



# BLUEPRINT DOWNTOWN

## DOWNTOWN JUNEAU'S AREA PLAN

APPENDICES





# Appendices

A. Public Comments received . . . . .	2
B. Referenced Plans and Studies . . . . .	48
C. List of Abbreviations . . . . .	59
D. Blueprint Downtown Visioning Report . . . . .	62
E. Focus Group Report . . . . .	141
F. Historic Preservation Grant Opportunities . . . . .	148
G. EDC FY2021 Status Report . . . . .	152
H. Main Street Technical Assistance Report 2016 . . . . .	163
I. Example Job Descriptions for Downtown Coordinator . . . . .	175
J. Overview of Land Use Designations from 2013 Comprehensive Plan . . . . .	178
K. Existing Zoning Districts Summary . . . . .	179
L. Placemaking & Power of Ten . . . . .	180
M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces . . . . .	182



## Appendix A. Public Comments Received

NAME	COMMENT (SUMMARIZED, SEE ATTACHED FOR FULL COMMENTS)	CHAPTER/ GOAL, ACTION/PAGE	STAFF REVIEW	RECOMMEN- DATION
Bill Glude	<p>extensive suggestions regarding parking and transit; removing commercial trucking from Rock Dump through downtown is not realistic; West Douglas Port will create bottle neck w/out 2nd crossing; create tourist zone downtown w/underground bypass for trucks using tourism tax \$; electric light rail or park &amp; Ride with electric bus service to Glacier/Valley/Lemon Creek; require electrification for tour buses/vehicles; route bikes thru roundabout not sidewalks; be aggressive/proactive in tourism management; driving independent travelers away; yes to diversifying tourism and more independent travelers; 5 cruise ships per day is too many;if a new dock is proposed developers prove how additional visitors will accomodated avoid congestion; give tax breaks/assistance to local owned businesses; S. Franklin tourist zone; center of downtown govt/services/businesses for residents; yes to awnings/canopies, completing Seawalk; let local tribal orgs decide look/feel of the Village &amp; Sealaska area; yes to Ocean Center-emphasizing indiginous science as fully equal to other approaches; educate about Natives sustainable practices over time; suggests updating narrative on Native history; suggests renaming Calhoun Ave and replacing statue of Seward; suggests giving back land to the Village for working indegious waterfront; more emphasis in narrative to long residency of Indigenous people living here and less emphasis to mining and colonization; interpretative signage and plaques/interpretativ signage for EP mural &amp; canoe sculpture; add DIA building to map of public buildngs; require trash co to provide bear proof cans; enforce law on trash storage; no garbage pick up before 8 AM; feeding stations for bears outside of town; provide bear corridor to Gold Creek; upgrade snow removal; buy out housing in avalanch zones; yes to murals,provide incentives/penalties to keep offices downtown; yes to rehab Gold Creek; adult size swings at Cope Park; longer sledding hill, more events at Cope Park, more walk thru by JPD; more traffic calming on 12th, Calhoun, yes to sweeping bike lanes, covered bike parking; more bike racks; repair pavement for bike safety; educate bike and motorists about how bike/auto interact; Flats as Historic District; make funds available to maintain/upgrade; allow flexibility in footprint/setback; encourage AAP; allow short term rental and incentivize longer term rentals; program where govt buys housing and subsidizes sale/lease for people willing to stay for a period of time; encourage zero carbon trans system; more hydro power and other clean alternatives; yes to district heating; EV parking permit program; more public EV charging; provide treatment for drug users and hold repeat offenders; join lawsuits agains opioid manufacturers; raise taxes to fund defered maintenance; better maintenance of Overstreet park and seawalk (clean up after events); take back the parks (events/activities) repair harbors; support new performing arts center; yes to Safe Rts to Schools; if port moves from Rock Dump make it a park; rent community buildings at cost for not-for-profit use and more -please read</p>	Ch 7 - transportation/streetscape/parking; Ch 3 - Economic Vitality; Ch 4 Land Use/Neighborhoods/Housing; Ch 5 Downtown Activities/Tourism	<p>Parking management plan addresses parking suggestions; BPDT recommends 2nd crossing; AKDOT has evaluated roundabout at 10th/Egan but there is insufficient ROW; Ricchardo Worl worked with Chuck Smythe of SHI on the history section; DIA building will be added to map; will discuss comments w/P&amp;R as appropriate; Casey Shuttuck neighborhood is already a designated historic district by CBJ; plan supports flexibilty in setbacks; mimimum wage is outside scope of plan; discussed tourism comments w/CBJ Tourism Manager</p>	<p>Committee to discuss - particularly recommendations for all electric/sustainable fuels for tour vehicles; to discuss look/feel Aak w Kwaan district; history section could be discussed and revised if desired; place naming to be discussed; to discuss short term rentals;</p>

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NAME	COMMENT (SUMMARIZED, SEE ATTACHED FOR FULL COMMENTS)	CHAPTER/ GOAL, ACTION/PAGE	STAFF REVIEW	RECOMMEN- DATION
Barbara Carver	shares concern that the Larry Becker Poem at the front is outdated and fails to acknowledge the longer/deeper history of Juneau and the Lingit people.	inside front cover	Good perspective -poem can be removed unless someone offers a replacement	Remove poem.
Paul Voelkers	asked if there is a memo to explain the relationship of BPDT to comp plan and if goals/recommendations are actionable - how do they get funded?	Ch 1 Introduction; & Ch 2 A blueprint for Action	Chapter 1 includes narrative about the relationship of BPDT to other planning documents, including Comp Plan. Also includes diagram showing how BPDT relates to other plans. Note this diagram needs to be updated to include the 2020 Historic & Cultural Preservation Plan	
Emly Kane	asks how to comment			
Alix Pierce, CBJ Tourism Manager	Notes needed update in regard to amendment of LRWP; recommends edit on page 187 regarding Marine Passenger FEES not TAXES	Ch 5 Activities/ Tourism		Recommend making these edits

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Patty Ware	Concern with length of plan, notes readable/accessible and highlights priority areas of SC. List of editorial/grammatical	entire plan		Recommend discussing; staff to review and make editorial/grammatical changes as needed.
Jonus Lamb	Suggests one way streets for some streets and lists areas where he has had close calls as a driver/cyclist/ped; suggest no parking "from here to corner" with enforcement	Ch 7 - transportation/ streetscape/ parking;		
Michael Hekkers	yes to more housing downtown; with EV charging for those that don't have off street parking; more mixed use in Auk Kwaan district with incentives/penalites for redevelopment of blighted houses/commercial/lots; no more parking garages unless they have housing above; concern w/air quality supports dock electrification; and improved emmissions for tour buses	Ch 3 Economic Vitality; Ch 4 Land Use/ Neighborhoods/ Housing; Ch 7 Transportaion/ Streetscape/ Parking	Generally the plan aligns with his comments, plan does discuss additional parking garages in AKD to reduce surface parking but does not go so far as to recommend housing above. It does recommend mixed use.	Committee to dsicuss
Beth Potter	Yes to Juneau as Northwest Coast Arts Capital; supports promoting the arts; strong no to new large cruise ship docks; concern w/downtown air quality; supports dock electrification	Ch 3 Economic Vitality; Ch 5 Activities/ Tourism	See Alix Pierce's email regarding tourism comments/ LRWP/ number of ships	

