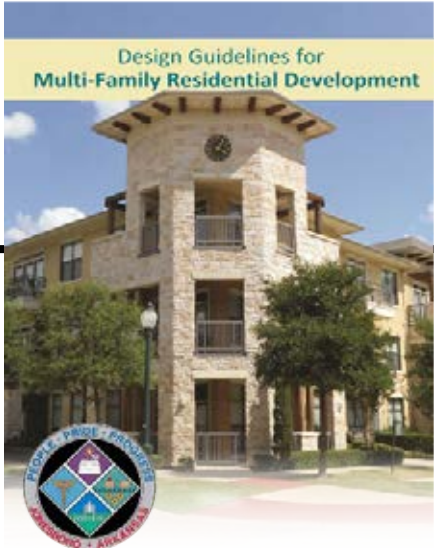
2020



2020



2021



Current



Vision & Goals,  
Evaluation,  
Coordination,  
Shared Direction

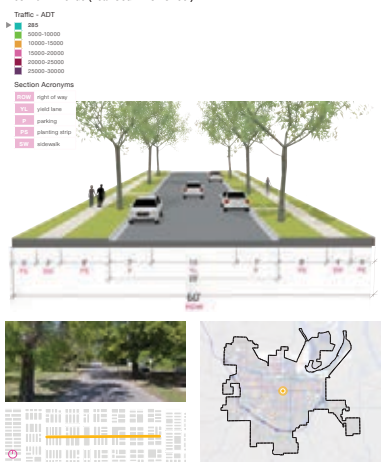


# Diagnostics: study & evaluation of the built environment and land use

## Pedestrian Frontage Assessment Downtown



### Existing Locals West 18th Avenue (near South Ash Street)



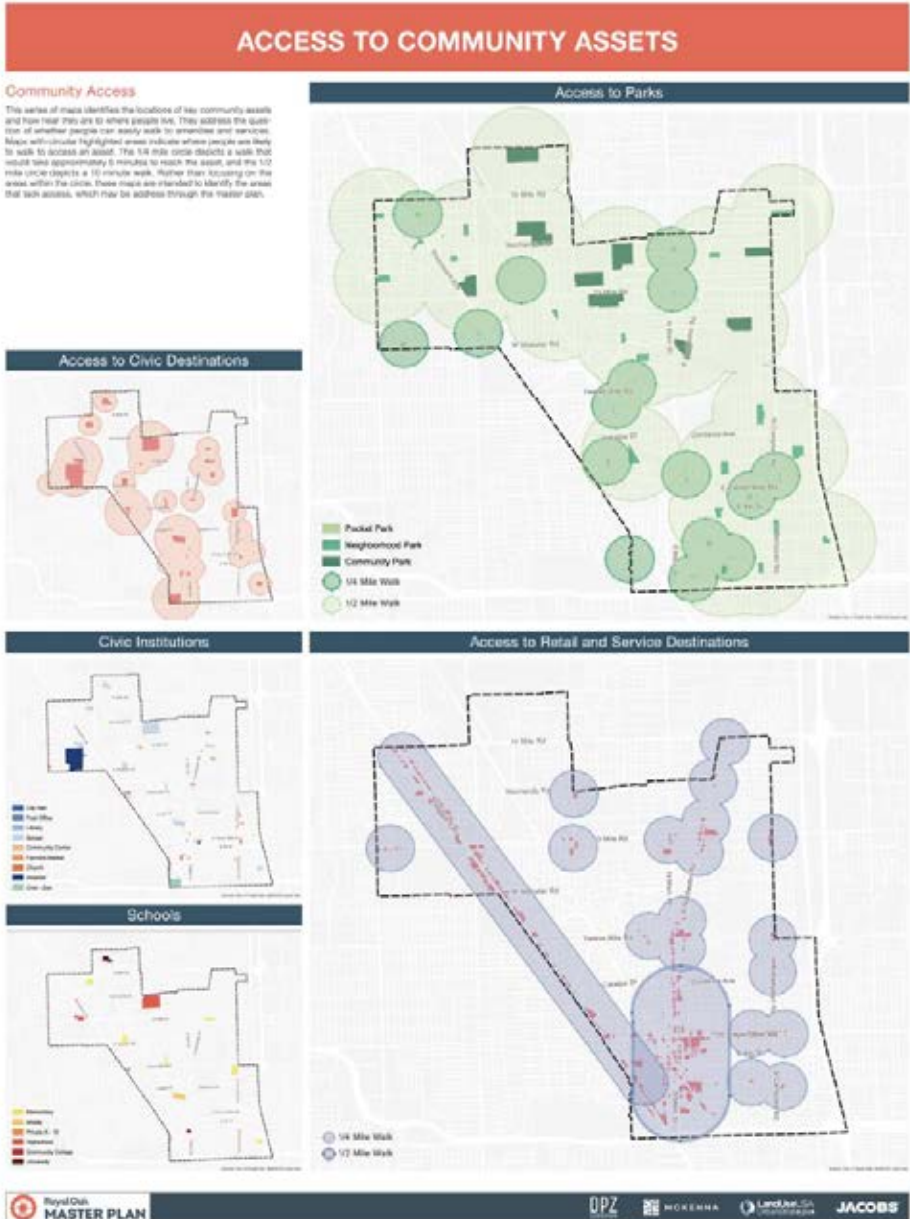
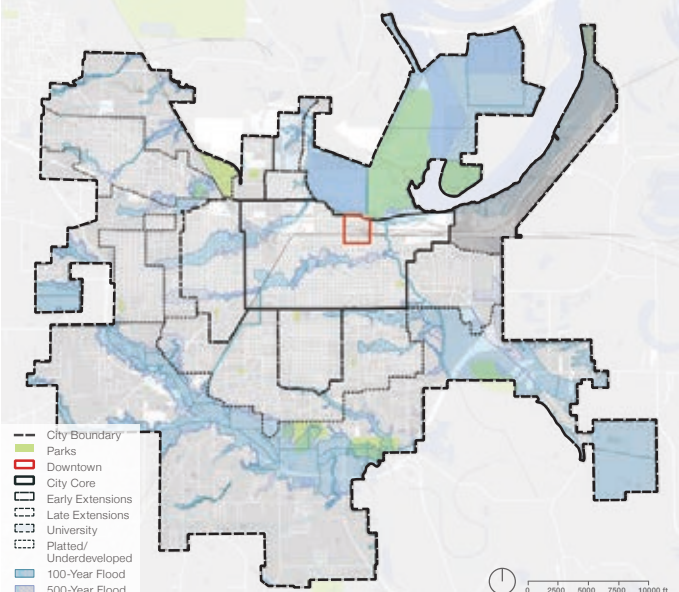
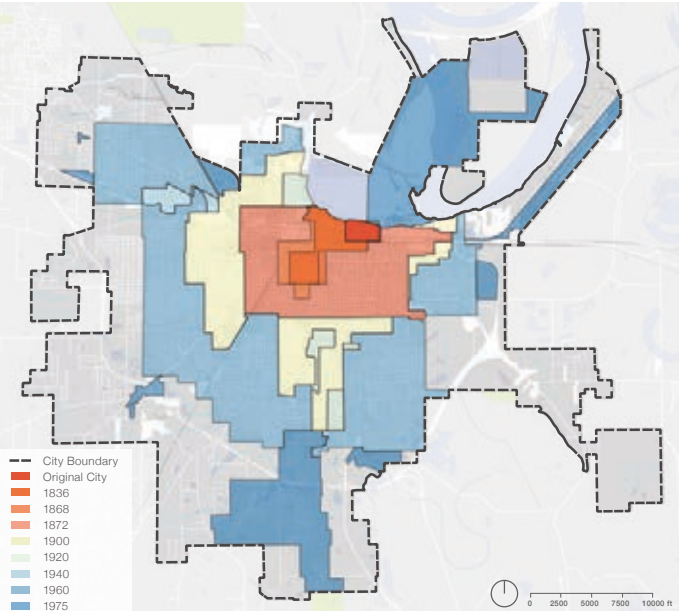
City Core Residential



