

# TOWN OF JAMESTOWN

## ACTION + IMPLEMENTATION PLAN

DATE	REVIEWED BY	COMMENTS



An implementation plan with prioritized action items is outlined below. The recommendations presented in a previous chapter have been further refined into strategies and prioritized as short-term, mid-term, long-term or ongoing. Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan. Each action item indicates a responsible party to foster accountability within the department.

GOAL	TIMELINE	TIMELINE CODE
Short-term	1 – 5 years	ST
Mid-term	5 – 10 years	MT
Long-term	10 + years	LT
Ongoing	Continual	OG

## PARKLAND

### GOAL 1: ADDRESS NEEDED PARK IMPROVEMENTS FOR TOWN PARKS

PARKLAND GOAL 1 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
1.1 Address needed improvements for Wrenn Miller Park	1.1.1 - Addition of shade structure on knoll facing the stage with seating to extend park use outside of town events.		
	1.1.2 - Addition of permanent bathroom facility to the Northern side of the amphitheater structure.		
1.2 Address needed improvements for Charles P. Turner Sports Complex.	1.2.1 – Extend ADA pathways to playground and southeast soccer field.		
	1.2.2 - To extend field play usage, sports lighting will be needed.		
	1.2.3 – Provide in Park wayfinding signage with field numbering to help coordinate game play.		
	1.2.4 – Renovation of concessions building to maximize usability.		
1.3 Address needed improvements for Jamestown Golf Course	1.3.1 – Engage a consultant to complete an in-depth strategic plan for the golf course separate from other parks amenities.		
	1.3.2 - Use strategic planning process to plan and identify financial risks and opportunities to better leverage the golf course for the community.		
1.4 Address needed improvements for	1.4.1 – Provide ADA accessible access from Northern parking lot to basketball court, cornhole courts, playground, volleyball court, and shelters.		

PARKLAND GOAL 1 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
Jamestown Neighborhood Park.	1.4.2 – Provide direct connection from the park to the Bicentennial greenway.		
	1.4.3 – Playground has reached is usable life and needs to be replaced with an inclusive play structure with surfacing.		
	1.4.4 – Replace existing sports field with amenities defined in the site-specific master plan provided within this document.		
	1.4.4 – Renovation of existing bathroom facility.		
	1.4.5 – Provide dog park amenity.		
	1.4.6 – Provide site furnishings such as trash receptacles, benches and picnic tables.		
	1.4.7 – Apply for PARTF funding to supplement park renovations.		
1.5 Address needed improvements for Town Entryway Parks	1.5.1 – Provide signage directing users to the nearby cross-town destinations.		

**GOAL 2: UPDATE AND EXPAND PARK SYSTEM ACCORDING TO DEMONSTRATED COMMUNITY NEEDS**

PARKLAND GOAL 2 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
2.1 Identify opportunities to create the following amenities identified as high priority in the statistically valid survey: <ul style="list-style-type: none"> <li>– Fitness walking loop</li> <li>– Dog park</li> <li>– Senior center</li> <li>– Greenway trail system</li> <li>– Natural trails</li> <li>– Indoor fitness and exercise facility</li> <li>– Community garden</li> <li>– Water access</li> </ul>	2.1.1 - Create Greenway Master plan for a 5-mile fitness loop around Jamestown using existing greenways, sidewalks, and new pedestrian connection on Penny Road		
	2.1.2 - Identify opportunities to provide greenway trails, natural surface trails, dog parks, and water access at Jamestown Park during the master planning process.		
	2.1.3 - Identify opportunity to provide indoor fitness and exercise facility, community gardens, and senior center through partnerships.		
2.2	2.2.1 - Identify opportunities through site		

PARKLAND GOAL 2 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
Identify opportunities to create the following amenities identified as a high priority through community engagement: <ul style="list-style-type: none"> <li>– Splashpad</li> <li>– Playground</li> <li>– Natural surface trails</li> <li>– 5-mile fitness loop</li> <li>– Reservable shelters</li> <li>– Amenities constructed with sustainable materials</li> <li>– Playground that is handicapped accessible and designed for all abilities</li> <li>– Dog park</li> <li>– More parks</li> <li>– Tennis courts</li> <li>– Hiking and walking trails with benches</li> </ul>	specific master planning of Jamestown Park. Program could include, inclusive playground, fitness loop, dog park, shelters, and natural surface trails.		
2.3 Create a signature amenity and phot opportunity that promotes public art, civic engagement, and economic development.	2.3.1 - Determine location for amenity in high traffic, visible location. 2.3.2 - Identify opportunities for partnerships to promote interactive feature. 2.3.3 - Promote Jamestown using social media interactions with signature amenity. 2.3.4 - Determine best option for signature amenity. Opportunities include interactive mural, graffiti walls, photo opportunity sculptures, and more.		