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Jetta Whittaker	does not see warming shelter at Resurrection Lutheran Church mentioned -suggests updating plan;	Ch 3 Economic Vitality	Plan can be updated to include this resource	
John Sivertsen	suggest BPDT looks to be diverse and inclusive at the expense of equity/fairness; believes increased density will lead to congestion/parking problems; not in favor of reduced setbacks; not in favor of overlay districts -they create unpredictable development environment; not in favor of new cruise ship dock at subport; BPDT internally inconsistent.	Ch 4 Land Use/ Neighborhoods/ Housing; Ch 6 Activities/Tourism		Committee to discuss
Michele Elfers, CBJ P&R Deputy Director	asks about the recommendation for commercial use of parks; recommends crosswalk at Seward St across to Marine Park -it was removed in recent DOT upgrades but people still cross and its unsafe; JWP no longer exists Southeast Alaska Watershed Partnership fills this role. Finds concept interesting; wonders why clustering of people in Marine park is considered a problem; asks "recreation" be added to Seawalk uses; recommends additional action item related to Coordinated Entry System and the campground; asks for clarity for recommendation to ped connections; notes increasing ADA accessibility in playground reconstruction is standard practice and does have to be in the plan; recommends rewording of action Implement year round programming; provides updated information for recommendation for Overstreet park; asks for clarity on page 138 "much of area is closed in winter"; suggests adding tree fall to text in natural resources/avalanches/landslides; notes some private business owners downtown are not in favor of more general seating on their private property - suggests adding language about encouraging private property owners to provide outdoor seating for the general public.	Ch 2 Implementation; Ch 3 Economic Vitality; Ch 4 Land Use/ Neighborhoods/ Housing; Ch 5 Activities/Tourism/ Ch 6 Parks/ Open space/ Recreation; Ch & Transportation/ Streetscape/ Parking	Staff meeting w/Elfers -	recommend: incorporating Elfers' suggestions as refined during meeting -see memo.
Bret Schmiege	notes airport climate data and not downtown and provides link to climate data	Ch 1 Introduction;	Staff will review and update as appropriate	

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Denise Koch, CBJ EPW Deputy Director	2 new EV charging at the CBJ 8th/Basin lot - EV owners concerned non EVs are using the parking spaces and insufficient enforcement; few non EV owners complained about preferential treatment EV owners get with already tight parking;	Ch 3 Economic Vitality; Ch 7 Transportation/ Streetscape/ parking	Staff met w/ Koch - OK w/ recommendations regarding EV and EV charging.	Committee to discuss
Stuart Cohen	Suggests language on page 287 regarding survey and cruise ships is not accurate; suggests Front & North Franklin as an opportunity zone for local businesses; No to dock at subport until this issue is addressed; prefers cruise industry stuff on lower S Franklin;	Ch 5 Activities/ Tourism	See Alix Pierce's email regarding tourism comments/ LRWP/ number of ships; Ch 3 does touch on the concept of focusing on local businesses on N. Franklin and leaving S. Franklin to seasonal/ tourist focused businesses	Committee to discuss
Bruce Botelho	Yes to completing the Seawalk to Rock Dump and Harbor Walk; canopies downtown; development of ped only corridors -even temporary; strategic placement of benches on the seawalk; not in favor of buildings at over street park including oceans center; recommends beefing up discussion of tribal govt; recommends adding Capital Civic Center intertwined with performing arts center in Aak w Kwaan district; recommends acknowledging the JAHC at the forefront of public/private partnerships; recommends adding number of vehicle/cyclist vehicle/ped accidents as a metric; recommends adding JAHC as a listed implementing partner.	Ch 3 Economic Vitality; Ch 4 Neighborhoods/ Land Use/Housing; Ch 5 Activities/ Tourism;		Committee to discuss



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Dale Whitney	Would like more emphasis on the restoration of historic buildings downtown; lists out challenges to this; his experience in renovating Hellenthal building the funding listed in BPDT was not helpful. Asked photo of his building to be removed or moved elsewhere to not imply the funding sources helped with the reno; provides anecdotal information about tax credits not helping long term financially for MacKinnon Apts; offers 2 solutions - strict enforcement of building & maintenance codes, implement aggressive tax on vacant buildings and notes examples - owners of maintained buildings are penalized by higher property taxes; suggests plan should offer how to manage ongoing decay and demo of historic district.	Ch 2 Blueprint for Action; Ch 3 Economic Vitality	Photo is in chapter 3; funding mechanisms in ch 2; concerns noted and will be brought to HRAC.	photo can be moved elsewhere in the plan
Carolyn McGhee	Urges plan to think about residents first, notes concern for noise from cruise industry.	Ch 5 Activities/ Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	

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Margo Waring for Renewable Juneau	Pleased with plan support for JCIAP and JRES; would like to see more cross reference to sustainability policies of comp plan, JCAIP and JRES; supports plan support for sustainability particularly recommendations for implementation of JRES, district heating, waste reduction, incorporation of clean infrastructure and provisions for EV and importance of street environment to healthy living/environment; suggests changes - stronger statement in support of dock electrification, include time frame for electrification of tour buses, remove reference to EV permit program and replace w/ support public/private partnerships to support EV charging, reference 2022 UAS climate impacts report, all parking policies include provisions for EV charging, support for CBJ scheduling of cruise ships for max use of shore power, electric buses and incentives, support for electrification of downtown circulator, relocation of city hall to include minimizing carbon impacts and page 198 more explicitly state sustainability/ climate as theme for public policy.	Ch 3 Economic Vitality; Ch 5 Activities/ Tourism; Ch 7 Transportation/ Streetscape/ Parking	Discussed electrification of tour buses w/Alix Pierce and Denise Koch - CBJ's preference is to be less specific and to focus on reducing emissions, which may include hybrid buses or electric buses	recommended new language for dock electrification - CBJ continues to pursue dock electrification that fits within Juneau's power capacity. (pg 186) Revised actions: Establish a MOA between CBJ and CLIA which includes a maximum of five large ships per day, and arrival and departure times of docks scheduled to disperse impacts; Incentivize low or no emission tour buses to reduce emissions. remove action of single cruise ship berth at subport and replace with Support implementation of the VITF recommendations and the LRWP.

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Eileen Wagner	Asks Assembly to prohibit another dock at the subport; notes empty store fronts, many jewelery stores empty during winter; concern for potential loss of housing and increased traffic congestion	Ch 3 Economic Vitality; Ch 4 Neighborhoods/ Land Use/Housing; Ch 5 Activities/ Tourism;	see Alix Pierce's email regarding tourism/LRWP/ number of ships	
John Neary	Recommends stronger language in support of dock electricificaiton; recommends stronger incentives for electrification of public transit/downtown circulator and tour buses.	Ch 3 Economic Vitality; Ch 7 Transportation/ Streetscape/ parking	see Alix Pierce's email regarding parking/LRWP/ number of ships	
Judy Crondahl	concern for residents of Starr Hill and Chicken Ridge being able to avoid congestion w/ the addition of a cruise ship dock at the subport; believes lightering is faster and more efficient than docking.	Ch 3 Economic Vitality; Ch 5 Activities/ Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	
Heather Hutchison	Urges MOU between CLIA/CBJ to limit cruise ship 4 a day, 1 ship per dock per day with 1 Saturday a month w/no ships. After bonds are paid have an open process to determine how many ships the community wants or whether the communtiy wants to reclaim more of downtown for summer use other than cruise ships	Ch 3 Economic Vitality; Ch 5 Activities/ Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	
Thomas McLaughlin	Already too many tourships/tourists; wants more year-round businesses and fewer jewelery stores; more affordable housing	Ch 3 Economic Vitality; Ch 5 Activities/ Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	
Kim Metcalfe	Not in support of another cruise ship dock; concern for bus traffic/added congestion at the Whittier St intersection; limit cruise ship industry; concern for lack of public process on MOU between CBJ/CLIA.	Ch 3 Economic Vitality; Ch 5 Activities/Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	