Early Extension Residential



Late Extension Residential





# Diagnostics: demographics & projections

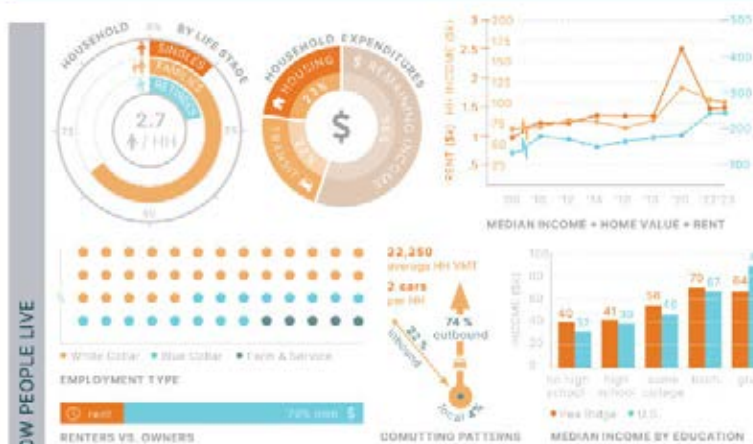
## Pea Ridge

Land Area: 7.6 square miles

This is the first paragraph of a text section. Use the Body Text - Dropcap style here. NIM, quis esed, erci multispret quis eulp feugiat ing feummodi dit vulut-at-mconse onlatio alare inuscing llo clabit essequating. Num Wassin Sial vercinpilis ing lan-atum veliquiscil em ero vendreet is Vulput os Laore lor DUIS ipsam dolo enis lum fuglue officitor aut est, officitum rercerit aliqut lorloratur? Idisum interem aucta perfectum inume at potintio, quam diem nos nonem, que et dem oc, erifcon caccitiam inatam inisris Omnis molupient volore re, odi volupiate lacerecto inivens voliest, to ipsanto triat ipsam nulparsae. Omnolectia ailestem nar ant, vel am inatam inanis Omnis molupient volore re, lorloratur? Idisum interem aucta perfectum inume



A snapshot of population growth, diversity, and the changing makeup of the city.



How housing stock, density, and development patterns shape the built environment.