**GOAL 3: IMPLEMENT MASER PLAN FOR JAMESTOWN PARK AND DETERMINE FUTURE OF GOLF COURSE.**

PARKLAND GOAL 3 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
3.1	3.1.1 - Facilitate conversation about goals and operational expectations for Jamestown Golf Course		

PARKLAND GOAL 3 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
Determine community expectations for Jamestown Golf Course	3.1.2 - Determine community expectations for Jamestown Golf Course cost recovery		
3.2 Determine operational goals and expectations for Jamestown Golf Course	3.2.1 - Determine cost recovery goals for operations of Jamestown Golf Course		
	3.2.2 - Determine appropriate staffing levels for golf course operations by conducting a staffing audit.		
	3.2.3 - Conduct a cost - benefit analysis for continued operation of Jamestown Golf Course in relation to other community priorities.		
	3.2.3 - Consider possibility of operating Jamestown Golf Course as an entity separate from the Parks and Recreation Department		

**GOAL 4: INCREASE PARKLAND AND GREENWAY TRAIL OFFERINGS TO ADDRESS NEEDS OF A GROWING POPULATION**

GOAL 4 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
4.1 Evaluate Unified Development Ordinance and revise as necessary to increase private investment into parks and trails.	4.1.1 - Assess ordinances of similar jurisdictions to determine best practice for Jamestown context		
	4.1.2 - If revisions are needed, pursue ordinance revision as a partnership between Town and developers.		
	4.1.3 - Pursue a text change amendment for approval by Town Council		
	4.1.4 - Ensure policies are in place to account for parkland and trail provision in newly developed areas.		

**PROGRAMMING**
**GOAL 1: PROVIDE PROGRAMMING TO MEET COMMUNITY NEEDS**

PROGRAMMING GOAL 1 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
1.1 Increase the Town’s capacity to provide highly successful event programming.	1.1.1 - Install bathrooms and electrical hookups for food trucks at Wrenn Miller Park.  1.1.2 - Determine need for part time staff or contracted work to provide set up and break-down support for special events.		
1.2 Identify opportunities to create the following adult and youth programs identified as high priority in the statistically valid survey. Programs can be added or expanded through partnerships.	1.2.1 - Youth: <ul style="list-style-type: none"> <li>– Outdoor music, concerts, and movies</li> <li>– Adult fitness and wellness classes</li> <li>– Special events and family festivals</li> <li>– Outdoor adventure programs</li> <li>– Swimming</li> </ul>		
	1.2.2 - Adults: <ul style="list-style-type: none"> <li>– Adult fitness and wellness</li> <li>– Outdoor music, concerts, and movies</li> <li>– Senior citizen programs</li> <li>– Outdoor fitness and wellness programs</li> </ul>		
	1.2.3 - Community Engagement <ul style="list-style-type: none"> <li>– Outdoor music and movies</li> <li>– Outdoor fitness and wellness classes</li> <li>– Summer camps and afterschool programs</li> <li>– Educational activities</li> <li>– Activities for senior citizens</li> <li>– More community gathering events</li> <li>– Farmer’s market</li> <li>– Golf camps for youth</li> </ul>		

**GOAL 3: IMPLEMENT BEST PRACTICE FOR PROGRAMMING PARTNERS**

GOAL 3 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
3.1 Update fee structure for program partners	3.1.1 - Update reservation fees based on a combination of similar provider rates, cost recovery goals, and affordability.		

GOAL 3 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
	3.1.2 - Ensure fee structure balances cost recovery, ability to pay, and affordability for all users.		
	3.1.3 - Calculate total cost of service to understand the Town's investment in supporting program partners.		
3.2 Research and create partnership policies that ensure equitable partnerships between the Town and partners.	3.2.1 - Identify outcomes of successful partnership		
	3.2.2 - Create metrics to measure successful outcomes, when appropriate. Examples can include event attendees or athletes enrolled in programming.		
	3.2.3 - Use partnership policy to begin discussions with new programming partners.		
	3.2.4 - Adopt signed partnership agreements or contracts with program partners.		

## OPERATIONS

### GOAL 1: EXPLORE POTENTIAL FOR CREATING A FORMAL PARKS AND RECREATION DEPARTMENT

OPERATIONS GOAL 1 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
1.1 Determine departmental scope of work and allocate necessary budget.	1.1.2 - Define scope of work for a formal department, and conduct total cost of service analysis to determine costs.		
	1.1.3 - Budget for departmental operations including staffing, facilities, and maintenance.		
1.2 Determine departmental staffing needs and hire needed staff.	1.2.1 - Identify necessary staff positions to implement the scope of work defined above in Operations Goal 1.1.		
	1.2.2 - Hire and train staff identified as necessary.		
1.3 Determine operational and policy needs based on the desired scope of work defined above.	1.3.1 - Adopt departmental operational policies including standards for programming, maintenance, marketing, and more.		
	1.3.2 Formalize or adopt all new polices and procedures as related to the creation of a new department.		



**GOAL 2: DETERMINE SHARED VISION FOR KEY ELEMENTS OF JAMESTOWN PARKS AND RECREATION**

GOAL 2 OBJECTIVES	STRATEGY / ACTION ITEM	GROUP RESPONSIBLE	TIME LINE
2.1 Create vision for the future of Jamestown Parks and Recreation. What do you want to be known for?	2.1.1 - Conduct visioning and strategic planning procedure using the findings of this plan as a starting point.		
	2.1.2 - Use strategic planning to determine growth areas for the department. Potential areas of growth include greenways planning and construction, community events programming, youth athletic programming, other programming, park expansion		
	2.1.3 - Ensure vision aligns with overall Town vision and community desires.		
2.2 Create a shared vision for the role of Jamestown Golf Course	2.4.1 - Understand golf course cost recovery actuals.		
	2.4.2 - Determine total cost of ownership annually for golf course that includes maintenance, staffing, and operations		
2.3 Create and communicate consistent messaging about the role of parks and recreation in the community	2.3.1 - Consistently brand Jamestown parks and recreation around the vision crated as part of Operations Goal 2.1.		
	2.3.2 - Use consistent branding to create expectations and interest around Jamestown parks and recreation offerings.		