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Stuart Cohen	Same email - but includes email thread w/Starr hill neighbors - including email that says coast guard already limits number of ships to 5, subport dock will help spread traffic/reduce congestion, and encourages building owners to only rent to year round businesses; another email not in support of another cruise ship dock;	Ch 3 Economic Vitality; Ch 5 Activities/Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	
Jan Gregg Levy	more of the email string noted above	Ch 3 Economic Vitality; Ch 5 Activities/Tourism	Discussed electrification of vita buses g/ Alix Pierce and Denise Koch - CBJ's preference sm vi be less specific and vi focus on reducing emissions, which may include hybrid buses electric buses	recommend revising language to reflect recommendation from Pierce/Koch
Judy Crondahl (first email)	included in string above -	Ch 3 Economic Vitality; Ch 5 Activities/Tourism	Discussed electrification of vita buses c/ Alix Pierce and Denise Koch - CBJ's preference sm vi be less specific and vi focus on reducing emissions, which may include hybrid buses (first electric buses	recommend revising language to reflect recommendation from Pierce/Koch

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NAME	COMMENT (SUMMARIZED, SEE ATTACHED FOR FULL COMMENTS)	CHAPTER/ GOAL, ACTION/PAGE	STAFF REVIEW	RECOMMEN- DATION
Nicole Lynch	5 cruise ships/day too many; limit max to 4/day;	Ch 3 Economic Vitality; Ch 5 Activities/Tourism	see Alix Pierce's email regarding tourism/LRWP/ number of ships	
Margo Waring (individual)	encourages stronger language regarding dock electrification, offers specific suggestion "explore feasibility and funding opportunities to provide shore power to docked cruise ships coordinating w/electric companies to ensure adequate electric capacity"; once shore power is available CBJ should prohibit cruise ships that do not use shore power	Ch 3 Economic Vitality; Ch 5 Activities/ Tourism; Ch 7 Transportation/ Streetscape/ Parking		
Amy Carroll	Likes emphasis on increased housing; especially likes "destination w/a sense of place"; loves Overstreet Park; concern for an additional cruise ship dock and feels this conflicts with "destination/sense of place"; asks if BPDT can push back against cruise industry; why use 4 docks all day; why allow anchoring in channel; feels volume of cruise business is destroying what they're trying to visit; feels cruise industry interests are prioritized; asks if small cruise ship small docking (350 passengers) could replace plan for another large ship dock at subport;	Ch 3 Economic Vitality; Ch 4 Neighborhoods/ Land Use/ Housing; Ch 5 Activities/Tourism; Ch 6 Parks/ Open Space/ Recreation; Ch 7 Transportation/ streetscape/ parking	see Alix Pierce's email regarding parking/LRWP/ number of ships	Committee to discuss

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Karla Hart	<p>Feels blindsided by incorporation of VITF recommendations into plan - feels they "slipped" into the plan; strongly opposed to 5th cruise ship dock at subport; supports limit to 4 ships/day; supports developmetn of hyrdo-powered destination tourism industry; using TMBP hotline data as a measure is wrong because when nothing happens people stop calling -isn't a real measure; asks for cruise ship free Saturdays during the summers as a way to bring residents downtown -including programmed activities on the docks; limiting cruise ships is needed prior to promoting independent travelers; suggests changing cruise ship season so it doesn't overlap w/legistrature as a way solving housing challenges; supports redevelopment of Marine Park, notes smokey food carts, parking on the deck over and congestion caused by wiifii; supports public access to the water; notes contradiction between recommendation for relocating city hall and bringing business downtown; supports cruise ship limit to 4/day; opposed to MOU for 5 ships; supports open public process once bonds are paid for (same language as Heather Hutchison); opposes dock at subport; asks for scale models of proposed development at subport to help community understand impacts; asks why using photos from before 16B; urges CBJ to use independently gathered metrics for cruise industry; does not like that residents "get" waterfront Oct-March; does not support the use of survey methodology as an accurate way of gauging impacts because people get acimated; suggests no new docks at least until the current docks have shore power; concerned that promises made for use of new dock at subport won't be honored for long; suggests using infrastrucute to limit tourism is easiest by not allowing a new dock at subport; questions use of "parking" photo from public outreach and remembers one about tourism and suggests use of parking poster and not tourism poster to be biased.</p>	<p>Ch 3 Economic Vitality; Ch 5 Activities/ Tourism; Ch 7 Transportation/ Streetscape/ Parking</p>	<p>see Alix Pierce's email regarding parking/LRWP/ number of ships</p>	<p>Committee to dsicuss</p>



# Appendix A. Public Comments Received

## Bill Glude

PO Box 22316, Juneau, AK 99802  
206-617-7703  
snowcom01@me.com

August 10, 2022

Beth McKibben  
Community Development  
City and Borough of Juneau  
blueprintdowntown@juneau.org

Hello Beth,

Here are some comments on the Draft Blueprint Downtown Area Plan. To keep them brief, I'll put them in bulleted list format. As a 12th Street Flats homeowner and resident there since the '90s, and Juneau resident since the late '80s, my comments focus on the Flats but include the whole downtown area, and our larger future as a community.

Thank you for the opportunity to comment.



Bill Glude

### Traffic and parking

- Provide 1 hour free parking throughout the downtown core area; move parking for longer periods to garages; encourage commuters to use transit. We need to bring local shoppers back to downtown!
- Require large downtown employers to limit employee parking to two days a week, and provide employees with bus passes. Improve service frequency and extend hours; switch to all-electric buses. Use the freed-up parking spaces in the parking garages for public parking, and downsize the big parking lots that currently blight so much of the Willoughby area. Build Park and Rides in the Valley, and Lemon/Salmon Creek.
- Removing commercial trucking from the Rock Dump through downtown is not a realistic solution in the near future. The Rock Dump is well-suited to port use. A West Douglas port is a distant dream, and would create heavy truck traffic

1

through the bottleneck of the Douglas Bridge, unless a second crossing is built. Consider a tourist zone bypass going underground as Egan nears town, digging under Marine Way and South Franklin, rebuilding the surface-level streets as a ground-level overpass "roof" for the underground bypass. Surface level could be service vehicles only, with underground pullout stations for electric buses moving tourists. Use tourist tax money to help pay for it; the congestion is due to their industry!

- Better yet, go with electric light rail to move both tourists and residents, at least to park and ride stations with electric bus service to the Glacier and the Valley from Salmon Creek, or preferably, a line all the way to the Glacier, serving Salmon Creek, Lemon Creek, and the Valley on the way.
- At a minimum, require electrification (or sustainable fuel alternatives) for all tour buses and tourism vehicles.
- Put in a large-diameter roundabout at the town end of the Douglas Bridge to smooth traffic flow and make it more pedestrian and bike-friendly. Route bike lanes through the roundabout, not onto the sidewalks, as was mistakenly done on the Douglas-side roundabout.