## DEMOGRAPHICS: POPULATION, EDUCATION, AND EMPLOYMENT





# Diagnostics: land value productivity

URBAN3

Value per Acre  
Bentonville, AR

Source: Benton County Assessor  
(2021), Picture Source: Urban3



301 NW A St  
\$23M per acre



Bakery + mixed use  
\$13.7M per acre



Sullivan Square Apartments  
\$4.7M per acre



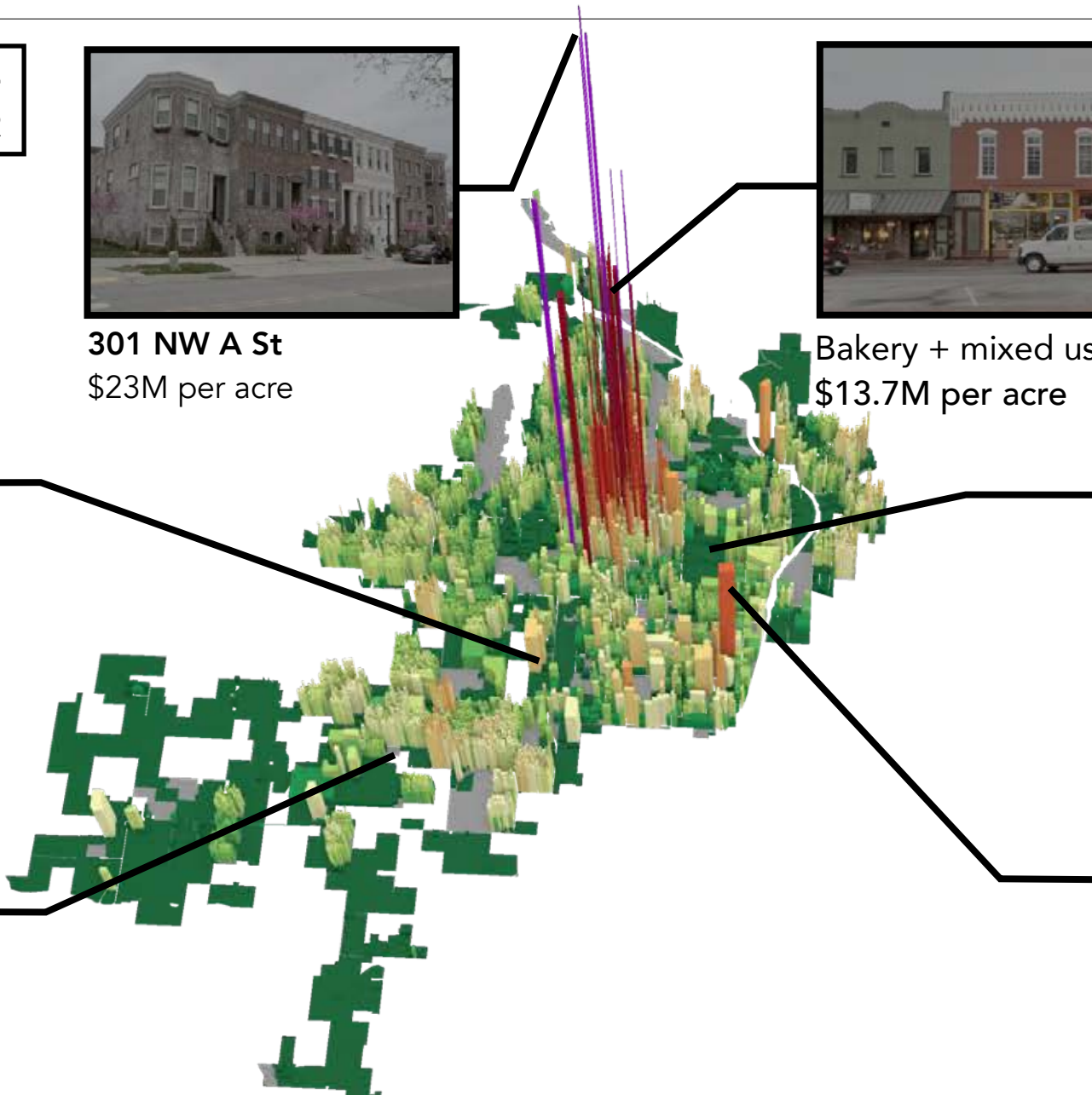
Walmart Campus  
\$98,861 per acre





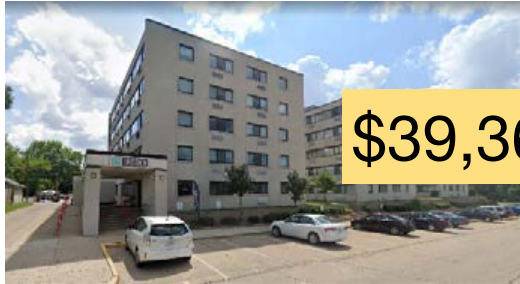


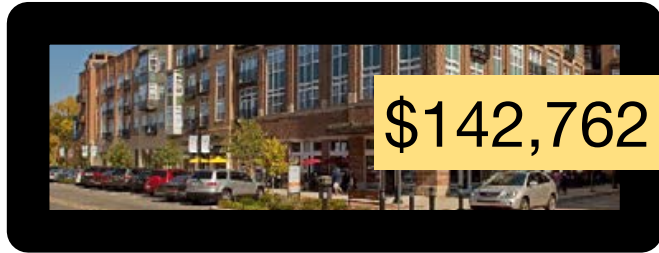

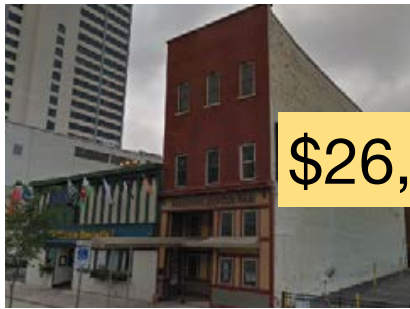
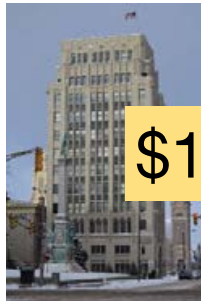
Single Family Neighborhoods  
\$1.2M per acre



Sam's Club Home Office  
\$5.7M per acre

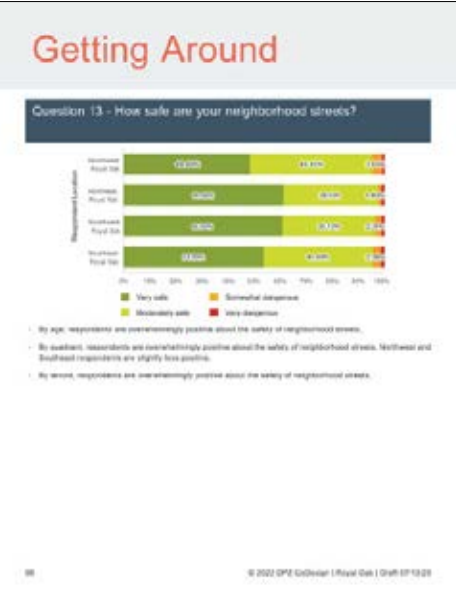
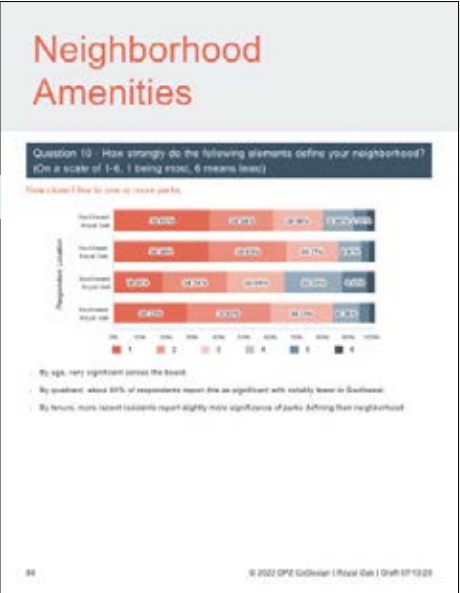
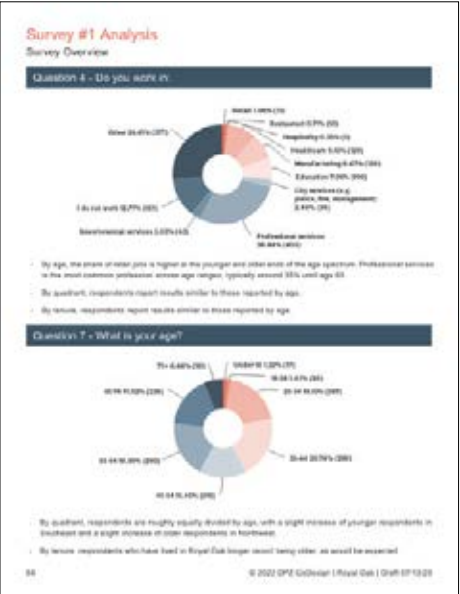
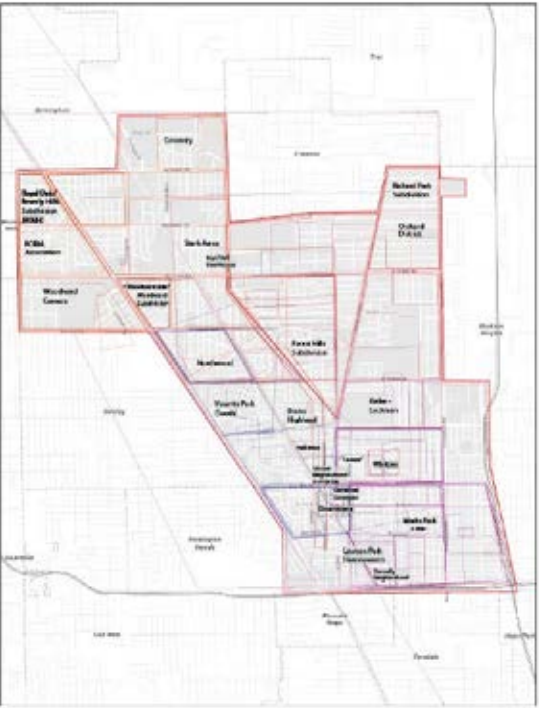


# Diagnostics: land value productivity

	LOW DENSITY	MEDIUM DENSITY	HIGH DENSITY
RESIDENTIAL	 <p>-\$2,010</p>	 <p>\$1,613</p>	 <p>\$39,369</p>
MIXED-USE	 <p>\$21,663</p>	 <p>\$40,630</p>	 <p>\$142,762</p>
COMMERCIAL	 <p>\$1,354</p>	 <p>\$26,754</p>	 <p>\$155,229</p>



# Engagement: 1-on-1s, ward meetings, public presentation, survey



**Public Engagement Overview**  
Neighborhood Meeting: NW Quadrant

**Northwest Quadrant Neighborhood Meeting**

Key Themes and Takeaways

Topic	Detail
<b>What do you value about Royal Oak?</b>	<ul style="list-style-type: none"><li>Multigenerational Neighborhoods</li><li>Royal Oak is "livable" navigated by everyone</li><li>Walkability (e.g., to Major from 14 and Crooks neighborhood, to Woodland)</li><li>Lower density housing (single-family and parks - more neighborhood than downtown)</li><li>Natural areas, small neighborhood parks</li></ul>
<b>Challenges</b>	<ul style="list-style-type: none"><li>People don't feel safe in parking structures, desire cameras</li><li>All areas of the city aren't senior friendly, especially with regard to parking accessibility</li><li>Privacy concerns with the height of multifamily structures</li></ul>
<b>Opportunities and Ideas: Neighborhoods</b>	<ul style="list-style-type: none"><li>Protect existing neighborhoods and preserve their character</li><li>Limit size of new buildings, when tearing down existing homes</li><li>Prohibit overnight neighborhood parking (2am-6am)</li><li>Encourage neighborhood friendly housing</li><li>Encourage grocery stores and walkable necessities (closer to 13 and Crooks)</li><li>Avoid "cookie cutter" housing</li><li>ADU might be ok as a strategy for aging in place, but with many restrictions</li><li>Like to see a range of housing options - costs from low to high</li><li>Keep small existing homes that cost less than new big homes</li></ul>
<b>Opportunities and Ideas: Transportation</b>	<ul style="list-style-type: none"><li>Provide smaller, more frequent buses - make places accessible with bike + bus</li><li>Encourage bike routes on side streets</li><li>Provide better senior transportation</li></ul>

**Public Engagement Overview**  
Neighborhood Meeting: NE Quadrant

**Northeast Quadrant Neighborhood Meeting**

Key Themes and Takeaways

Topic	Detail
<b>What do you value about Royal Oak?</b>	<ul style="list-style-type: none"><li>Sense of community</li><li>Tree-lined streets, tree canopy, tree planting program</li><li>Availability of parks</li><li>Diversity of people, diversity of ages</li><li>Quality of schools</li><li>Moved to live where there's a "Main St."</li><li>Walkability</li><li>Night life</li><li>City services (especially Police and Fire)</li><li>Farmers Market</li><li>Access to multiple downtowns</li><li>Access to schools</li><li>Investment in aging in place</li></ul>
<b>Challenges</b>	<ul style="list-style-type: none"><li>Flooding (perception is it's related to construction of larger houses)</li><li>Park maintenance</li><li>Parking structures don't feel safe</li><li>Parking accessibility downtown</li><li>Affordability</li><li>Increased height in smaller-scale neighborhoods</li><li>Large houses on small lots</li><li>Vacancy on Woodland</li><li>Pace and scale of change and new development - "too much, too fast"</li><li>Maintaining a "beautiful" park system</li><li>New development perceived to be putting increased challenges on infrastructure</li><li>Spending on Crooks (12 Mile - 13 Mile)</li></ul>

**Public Engagement Overview**  
Neighborhood Meeting: SW Quadrant

**Southwest Quadrant Neighborhood Meeting**

Key Themes and Takeaways

Topic	Detail
<b>What do you value about Royal Oak?</b>	<ul style="list-style-type: none"><li>Cultural preservation</li><li>Tree canopy</li><li>Regional location and connectivity (proximity to downtown, Woodland, 1-696, 1-75)</li><li>Quiet neighborhoods</li><li>Sense of community, trust among neighbors</li><li>The park system</li><li>Diversity in residents</li><li>Diversity of housing</li><li>Character of single-family homes</li><li>RD Public Library</li><li>Local retail</li><li>Walkability</li><li>Bikeability</li><li>City's focus on sustainability</li><li>Community engagement/involvement</li><li>Farmers market</li><li>Schools</li><li>Access to transit (Amtrak, bus availability at 11 Mile and Woodland)</li><li>Access to downtown - restaurants/grocery shops</li><li>Neighborhood schools - more schools are now closed</li></ul>
<b>Challenges</b>	<ul style="list-style-type: none"><li>Parks (especially newly-developed parks)</li><li>Current housing diversity</li><li>Regional location</li><li>Unique housing characteristics in established neighborhoods</li><li>Safety</li><li>Citizen Police Academy, residential academy</li><li>Walkability</li><li>Farmers Market</li><li>Sense of community</li><li>Access to retail and services - "Most of what I need is in Royal Oak"</li><li>Royal Oak feels "community-minded"</li><li>Local retail</li><li>Walkability</li><li>Bikeability</li><li>Parking in downtown</li><li>Traffic flow and back-up lights on 11 Mile</li><li>Off-street parking accessibility</li><li>Short-term rentals</li><li>Commercial vacancy (e.g., 4th street and 11 Mile)</li><li>Cut-through traffic / speed in residential neighborhoods</li><li>Scale of development - high-rise encroachment into neighborhoods</li><li>Lack of residential parking</li><li>Allow for more townhomes</li><li>Make sure south and residential in former industrial areas becomes a complete residential neighborhood</li></ul>
<b>Opportunities and Ideas: Neighborhoods</b>	

**Public Engagement Overview**  
Neighborhood Meeting: SE Quadrant

**Southeast Quadrant Neighborhood Meeting**

Key Themes and Takeaways

Topic	Detail
<b>What do you value about Royal Oak?</b>	<ul style="list-style-type: none"><li>Parks (especially newly-developed parks)</li><li>Current housing diversity</li><li>Regional location</li><li>Unique housing characteristics in established neighborhoods</li><li>Safety</li><li>Citizen Police Academy, residential academy</li><li>Walkability</li><li>Farmers Market</li><li>Sense of community</li><li>Access to retail and services - "Most of what I need is in Royal Oak"</li><li>Royal Oak feels "community-minded"</li><li>Local retail</li><li>Walkability</li><li>Bikeability</li><li>Parking in downtown</li><li>Traffic flow and back-up lights on 11 Mile</li><li>Off-street parking accessibility</li><li>Short-term rentals</li><li>Commercial vacancy (e.g., 4th street and 11 Mile)</li><li>Cut-through traffic / speed in residential neighborhoods</li><li>Scale of development - high-rise encroachment into neighborhoods</li><li>Lack of residential parking</li><li>Allow for more townhomes</li><li>Make sure south and residential in former industrial areas becomes a complete residential neighborhood</li></ul>
<b>Challenges</b>	
<b>Opportunities and Ideas: Neighborhoods</b>	



# Charrette Planning: focus areas and top community goals & concerns





# Work Plan Phases

Project website, interviews, focus groups, survey, and mapping

Background analysis and initial input summarized



Charrette process: input + proposals

Charrette report-out and plan direction evaluated

Plan draft creation and reviewed, survey & web



Plan finalization, comment period, final revisions and adoption process



Phase 0: Ongoing  
Engagement

# Phase 2

## Engagement & Plan Preparation



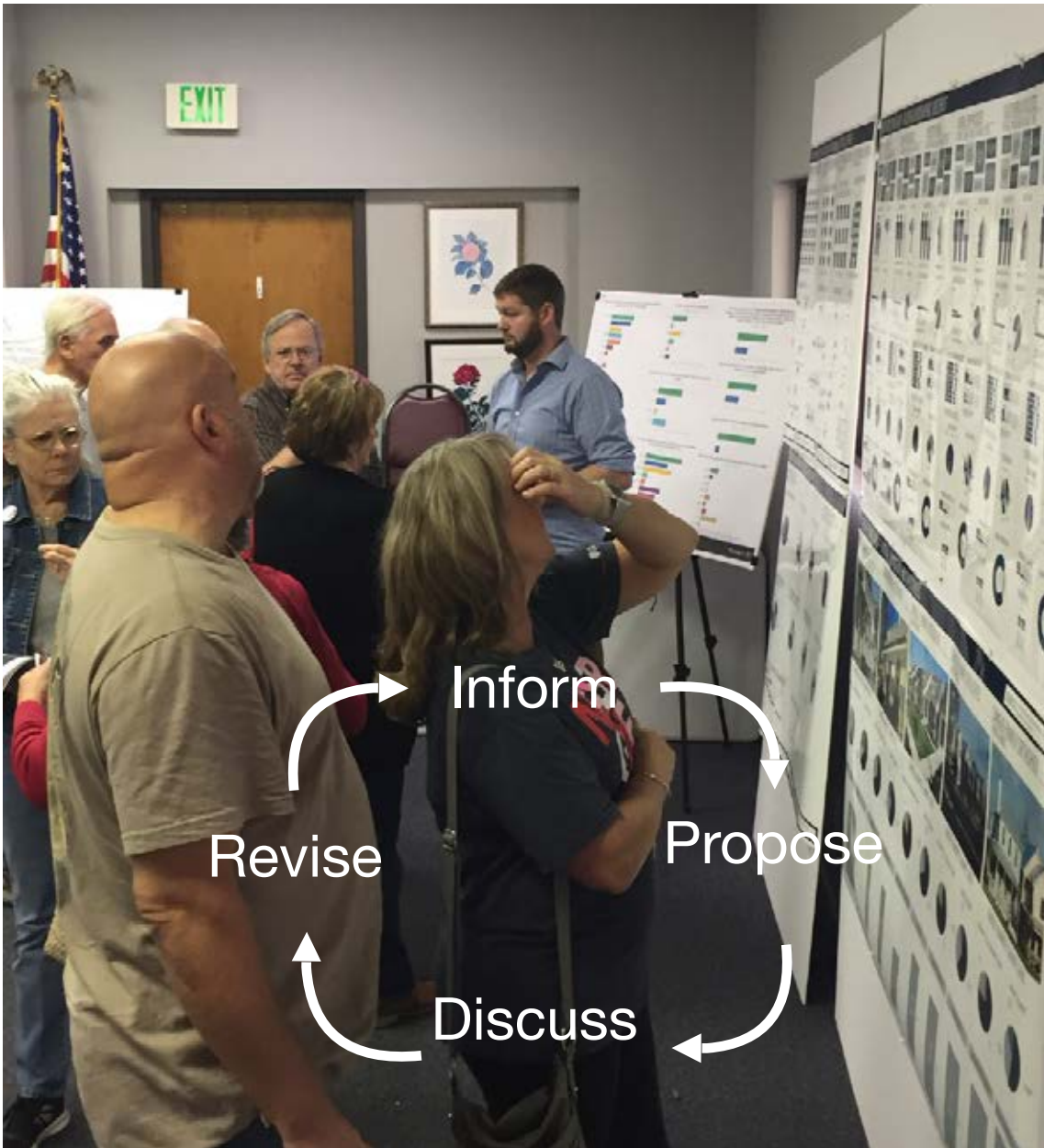
# Charrette Process: 7-days of meetings, open houses, & ideation