### Tourism Management

- General - Be aggressive and proactive! The laissez-faire, free market approach employed to date has made tourism in Juneau a mess, with far more adverse impacts and far fewer benefits than it could have if we actively managed it. The visitor experience is degrading so badly that we are driving independent travelers away.
- Yes on diversifying our tourism and pursuing independent travelers, who spend far more per capita, with less adverse impact!
- Five cruise ships at a time is too many! Set a cap on the number of ships, and on arriving tourist numbers per day. Existing infrastructure is already overloaded with current numbers.
- If anyone wants to put in another dock, require them to first show how those additional visitors will be accommodated and moved to destinations. Put the burden of proof on the developers to show how they propose to increase capacity and avoid congestion.
- Downtown core - give tax breaks and assistance for local-owned businesses, with strict rules to prevent cheating; tax business owned by out of community and out of state corporations at a much higher rate.

2

# Appendix A. Public Comments Received

- Let South Franklin be the tourist zone; let the center of downtown be the vital heart of government services and businesses and activities for residents. Don't even try to mix more local use into the tourist zone!
- Yes on requiring awnings throughout downtown and South Franklin!
- Complete the Seawalk between town and the whale park, serves both tourist and local use.

## Native Heritage and Inclusion

- Let the local tribal governments decide the look and feel of the Village and Sealaska areas; follow their lead as sovereign nations.
- Yes on an Ocean Center on the waterfront, but make sure it prominently emphasizes Indigenous science as fully equal to experimental, statistical science, and that the Native story of over ten thousand years of sustaining a sizable population on this land without damaging it is given full credit!
- The document mentions Native people being here for "several thousand" years. Given that recent archaeology pins the minimum period of habitation in Southeast Alaska at 17,000 years, "several thousand" trivializes and erases much of the period of Native presence here, perpetuating one of the key myths under which colonialism and taking of Indigenous lands were justified, that "they just arrived, too". At a minimum, it should read "well over ten thousand years".
- While we are on the topics of colonialism and racism, Calhoun Avenue needs to be re-named after someone we can look up to, and we need to replace the Seward statue with someone who all of us can look up to as well.
- Give land back to the Village so there again is a working Indigenous waterfront. It is a profound injustice that the village of a people whose very name means the People of the Tides was landlocked by filling in front of it without any consultation, mitigation, opportunity to move the village to the new waterfront, or provision of a new waterfront for villagers. In consultation with the tribes, set aside a suitable section of waterfront to be tribally administered for traditional, cultural, and modern use. The best location may or may not be downtown; the tribes should decide among locations.
- We need more emphasis in the way our history as presented to visitors and residents alike tells the story of the long period of Indigenous living in this place, rather than the current overemphasis on the relatively short period of mining, settlement, and colonization. Give the tribes the lead in deciding how their story is told; approving interpretive signage and historical presentation.

3

- The CBJ should pay for plaques and interpretive signage for the Elizabeth Peratrovich mural and the canoe sculpture. It is an embarrassment that public artworks like these have to be funded by cash-strapped nonprofits. Use cruise tax money!
- I note that the new Douglas Indian Association building in the Flats at 11th and Glacier is left off the map of public buildings.

## Bears and Garbage

- Require our trash company to provide garbage cans that really are bear-proof, not the ridiculously ineffective ones they now use, and enforce the law on proper garbage storage.
- Deal with the dump! I can smell its reek from my house on any morning with a northwest breeze. The stench is a problem for both residents and tourists. Who comes to Alaska for that sort of stink? The CBJ should take over solid waste management, use the gravel pit areas up Lemon Creek for a new facility. Require all garbage to be sorted, with compostables processed for local use, recyclable items separated and actually recycled (not just shipped to other landfills), and a scrubber-equipped incinerator built and used to reduce waste volume.
- Prohibit garbage pickup before 08:00; provide pickup as a municipal service.
- Since it is our damage to climate that is creating bad years for berries and fish, consider providing controlled feeding stations for bears on the outskirts of town in bad-food-supply years. It is not fair that we have ruined their food supply, then shoot them when they come into their old habitat which we now occupy, looking desperately for food! This would be much smarter than forcing them to seek out pet food, bird food, and unsecured garbage in town, then shooting them!
- Provide the bear corridor discussed under Gold Creek so they can get to the mouth of the creek to fish again.

## Snow

- Snow removal - yes, it needs a major upgrade and financial commitment. Our maintenance crews do their best, but there are too few workers and too little equipment. It should not take weeks after a storm to clear the streets! And please, just increase taxes and plow the sidewalks throughout the area! Requiring homeowners to do it is not working, particularly with all the freeze-thaw cycles we are seeing with climate collapse.
- Buy out the housing in the snow avalanche zones! Finding funding to do this was supposed to be the responsibility of the CBJ avalanche program, but

4

## Appendix A. Public Comments Received

seems to have been quietly abandoned. Once the houses are gone, deflection berms and stopping mounds and dams should be built to protect the high school, Egan Expressway, and harbor.

### Murals

- A resounding yes on more murals! And let's put up some plaques for the Elizabeth Peratrovich mural, and for the canoe sculpture too, on the Seawalk. Use tourist tax money for these tourism improvements!

### Capital Creep and Valley Creep

- Yes on fighting capital creep, and also on government office creep to the Valley. Provide incentives and penalties to keep government offices downtown. Upgrade transit to accommodate those workers.

### Flats Neighborhood - Gold Creek

- A strong yes on rehabilitating Gold Creek. I sleep listening to its sound outside my windows every night, and it is appalling to me to see how it has been destroyed. If it cannot be taken out of the concrete flume, at least add curves to its channel wherever possible, and install some boulders so gravel bars can form and provide some habitat. Boulders could be a first step, anchored into the existing concrete to provide a trap for sediment and a foothold for life. Improve the lower end to give salmon a better area to spawn. Create a bear corridor along the creek and under the Egan bridge so the bears can again get down to the mouth to fish. Getting rid of the ugly fence and putting in benches and little parks is nice, but restore bear, fish, and wildlife habitat as the higher priority.
- Cope Park - reinstall adult-sized swings like we used to have there; they were wonderful! Make a longer and steeper sledding hill. Encourage events and activities, and frequent cruise-throughs by police, to take the park back from sketchy druggies. I used to walk there daily; now I hardly ever go there due to their presence.

### Bike Friendliness for Flats-based Cyclists

- As someone who bicycles daily for transportation around town, big thanks to DOT for the bike lanes from the Douglas Bridge along Egan into town, and a hearty yes to much-needed lanes, or at least space and lane-share signage, for bikes on 12th Street, Calhoun, Willoughby, and Glacier. And yes, we need more traffic calming on 12th Street and Calhoun; commuters still use that route as a high-speed shortcut to the center of town.
- A hearty yes on sweeping the bike lanes! Our bike lanes are often full of sand, gravel, and broken glass, while our tiny neighbor Skagway sweeps several

times a week all summer long! It is embarrassing that Juneau's bike lanes are so poorly maintained.