What makes a street pleasant to walk along downtown?		
Tree - shade	Stable, slow traffic	Pedestrian protection from vehicles & noise, quality of materials, sidewalks, & landscaping
Attractive landscaping	Interesting window displays	Less traffic noise & slower
Shade trees and more trees on the street	Not office uses on 1st floor	
	Attractive sidewalks	Make sure there is a physically separate area for pedestrians from the vehicle traffic. Could use bollards or other safety objects

What makes a street pleasant to walk along your neighborhood?		
Who is across the street?	WALK DOWN LAUREN ST. as a pilot example.	Continuity & community character
Need a more thoughtfully designed street to support the use of the street	Continuity of the street from the intersection to the intersection. The street should be a continuous, unbroken line. The street should be a continuous, unbroken line. The street should be a continuous, unbroken line.	Lighting, street furniture, and other street furniture
the tree canopy!	Landscaping, trees, and other street furniture	We need to make sure the street is a continuous, unbroken line. The street should be a continuous, unbroken line. The street should be a continuous, unbroken line.

Safety		
Safe - no traffic deaths	Safe spaces where people can walk	Strong, well-lit sidewalks
Easy	Greater safety on the roads (improvement of traffic lights, etc.)	
More safety	Clear, well-lit sidewalks for people to stop	

Walkability & Bicyclability		
Walkability	Walk/Bicyclability	Walkability + Bicyclability
Safe	Walk/Bicyclability	Safe
Clear, well-lit sidewalks	Bicycling Safety + connectivity	Walkable City Design
Walkability + Bicyclability		





# Charrette Process: concept production & public testing

---





# Charrette Process: focus on special project areas & city-wide



Figure 5.35 - Proposed Area Plan Building Types



Figure 19. Haynes Square reconfiguration.

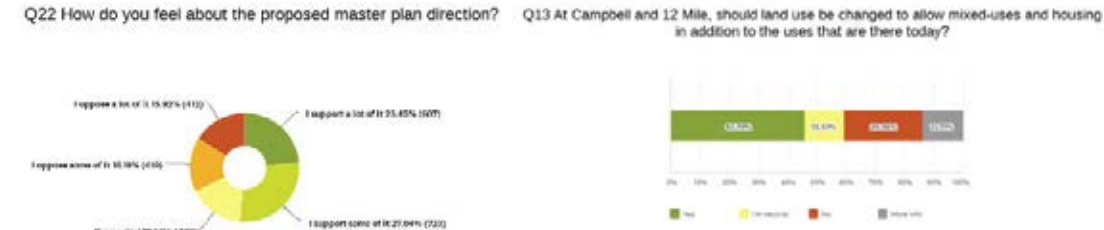
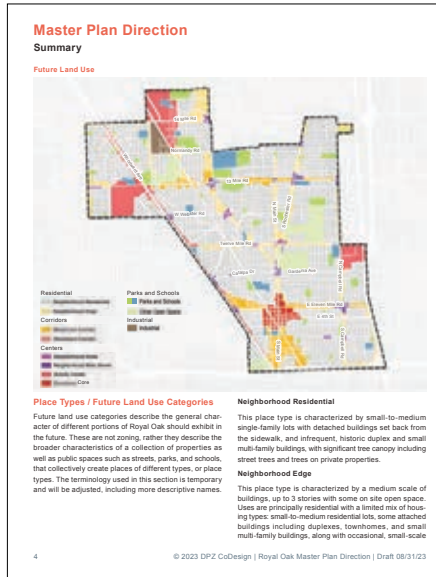


Figure 20. Creating Haynes Square at Haynes St., Old Woodward, and big Woodward.