- Yes on covered bike parking, but the number-one most urgent need for cyclists in Juneau is just to have more bike racks, ones that are designed to lock bikes with cutter-resistant U locks, rather than easily-cut cables! There are hardly any bike racks in the downtown core! New commercial buildings are required to provide way more than enough car parking, but apparently are not required to provide bike parking; secure bike parking is the highest priority need for cyclists!
- The number two most urgent need for cyclists is to repair the deteriorating pavement around town. Our streets are full of un-repaired holes and seams. Asphalt seams on W 12th Street near A Street, W 9th Street, and W 10th Street between Glacier Avenue and Egan are notably bad.
- The number three need for cyclists in Juneau is to amend the law and educate people on how bikes and motor vehicles are supposed to interact:
  - Juneau streets are mostly too narrow for motorists to safely pass, and have door-swing zones near parked cars that are dangerous for cyclists to ride in. The traffic laws need to be amended to specifically allow bicycles to take the lane wherever it is unsafe to ride on its right side.
  - Bike safety education is badly needed in Juneau. Most drivers have no idea what to do when interacting with bikes, and as operators of massive steel machines that can easily kill cyclists, the burden of safety falls squarely on them. The number one point for motorists is to watch for cyclists and number two is to yield when cyclists have the right of way, including taking a few moments to slow down and wait until it is safe to pass. Cyclists need to be educated on legal and defensive riding, too. Every day, I see sidewalk riding, wrong-way riding, riding in crosswalks, no hand signals, and failure to stop at intersections. All of these are dangerous practices that are already prohibited by law, but the prevalence of unsafe driving and riding shows that education is badly needed.

### Housing in the Flats

- Designate the flats a Historic District, make funds available to help owners maintain and upgrade old houses in keeping with the character of the neighborhood. Allow flexibility in footprints and setbacks, as a historic, small-lot neighborhood.
- Encourage accessory apartments, specifically allow and encourage tiny square footage garage conversions and similar tiny apartments.

## Appendix A. Public Comments Received

- Allow short-term rentals, as many cannot afford to live here or upgrade without that income, but encourage greater local housing availability by giving a greater tax break, or even a subsidy, to rentals for multiple months.
- The gap between pay and housing costs for younger residents and would-be residents is becoming so severe that we should consider programs like those in European cities where the government buys houses off the market and subsidizes their sale or lease at affordable price to young people willing to commit to staying a set number of years.
- We also need to establish a minimum wage of at least \$20/hour so people can afford to live in Juneau! In the absence of state and federal action, we should require this at the city level.

### Sustainability and Climate

- These comments on the larger picture are a necessary to planning for downtown Juneau, because if we neglect these key concerns, downtown Juneau will have no opportunity to thrive and carry out our nice plans!
- We saw during the pandemic lockdowns what happens to our economy when cruise ships abruptly stop, but we are blithely depending on continued cruising, even though these ships are among the the most carbon-intensive, climate-damaging forms of travel. Within the next ten years, we need to have these ships, or smaller replacement ships, running on sustainable energy. So far, there is not even discussion of this obvious necessity. We need to take the lead and put carbon emission standards in place for ships visiting our port, or there will soon be no ships.
- Similarly, our supplies all come by barge, and we are highly dependent on air travel. There is as yet no public discussion of the urgent need for a zero-carbon transportation system to sustain our community, yet it will collapse without it. Sustainable power for barges and aircraft needs to be a top action item and planning priority.
- We need to be pushing AEL&P and other entities to be proactive on developing more clean hydropower, plus wind, solar, and other sustainable alternatives. They have done a great job of providing cheap, 100% clean power, but demand projections based on past trends will not be adequate as we approach a rapid transition to electric everything. When dealing with the current climate crisis, incremental change is insufficient.
- Yes on pursuing marine heat-pump district heating and all other ideas to transition the town to sustainable energy. We need to actively encourage heat pumps, replacing gas with electric appliances, weatherization, solar panels, wind chargers, electric cars, transit, and all other means to drive the

7

changeover. CBJ should lead the way with all its offices and vehicles transitioning to sustainable energy sources.

- Develop a parking permit program for homeowners with electric vehicles that need to be parked in front of their homes in residential areas like the Flats to charge; let them come off the spots so they can charge at home.
- Install as many public charging stations as possible.

### Quality of Life - Homelessness and Drug Crime

- Drug crime - We need to get serious about providing treatment, and about keeping those who keep stealing and offending off the streets. We need non-jail alternatives that focus on treatment, yet hold those repeat offenders who resist treatment and keep them off the street so they are not constant problems to the rest of us.
- Join the lawsuits against the opioid manufacturers, they should be paying for the problems they have caused!

### Quality of Life - General

- Raise taxes and fund deferred maintenance! Juneau has become more and more run-down. Under the prevailing philosophy of austerity, it is well on its way to becoming the Pottersville of the movie It's a Wonderful Life. The community needs to remember the basic principle that you have to spend money to make money!
- Pandemic preparedness - expand CBJ public health powers. Require vaccinations as soon as they are available for any epidemic or pandemic, for all public spaces: schools, workplaces, restaurants, bars, stores, transportation including air travel and ferries. Require Covid vaccinations now for all school students. Strictly require and enforce masking, lockdowns, and other preventive measures. Strictly enforce quarantine for anyone testing positive. Provide for outdoor dining, yes, but recognize that it reduces, but does not eliminate, spreading. Set ventilation standards for new buildings. Strengthen cruise ship regulations to include testing before passengers and crew are allowed ashore.
- In our Flats neighborhood, we need better maintenance of the Seawalk and whale park areas. Banners were left up into the fall storm season, were destroyed, and are still not replaced. It is a popular and favorite spot, but homeless addicts have been moving into that area, making evenings unsafe. Encourage events and frequent patrols to take it back from the addicts.

8

## Appendix A. Public Comments Received

- Take back all the parks - Revive Concerts in the Park, encourage events, and provide treatment to get them back from the homeless addicts who occupy them now.
- Repair the docks and run-down facilities in Aurora and Harris harbors, Support resumption of UAS Marine Technology programs.
- Support a new Performing Arts Center.
- Safe routes to schools are a great idea; I cannot believe that so many parents clog the streets and waste fossil fuels delivering their kids to school in private cars! In Japan, all kids walk to school, but also they walk the routes before the school season with parents and teachers, to make sure the kids know all danger spots and what to do. The kids walk together, and the whole community keeps an eye out for their safety. We should do the same.
- If the Rock Dump is redeveloped, make a big park out of the area where the barges dock now, with water access.
- Rent our community buildings and facilities to residents for not-for-profit use at cost. The “competition with the private sector” argument is nonsense; no one has a right to profiteer off every conceivable human activity! Public facilities are OURS. The Eaglecrest Lodge used to be rented for very reasonable rates, and was the site of many weddings, memorials, and celebrations. Rates now are prohibitive for all but the wealthy. Same thing with the ever-increasing fees for Centennial Hall, for events like Folk Festival, Jazz and Classics, and Celebration. The City should fund these facilities through taxes, and let the community use our buildings at cost! The purpose of community facilities is to serve community life, not to be profit centers!
- If we want to remain a regional hub, CBJ needs to actively fight for improved, and sustainable ferry service. Fares are far too high and service too infrequent. The “demand pricing” system is an odious scam that would be irritating in a private operation, but is absolutely unacceptable for a public service! I used to go to the Yukon a couple times a summer, and always went to Haines Fair. Now I stretch to afford one trip a summer. We need to make the ferry system sustainable, in terms of energy, and in terms of funding. We should be pushing for the State to tax the oil companies, revive the state income tax, and to use the Permanent Fund earnings for their intended purpose of funding government, rather than being used to buy votes with bloated dividend giveaways!

### Quality of Life - Looking Forward

- I brought my self and business from Southcentral Alaska to Juneau some 35 years ago. I came because of the quality of life. Eaglecrest, good public radio,

theater and arts, UAS and other educational opportunities, lack of traffic, lack of crime, a can-do atmosphere of possibility, and a strong community drew me here.

- But 35 years of nationwide politics of selfishness, with too many locals now unwilling to pay their fair share in taxes, and the resultant government austerity policies have taken their toll. The “Can’t Do” crowd, the naysayers, try to kill every good idea in Juneau these days.
- The town is run down. Homeless addicts steal anything left unlocked for more than a few minutes. I now fear walking a town that used to always feel completely safe.
- We have made strides in dealing with racism and classism, promoting social justice, and in acknowledging and respecting Native presence, but we still have a long way to go.
- Housing is prohibitively expensive for young families and workers. Office and business space is prohibitively expensive for new and existing businesses.
- CBJ support for Eaglecrest, our best mental and physical health facility, even for the gondola which will give it financial independence, is disappointingly weak. If Eaglecrest were a new proposal in today’s nasty political climate, it would never be built! The City needs to stand solidly in support of Eaglecrest.
- The City has been overly responsive to Big Money, to the Legislature, to the cruise industry; but not responsive enough to residents and small local businesses.
- The big improvements of the last 20+ years have all been made possible only by private donations and volunteer contributions: the skate park, the hockey rink, new lifts at Eaglecrest, the Caouette Cabin, the whale park, the canoe sculpture, the Elizabeth Peratrovich mural, the Soboleff Center, the Sealaska arts campus, the Hilda Dam cabin, the Twin Lakes playground, even many of our trails. This is wrong; these are public amenities that we should all be chipping in on. It’s fine to allow people to help fund community projects, but the City needs to quit looking for private handouts to do everything, and use its taxing authority to make government the strong, active leading force for good that it should be.
- The CBJ has largely caved in to the Can’t Do crowd and their limited government, austerity agenda. We cannot continue to do that. With climate collapsing, we have to restructure our entire transportation, economic, and supply frameworks. There is opportunity here, with all our abundant hydropower potential and creativity, but we will fail if we think small. We are in a time now when timid incrementalism will not suffice. It is a time to go big, for

## Appendix A. Public Comments Received

government to boldly seize the reins and play a large role in steering our course.

- We speak of leaving a better world for our children and grandchildren, but our actions to date are condemning them to live in a potentially unsurvivable hellscape. Juneau could be one of the communities that escapes that fate. But it will take bold action to make it happen, and CBJ needs to step up and take the lead!

**From:** [Bret Schmiege](#)  
**To:** [Beth McKibben](#)  
**Subject:** Re: Downtown Juneau history and natural context  
**Date:** Wednesday, August 17, 2022 2:52:44 PM

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

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This is a large and interesting document that I'm finally getting around to reading

One minor criticism of this discussion on page 33 regards typical weather conditions. Granted, it is mentioned that Juneau has many microclimates, but why give airport figures when specifically discussing downtown?

Downtown receives over 90 inches of rain per year, 74 inches of snow and rarely reaches temperatures in the teens, much less single digits. <https://wrcc.dri.edu/cgi-bin/cliMAIN.pl?ak4092>



# Appendix A. Public Comments Received

**From:** Denise Koch  
**To:** Beth McKibben  
**Subject:** RE: Comments on Draft Blueprint Downtown Plan  
**Date:** Tuesday, September 13, 2022 12:49:37 PM

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FYI –  
I just wanted to make you aware that there is some community concern about the two new EV chargers in the CBJ 8<sup>th</sup> and Basin lot. EV owners are concerned that non-EVs are parking there and there's insufficient enforcement. A few non-EV owners (at least 4) have complained about the preferential treatment that EV owners are getting in an area with already tight parking. Engineering is meeting with Parks & Rec to discuss today. We'll probably come up with a staff recommendation on EV charging parking policy and bring it to PWFC on Sept 26 for Assembly approval. I just wanted to provide that info relative to the comments that I highlighted below.

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**From:** Renewable Juneau <renewablejuneau@gmail.com>  
**Sent:** Monday, September 12, 2022 10:36 AM  
**To:** Beth McKibben <Beth.McKibben@juneau.org>  
**Cc:** Gretchen Keiser <gekeiser@gmail.com>; Denise Koch <Denise.Koch@juneau.org>  
**Subject:** Comments on Draft Blueprint Downtown Plan

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Hi Beth,

Renewable Juneau is a non-profit organization that provides information, education and advocacy for a clean energy future for Juneau. We appreciate the opportunity to comment on the Blueprint Downtown plan, focusing on its sustainability related elements.

Overall, we find that the plan supports development of a more sustainable community. We are pleased to see that it incorporates many of the suggestions that we and others have made for implementing the JCAIP and the JRES, and making downtown growth consistent with these CBJ policies. The JCAIP and the JRES support a wide range of community interests and contribute to community goals of reducing climate impacts, enhancing quality of life, supporting business opportunities and job creation, and to reducing vulnerability to fossil fuel availability and price volatility.

However, we would like to see more cross-references to the sustainability policies in the Comprehensive Plan, the Juneau Climate Action and Implementation Plan (JCAIP), and the Juneau Renewable Energy Strategy (JRES). Below we reference sections of the draft Blueprint Downtown plan that we support, as well as areas where improvement is warranted. We are specifically concerned that the draft's language does not accurately or adequately address CBJ policies on dock electrification -- see detailed comments in relevant sections..

With our recommended changes we support Assembly adoption of the plan to guide future development downtown.

## I. Renewable Juneau strongly supports the following sections dealing with support for sustainability:

p. 25 Sustainability listed as one of the 9 focus areas for the plan and the outlined vision:

"F. Sustainability - Vision: Juneau has the opportunity to showcase best sustainable practices, focusing on a transition from fossil fuels to renewable hydroelectricity for heating and transportation. Mitigating cruise industry impacts, with steps such as increased shore-side power, is a key element of this shared focus on enhancing renewable energy. Sustainable practices are critical to maintaining our area's intrinsic beauty, the quality of our setting, and working with our local resources."

We would like to see a more systematic summary of policies that support the sustainability focus area.

p. 58 -- References a number of actions that support sustainability goals, including the JCAIP, JRES.

p. 94-95 -- Support for district Heating and EV charging infrastructure

p. 98-100 -- Support for waste reduction.

p. 196 -- References incorporating new clean energy infrastructure into street reconstruction projects, including provisions for district heating, EV charging, etc.

p. 223 -- Recognizes the importance of providing a street environment that encourages walking for health and environmental reasons.

## II. Renewable Juneau urges the following changes to increase the accuracy of the document and to strengthen its consistency with existing sustainability policies:

p. 63. The statement of policy concerning dock electrification is too weak and incomplete. It should be strengthened and made consistent with the VITF recommendations and recent Assembly actions to begin providing shore power for cruise ships. The existing statement: "Explore feasibility and funding opportunities to provide shore power to docked cruise ships, coordinating with electric companies to ensure adequate electrical capacity." should be replaced with a statement that "it is CBJ policy that shore power will be provided for both CBJ docks and any new cruise ship docks that may be constructed".

p. 64. We strongly support policies to "Incentivize electric tour buses to reduce emissions" and recommend including a timeframe that is consistent with JCAIP goals of reducing GHG emissions 25% by 2032.

p. 115. As above concerning shore power, drop "Explore feasibility" from this wording. The Assembly has already made this decision and this should be more directive as noted above.

p. 116. We support "Implement an EV charging permit program and provide EV charging facilities at CBJ facilities. Encourage or require EV charging facilities in commercial and multi-family developments." However, reference to an EV permit program should be dropped. This should be replaced with "support private/public partnerships to provide EV charging...".

p. 162. Should reference the 2022 UAS climate impacts report.