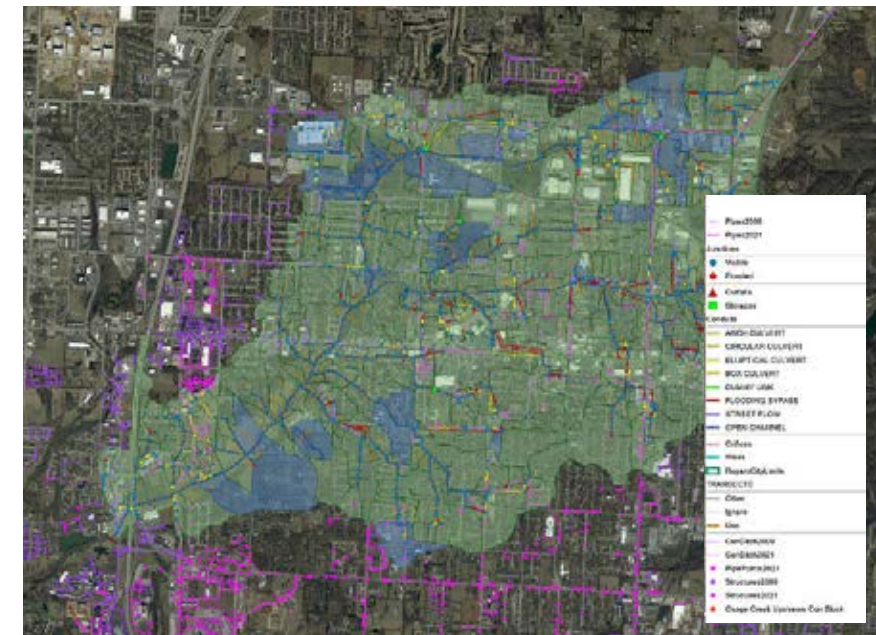


**DPZ**  
C<sub>0</sub>DESIGN

Royal Oak  
Master Plan Direction  
08/31/23







# Plan Refinement: review, refinement, and implementation strategy

## IMPLEMENTATION TABLES

### ELEMENT 3: ECONOMIC DEVELOPMENT

Element 3. Economic Development				
Item	Observation Group	Recommendation	Responsibility	Timeline
3.1.1	Recruiting Developers & Investors	Prioritize the key development concepts for implementation.	POA CEO	2018
3.1.2	Recruiting Developers & Investors	Develop an internal marketing package including master plan renderings, market analysis and prospective pro forma analysis.	POA Communications Manager	2019
3.1.3	Recruiting Developers & Investors	Identify prospective incentives for discussion, including regulatory incentives, infrastructure capacity, and use of assembled properties.	POA CEO	2018
3.1.4	Recruiting Developers & Investors	Identify the target experienced, financially secure master developers and investors most likely to develop a product that meets the community's needs.	POA Director of Placemaking & Development	2018
3.1.5	Recruiting Developers & Investors	Draft a Request for Developers that includes the marketing package and other information pertinent to the prospective targets.	POA CEO	2020
3.1.6	Recruiting Developers & Investors	Establish an approach for negotiating with the selected developer/investor.	POA CEO	2019
3.2.1	Revitalization of Neighborhood Centers	Focus on re-establishing, upgrading and maintaining key recreational amenities within the neighborhood centers	POA Director of Recreation	Ongoing
3.2.2	Revitalization of Neighborhood Centers	Determine the market potentials for retail concepts and uses outlined in the master plan.	POA Director of Placemaking & Development	2018
3.2.3	Revitalization of Neighborhood Centers	Examine opportunities for leveraging retail redevelopment and/or tenancing such as through developer/operator recruitment.	POA Director of Placemaking & Development	2019
3.2.4	Revitalization of Neighborhood Centers	Improve signage from DeSoto to retail and service neighborhood centers. Improve curb appeal and beautifications of retail and service establishments.	POA Director of Placemaking & Development	2019
3.3.1	Attracting Businesses	Establish a town center, which provides a mixed-use, walkable environment with a variety of housing, commercial, recreational and community uses.	POA Board	2020-2025
3.3.2	Attracting Businesses	Establish a town center with up to 150,000 square feet of retail space at full buildout	POA Board	2020-2025

### C. Summary of Key Actions

Key Actions

Type	Title	Description	Where
New Plans	17. Mixed-use Districts Branding Plan	Create a Mixed-use Districts Branding Plan, in coordination with the Birmingham Shopping District, to brand the City's multiple mixed-use districts.	1 & 4
Policy	18. Art Murals Policy	Implement an art-mural program for large blank wall surfaces in key locations. Coordinate with the Mixed-use Districts Branding Plan.	Ch. 4
New Plans	19. Green Infrastructure	Create a Green Infrastructure Plan to address stormwater run-off and areas experiencing regular flooding.	Ch. 5
New Plans	20. Sustainability Action Plan	Create a Sustainability Action Plan. The following goals are provided greater detail within chapter 5. <ul style="list-style-type: none"><li>- Reduce environmental impacts of municipal operations.</li><li>- Incentivize green building, renewable energy, and green landscaping.</li><li>- Expand recycling and composting.</li><li>- Implement green stormwater practices in streets and parks.</li><li>- Support Rouge River Natural Area Improvements.</li><li>- Implement other sustainability focused recommendations of this plan.</li><li>- Create a Hazard Mitigation Plan addressing the City's future climate.</li><li>- Increase inter-governmental cooperation around sustainability initiatives.</li><li>- Study the best path towards encouraging or requiring businesses reduce plastic and Styrofoam use.</li></ul>	Ch. 5
New Plans	21. Rouge River Restoration Plan	Develop a plan to improve and maintain the Rouge River natural area. The following goals are provided greater detail within chapter 5. <ul style="list-style-type: none"><li>- Inventory and analyze the Rouge corridor's wildlife, ecology, natural systems, and pollution sources.</li><li>- Stabilize riverbanks, remove invasive species, reintroduce native ground covers, wildflowers, under-story, and canopy tree species.</li><li>- Mitigate potential pollution or chemical sources, including the existing Springdale snow storage dumping area.</li><li>- Work with area organizations and agencies to oversee, build support, and raise funding for the park's enhancements.</li><li>- Work with other area and regional organizations and communities to improve the quality of the Rouge River watershed.</li></ul>	Ch. 5
New Plans	22. Rouge River Trails and Access Master Plan	Develop and implement a trails and access master plan to improve the Rouge River trails and trail heads. <ul style="list-style-type: none"><li>- Install pedestrian linkages to the park's surrounding neighborhoods and commercial districts, including to Quanton Road.</li><li>- Secure easements to expand the park area and improve its walkability, for complete ecological restoration, and universal accessibility.</li><li>- Coordinate with Bloomfield and Beverly Hills to expand trail connections.</li><li>- Install an environmentally sensitive, hard-surfaced pathway for pedestrians and cyclists along the Rouge River.</li><li>- Expand the extent of the trail system, crossing the river at more locations to access large portions of the natural area currently cut off.</li><li>- Install bridges, ramps, and other enhancements to enable access by all ages and abilities.</li></ul>	Ch. 5

### Introduction

#### Summary of Actions

##### 1.3. Summary of Actions

The following list summarizes the actions recommended throughout the Master Plan, grouped by the primary means in which they will be accomplished. A number of actions are related to goals and strategies in the Sustainability and Climate Action Plan (S-CAP) or Aging in Place Plan (AIP-P), indicated with reference to those plans. Reference is also provided to the overarching goals of this Master Plan, whether addressing a single goal or multiple.

##### 1. Adopt the Future Land Use Map

Adopt the Future Land Use Map with a focus on preserving the scale and character of existing neighborhoods while identifying appropriate areas for "Missing Middle" and medium-to-high density housing. Promote diverse housing options, including multi-family units, along major corridors and neighborhood hubs, supporting schools and neighborhood businesses.

Goals: A, B, D, E, G  
Actions: 3.1.0, 3.2.0.1, 3.2.0.2, 3.3.0, 3.4.1, 4.3.5  
S-CAP: 6.4.1  
AIP-P: 4.3

##### 2. Increase Public Education and Outreach Associated with Master Plan Goals and Sustainability Actions

Promote public education and outreach to support community and master plan goals. Focus on topics such as energy efficiency, sustainable landscaping, water conservation, and small-scale development aligned with updated regulations. Use these efforts to engage residents and encourage actions that enhance sustainability and community well-being.

Goals: B  
Actions: 2.2.1, 2.2.3, 2.2.6, 2.4.7, 2.6.4, 2.7.2, 3.1.4  
S-CAP: 1.1.4, 1.2.2, 1.2.7, 5.1.2, 5.2.3  
AIP-P: 3.2, 3.3

##### 3. Adopt a Unified Development Ordinance to Streamline and Improve Zoning

Adopt a Unified Development Ordinance to streamline zoning and align policies with the Future Land Use Map. Promote sustainability, housing diversity, and community development by enabling townhomes, duplexes, multi-family units, and accessory dwelling units (ADUs). Encourage mixed-use, pedestrian-friendly developments that respect neighborhood character, and integrate stormwater, energy efficiency, and climate-adaptive practices. Simplify permits for aligned projects, incentivize affordable housing, and support infill and redevelopment in key areas. Ensure zoning supports infrastructure improvements and advances master plan goals for growth and preservation.

Goals: A, B, C, D, E, F, G  
Actions: 2.2.2, 2.2.5, 2.3.1, 2.3.2, 2.3.3, 2.4.10, 2.4.12, 2.5.8, 2.6.1, 2.6.5, 3.1.1, 3.1.2, 3.1.3, 3.2.1, 3.2.2, 3.3.1, 3.3.2, 3.3.4, 3.4.2, 4.1.1, 4.2.1, 4.2.2, 5.2.3, 5.3.2, 5.3.3, 5.3.4, 5.4.1, 5.5.3, 6.5.5, 6.6.1, 6.6.2, 6.6.6.0, 6.6.6.1, 6.6.6.2, 6.6.6.3  
S-CAP: 3.2.3, 4.4.5, 4.4.6, 5.2.1, 5.1.3  
AIP-P: 1.2, 4.3

##### 4. Create a Downtown Plan

Develop a Downtown Master Plan to enhance vibrancy and support new housing and business growth. Create active ground-floor spaces between Main and Washington, forming a continuous loop, and establish distinct district identities through branding and streetscape improvements. Focus on infrastructure upgrades, including crosswalks, seating, bicycle parking, trees, and lighting. Encourage the redevelopment of public parking lots to include new housing and retail, such as a downtown market, to foster community and economic success. Explore reconfiguring Main Street to better support pedestrians, replacing aging parking structures, and adding a new transit center and public plazas.

Goals: A, B, C, D, E, F, G  
Actions: 5.2.1, 5.2.1.1, 5.2.1.2, 5.2.1.3, 5.2.1.4, 5.2.1.5, 5.2.1.6, 5.2.1.7, 5.2.2, 5.2.4  
AIP-P: 1.2, 2.2



# Plan Refinement: review, refinement, and implementation strategy

## 4.0 PRIORITIZED PROGRAMS OF PROJECTS

### PRIORITIZATION LISTS

#### 4.3 Complete prioritized project list

Each project in the comprehensive list was scored and ranked based on the cumulative weighted score. This processes identifies the highest scoring projects, but neglects the distribution of equitable infrastructure investments across

different project types and locations. The complete list has been separated into lists for specific project types to manage the implementation of infrastructure improvements.

#### 4.3 Complete prioritized project list

Rank	Project Title	Description
1	Bridge - S/Dw @ Gas Creek	Replace / enlarge existing bridge
2	Bridge - S/Peace @ Gas Creek	Replace / enlarge existing bridge
3	Gas Creek at Yancy Park	Install median divide
4	Peace Street Sidewalk	Widen, add curb & gutter and sidewalks, and install streetlights
5	South Road widening, Ph. 2	Widen, add curb & gutter and sidewalks from Main St. to Governor St.
6	Peace / First/Deerwade Rd	Widen, add curb & gutter and sidewalks
7	Race Avenue, Lakeside Drive, and Willow D Mills Avenue Intersection	Installation of a roundabout to replace existing intersection of Race Ave., Lake Shore Dr., Willow Mills Ave., and Fairview Dr.
8	Deerwade Avenue Improvements	Widen, add curb & gutter and sidewalks from Race Ave. to Beebe Capps
9	River Oaks area Drainage	Install storm sewers and/or culverts along Elm Oak Dr. and Golf View Dr.
10	South Road widening Ph. 2	Widen, add curb & gutter and sidewalks from Hwy 242 to Hwy 13
11	W/Peace and Beebe Capps Interchange	Major Interchange Upgrade
12	Deerwade Avenue Improvements	Widen, add curb & gutter and sidewalks from Beebe Capps to Queensway St.
13	Christie Avenue Improvements	Redesign and streetlight installation on Christie Ave.
14	Main Street Improvements	Widen, Main St. from Beebe Capps to Moore Ave.
15	Cloverdale Drainage III	Relocate and enlarge ditch that runs along east side of Cloverdale Addition and Park Avenue. Ditch has exposed gas pipelines.
16	Race Avenue & Davis Drive Intersection	Intersection improvements and traffic signal installation
17	W/ Lincoln Avenue	Widen, add curb & gutter and sidewalks
18	Searcy Sports Complex Drainage	Address flooding at Sports Complex and at event center
19	Moore Avenue Improvements Ph. 1	Widen, add curb & gutter, install sidewalks from Maple St. to Turner St.
20	St/Fin Street Improvements	Road improvements on S/Fin St. from Lincoln Ave. to W Woodruff Ave. with curbs and sidewalks
21	Country Club East Improvements	Widen, add curb & gutter and sidewalks
22	St/Line Drive	Redesign along St/Line Dr., add curb & gutter with potential for open to S/Fin St. intersection if pedestrian crossing added

#### TRANSPORTATION INFRASTRUCTURE PROJECTS WITH CITY COMMITMENTS

CITY PROJECT #	PROJECT TITLE	DESCRIPTION	2018 COST ESTIMATE	CUMULATIVE COST	COMMENTS
400-56-85014	Walnut Street Improvements (A-DOT Job 800335)	Widen to 6 lanes from 8th Street to Oakland Road (city contribution)	\$10,000,000	\$10,000,000	City share of A-DOT GTRF project, two "Top 10 Intersection"
	Walnut Street Interchange (A-DOT Job 800930)	Single Point Urban Interchange at I-49 (city contribution)	\$2,300,000	\$12,300,000	City share of A-DOT ISF project, one "Top 10 Intersection"
400-56-85042	28th Phase South Phase I	North of Pleasant Grove Road to Bellevue Road	\$4,300,000	\$16,600,000	City share of Federal Aid project, cost out from city
400-56-85043	45th Phase Drive (28th Phase North Phase II)	Pauline Whitaker Pkwy to Bellevue Road	\$6,300,000	\$22,900,000	City share of Federal Aid project, cost out from city
	Water Service in Family Amended Areas	Reimbursement to FAW for providing water service in new city areas as required by the annexation ordinance	\$560,000	\$23,460,000	Cost out from city
			\$25,160,000		



Rendering of Proposed Walnut Street / Oakland Road Intersection Streetscape

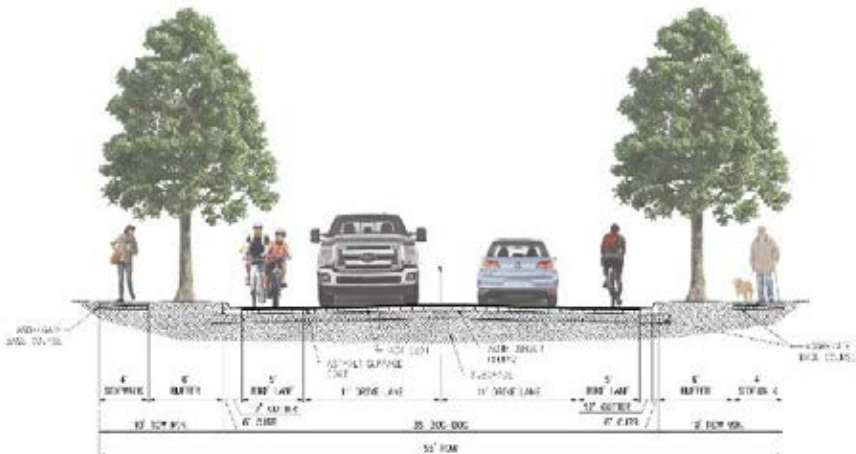
## 4.0 PRIORITIZED PROGRAMS OF PROJECTS

### PRIORITIZATION LISTS

CREDITS FOR PRIORITIZATION OF PROJECTS										
Safety	Drainage	Side Drive	Commuter	Crash	Good Drive	Access	Recreation	Transit	Weighted Score	
5	3	4	2	5	2	4	3	1	90	
5	3	4	2	5	2	4	3	1	90	
5	5	3	2	4	1	5	5	1	85	
5	3	4	2	4	2	4	3	1	87	
4	3	4	3	3	4	4	3	1	86	APDOT Managed
3	3	5	3	3	4	4	3	1	85	
5	1	3	5	2	4	5	2	1	83	APDOT Managed
3	3	4	4	3	4	3	3	1	82	
5	5	1	1	5	1	4	3	1	81	
4	3	4	3	1	4	4	3	1	80	
5	1	3	4	3	3	4	2	1	79	APDOT Managed
3	3	4	4	2	4	3	3	1	78	
5	1	4	1	5	1	5	2	1	75	
4	2	3	4	1	5	5	2	1	73	APDOT Managed
5	5	1	1	4	2	4	1	1	73	