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# Appendix A. Public Comments Received

p. 171. All parking policies should incorporate provisions for EV charging, including any parking projects, street reconstruction, as well as new apartment construction.

p. 186. Dock electrification. This correctly notes JRES and broad public support. As above, the rest should be updated to reflect recent actions and decisions to proceed.

p. 189. We support active CBJ involvement in scheduling cruise ships to ensure maximum use of shore power. A preference for electric buses should also be incorporated, including incentives. Consideration of electric bus charging should be included here.

p. 193. We support electrification of a downtown circulator bus system. This section should note the JRES goal for electrification of transportation. The concept of the CBJ "leading by example" on sustainability was frequently mentioned and supported in public comments on the plan.

p. 197. The discussion of relocation of city hall should incorporate an explicit goal of minimizing carbon impacts to meet the JCAIP and JRES goals, and to lead by example in energy efficient construction.

p. 198. This includes consideration of sustainability, climate impacts and climate solutions which should be more explicitly stated as a theme for both public policy and for public information/education.

Reach out to us for clarification if needed or if you or others have any questions.

Thank you,

Margo Waring  
for the Board of Renewable Juneau  
Renewable Juneau, President



**From:** [Kim Metcalfe](#)  
**To:** [Judy Crondahl](#)  
**Cc:** [Blueprint Downtown](#)  
**Subject:** Re: [starrhillneighbors] Downtown Plan  
**Date:** Thursday, September 8, 2022 4:15:06 PM

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I also disagree with building another cruise ship dock. And from what I recall from the VITF meetings, it's not guaranteed that a new dock will prohibit another ship from anchoring in the Channel. It's up to the Coast Guard to determine. Have they made that determination? I'm not sure.

And moving bus traffic to the Whittier Street intersection is going to make another bottleneck at that location. It's not just the large buses. It will be taxis, smaller tour vans, private vehicles and other tour-related traffic. Imagine what it will be like for downtown workers to try and negotiate that area during the tour season.

We need to do everything we can to LIMIT this foreign flagged industry that pays nothing in U.S. taxes and does not have to follow U.S. labor laws. We need the Assembly to be a regulatory body and not turn to Kirby Day for Princess Cruise's opinion of what to do.

The Assembly plain old doesn't listen. They're making statements regarding the Huna Totem dock as a done deal. It's not a done deal and they are once again ignoring the public process we still need to go through. There was no public process regarding the latest memorandum of agreement between the CBJ and CLIA. It's a "new approach," according to Alex Pierce. I like an approach that includes public participation.

Kim Metcalfe

On Thu, Sep 8, 2022 at 12:27 PM Judy Crondahl <[crondahl@gmail.com](mailto:crondahl@gmail.com)> wrote:

I do not agree with the assumption in the plan that we should allow another cruise ship dock to be built. Downtown is becoming less and less desirable as a place to live, shop, dine, drink, perform and recreate. Stop this madness!

Judy Crondahl  
800 F St, A-4  
Juneau

--

You received this message because you are subscribed to the Google Groups "Starr Hill Neighbors" group.

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# Appendix A. Public Comments Received

**From:** [Jan Gregg Levy](#)  
**To:** [Creative Source](#)  
**Cc:** [Judy Crondah](#); [Blueprint Downtown](#); [Starr Hill Neighbors](#)  
**Subject:** Re: [starrhillneighbors] Downtown Plan  
**Date:** Thursday, September 8, 2022 1:33:49 PM

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Thank you for that clarification and the good suggestion.  
Jan Levy

On Thu, Sep 8, 2022 at 1:11 PM Creative Source <[creativesource@alaska.net](mailto:creativesource@alaska.net)> wrote:  
Hey Everyone

I just want to make this clear to everyone because so many people do not understand this.

Adding the 5th Large Dock does "NOT" add another cruise ship. It just moves the one boat at anchor and brings it to a dock.

Blueprint Downtown should have had that in there plan so this does not get people all worked up. PLEASE add this info to Blueprint Downtown plan. Get the info directly from the US Coast Guard.

The US Coast Guard said. "We are capped at 5 ships in the channel or at dock at any given time, so there will never be a 6th ship in Juneau ever."

Adding the 5th dock on the Bridge side of town will be a GOOD thing for downtown being tight as it is on some days. This will take the 5th ship that currently brings their passengers to the dock near the tram and move those passengers OUT of the South Franklin corridor and move them closer to the bridge. This will take 20% of the busses and other support vehicles out of the tightest part of town. This Is A WIN WIN!!

If you want a more vibrant Downtown Juneau "Year Round". Please talk to your Building Owners and request them to only rent to business' that will be open year round. That is the ONLY way to fix that. And I am all for this. That is what we did as owners when we owned buildings downtown!!

Good luck and good night!!

:-}  
Thank You & Stay Safe!!  
Hayden

-----Original Message-----

**From:** [starrhillneighbors@googlegroups.com](mailto:starrhillneighbors@googlegroups.com) <[starrhillneighbors@googlegroups.com](mailto:starrhillneighbors@googlegroups.com)> On Behalf Of Judy Crondahl  
**Sent:** Thursday, September 08, 2022 12:28 PM  
**To:** [blueprintdowntown@juneau.org](mailto:blueprintdowntown@juneau.org)  
**Subject:** [starrhillneighbors] Downtown Plan

I do not agree with the assumption in the plan that we should allow another cruise ship dock to be built. Downtown is becoming less and less desirable as a place to live, shop, dine, drink, perform and recreate. Stop this madness!

Judy Crondahl  
800 F St, A-4  
Juneau

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# Appendix A. Public Comments Received

**From:** [Judy Crondahl](#)  
**To:** [Louis James Menendez](#)  
**Cc:** [Cohen Stuart](#); [Marta Lastufka](#); [Creative Source](#); [Blueprint Downtown](#); [Starr Hill Neighbors](#)  
**Subject:** Re: [starrhillneighbors] Downtown Plan  
**Date:** Thursday, September 8, 2022 5:48:21 PM

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Hey, all — Thanks for your info. I'm thinking of the Starr Hill and Chicken Ridge neighborhoods who can now avoid much of the ship traffic congestion by going down Main Street and getting on Egan. With a cruise ship dock on Egan, the only way to avoid that will be to turn off on 4th Street to go through the Flats neighborhood, subjecting them to a lot more traffic.

As to a new dock replacing a ship at anchor (if true) the advantage is to the cruise ship passengers who can get on shore faster than if they have to go by lighter. I don't see how that benefits local residents when the cruise passengers will have more time to create on-shore congestion.

Judy

> On Sep 8, 2022, at 4:52 PM, Louis James Menendez <ljmak@ptialaska.net> wrote:

>

> Yes, thank you!

>

> Louis

>

>> On Sep 8, 2022, at 4:36 PM, Marta Lastufka <sweetsongsung@gmail.com> wrote:

>>

>> Thank you, Stuart.