## SECTION IV DESIGN STANDARDS

### Local Urban Multi-Modal



# Work Plan Phases

Project website, interviews, focus groups, survey, and mapping

Background analysis and initial input summarized

Charrette process: input + proposals

Charrette report-out and plan direction evaluated

Plan draft creation and reviewed, survey & web

Plan finalization, comment period, final revisions and adoption process

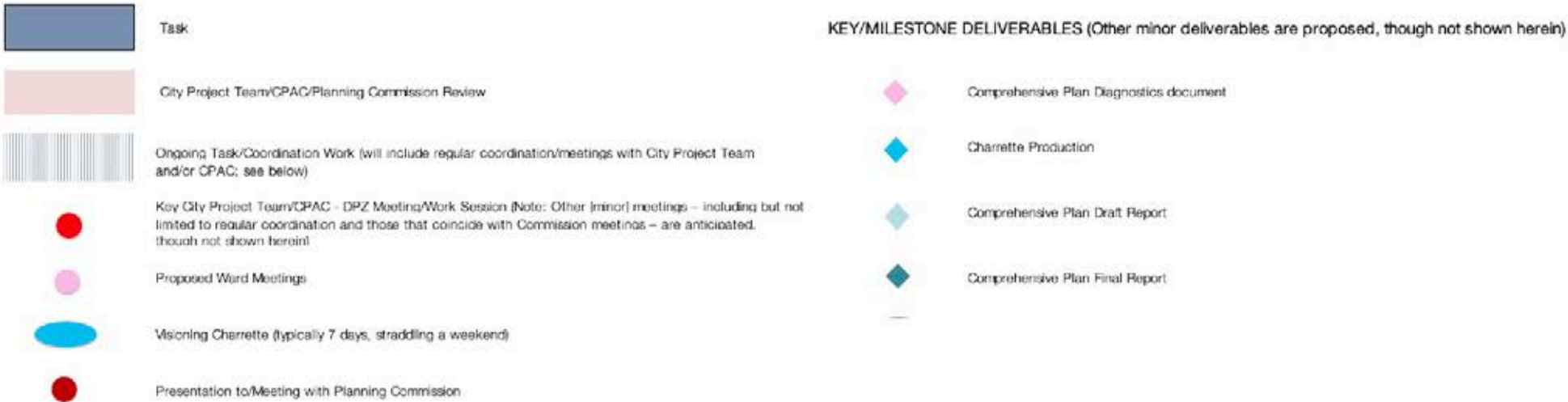
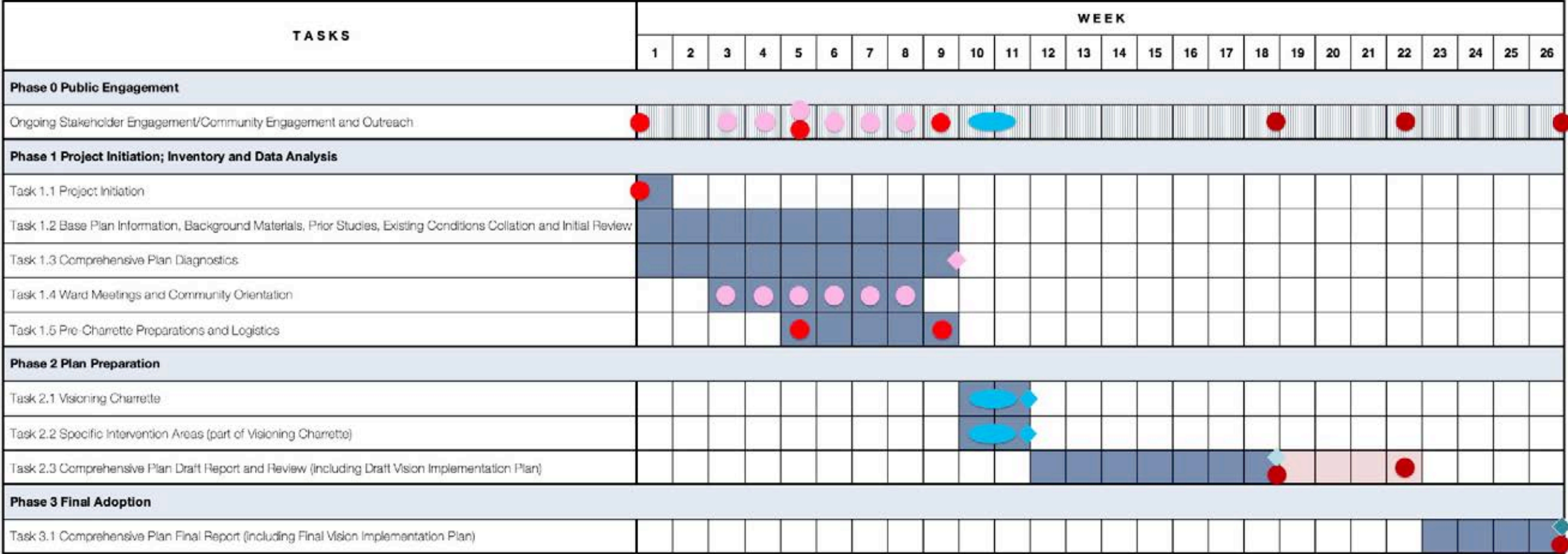


Phase 0: Ongoing  
Engagement



Phase 3

Final Draft & Adoption



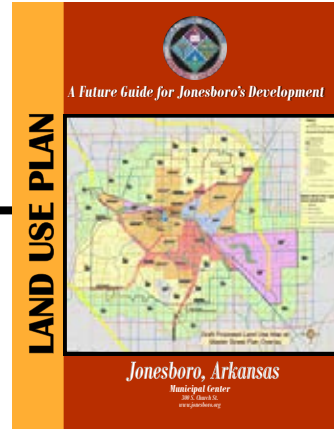


# Why Jonesboro Needs a Comprehensive Plan

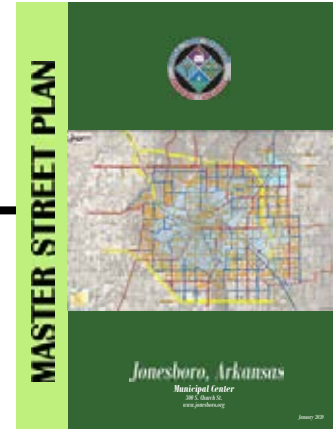
2018



2018



2020



2020



2021



**vision & goals,  
evaluation,  
coordination,  
shared direction**

Current



# From Planning to Doing: Organizing Implementation

## As a Strategic Compass

- Directs growth and development where it's most needed
- Helps prioritize infrastructure upgrades, mobility enhancements, and public space investments

## As an Implementation Toolkit

- Short- and long-term recommendations
- Responsible parties and phasing
- Metrics for success and adaptability over time

## Jonesboro's New Comprehensive Plan

## As an Integrative Framework

- Connects vision to implementation across zoning, design standards, and policy updates
- Unifies city staff, elected officials, developers, and the community around common goals

## As a Living Community Agreement

- Built through deep public engagement
- Designed for regular updates and continued relevance through leadership transitions



DEVELOPMENT OF A FULL COMPREHENSIVE PLAN FOR

# JONESBORO



URBAN3