>> M

>>

>> Sent from my iPhone

>>

>>>> On Sep 8, 2022, at 2:34 PM, Stuart Cohen <invworld@alaska.net> wrote:

>>>>

>>>> Dear Haydn et al,

>>>>

>>>> When I submitted my voluminous comments to the tourism committee, I stated that the only way the dock could be put in without harming the NOFRO (North of Front Street) area was if they made some statutes exactly as you suggested: requiring year round operation. They could also limit the amount of jewelry stores on a given block. These laws are difficult to decide and they are imperfect, but they are the only tools we have to prevent the last little bit of downtown from becoming like lower S. Franklin St.

>>>>

>>>> Sadly, while the committee mentioned this in passing, I have not seen any action on it. Instead, the city seems very happy to put in a dock that will shift much traffic to the northern part of downtown.

>>>>

>>>> As a merchant operating on S. Franklin St between 1985 and 2017, I saw the development of the tourist industry and the transformation of a mostly-empty S. Franklin to a cheesy tourist trap complete with touts and disreputable jewelry stores. It's an environment where the dishonest and unethical has a distinct advantage over local businesses, and I saw that play out as local businesses became more marginal and disappeared. (Restaurants, which are also local, have, on the other hand, thrived, which is good)

>>>>

>>>> The pattern goes like this: as more tourists start flooding in, local merchants are happy. Sales are going up. Then, however, rents start going up, and the better the business does, the more the rent goes up. After a while,

quirky businesses such as Trickster or Alaska Robotics are competing with stores that are optimized for the tourist business, and can often amortize their advertising over two or three stores. Local jewelry stores, such as Fire and Ice, are faced with deeply dishonest competitors with high-pressure sales tactics, and they gradually get forced out. This is essentially what happened to our store also: at the end, we were looking at putting fake high prices on everything and giving fake discounts to everyone, as our competitors did (along with lying about the actual material composition of their products). We hired local people only, and we didn't want to ask them to lie, or lie ourselves, in order to have a marginal increase in sales. (As it happens, we went online only and that has been really good, so we're not sitting around wishing we still had a store) So, as traffic goes up, that's what happens in the retail environment. That's the free market, but what's more important: the free market or a downtown we feel is ours?

>>>>

>>>> The out-of-town idiot who bought the Triangle Building and jacked up the rents so that Hearthside, Annie Kailis and many offices would be empty, was banking on renting it eventually to a jewelry store at an elevated price. He saw the projections that Juneau would have 1.6 million tourists, and went for it. The local landlords (yourself, Rich Stone, Bill Heumann, the Hickocks) are definitely sympathetic to local businesses, and I always appreciated that, but when it's a question of getting another \$50-100,000 a year in rent, well, I'm not sure I myself could walk away from that one. Nor should they.

>>>>

>>>> Until the city does something to halt the tourist-trap-ization of NOFRO, I'm against another dock at the support. Not to be unfeeling, but the congestion problem on lower S. Franklin is a cruise industry problem, not a Juneau problem. I just don't care if Princess Cruises busses have to wait an extra five minutes. I would rather see that area congested than see the surviving local part of downtown turn into crap. And, as a side note, what we regard as congestion, the existing merchants down there regard as great foot traffic.

>>>>

>>>> So, there are my 200 cents.

>>>>

>>>> Best to all,

>>>>

>>>> Stuart

>>>>

>>>> -----Original Message-----

>>>> From: starrhillneighbors@googlegroups.com <starrhillneighbors@googlegroups.com> On Behalf Of Creative Source

>>>> Sent: Thursday, September 8, 2022 1:12 PM

>>>> To: 'Judy Crondahl' <crondahl@gmail.com>; blueprintdowntown@juneau.org

>>>> Cc: 'Starr Hill Neighbors' <starrhillneighbors@googlegroups.com>

>>>> Subject: RE: [starrhillneighbors] Downtown Plan

>>>>

>>>> Hey Everyone

>>>>

>>>> I just want to make this clear to everyone because so many people do not understand this.

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>>>> PLEASE add this info to Blueprint Downtown plan. Get the info directly from the US Coast Guard.

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>>>> If you want a more vibrant Downtown Juneau "Year Round". Please talk to your Building Owners and request them to only rent to business' that will be open year round. That is the ONLY way to fix that. And I am all for this.

# Appendix A. Public Comments Received

That is what we did as owners when we owned buildings downtown!!  
>>>  
>>> Good luck and good night!!  
>>>  
>>> :-)  
>>> Thank You & Stay Safe!!  
>>> Hayden  
>>>  
>>> -----Original Message-----  
>>> From: starrhillneighbors@googlegroups.com <starrhillneighbors@googlegroups.com> On Behalf Of Judy Crondahl  
>>> Sent: Thursday, September 08, 2022 12:28 PM  
>>> To: blueprintdowntown@juneau.org  
>>> Subject: [starrhillneighbors] Downtown Plan  
>>>  
>>> I do not agree with the assumption in the plan that we should allow another cruise ship dock to be built. Downtown is becoming less and less desirable as a place to live, shop, dine, drink, perform and recreate. Stop this madness!  
>>>  
>>> Judy Crondahl  
>>> 800 F St, A-4  
>>> Juneau  
>>>  
>>> --  
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**From:** [Stuart Cohen](#)  
**To:** ["Creative Source"; "Judy Crondahl"; "Blueprint Downtown"](#)  
**Cc:** ["Starr Hill Neighbors"](#)  
**Subject:** RE: [starrhillneighbors] Downtown Plan  
**Date:** Thursday, September 8, 2022 2:35:09 PM

EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

Dear Haydn et al,

When I submitted my voluminous comments to the tourism committee, I stated that the only way the dock could be put in without harming the NOFRO (North of Front Street) area was if they made some statutes exactly as you suggested: requiring year round operation. They could also limit the amount of jewelry stores on a given block. These laws are difficult to decide and they are imperfect, but they are the only tools we have to prevent the last little bit of downtown from becoming like lower S. Franklin St.

Sadly, while the committee mentioned this in passing, I have not seen any action on it. Instead, the city seems very happy to put in a dock that will shift much traffic to the northern part of downtown.

As a merchant operating on S. Franklin St between 1985 and 2017, I saw the development of the tourist industry and the transformation of a mostly-empty S. Franklin to a cheesy tourist trap complete with touts and disreputable jewelry stores. It's an environment where the dishonest and unethical has a distinct advantage over local businesses, and I saw that play out as local businesses became more marginal and disappeared. (Restaurants, which are also local, have, on the other hand, thrived, which is good)

The pattern goes like this: as more tourists start flooding in, local merchants are happy. Sales are going up. Then, however, rents start going up, and the better the business does, the more the rent goes up. After a while, quirky businesses such as Trickster or Alaska Robotics are competing with stores that are optimized for the tourist business, and can often amortize their advertising over two or three stores. Local jewelry stores, such as Fire and Ice, are faced with deeply dishonest competitors with high-pressure sales tactics, and they gradually get forced out. This is essentially what happened to our store also: at the end, we were looking at putting fake high prices on everything and giving fake discounts to everyone, as our competitors did (along with lying about the actual material composition of their products). We hired local people only, and we didn't want to ask them to lie, or lie ourselves, in order to have a marginal increase in sales. (As it happens, we went online only and that has been really good, so we're not sitting around wishing we still had a store) So, as traffic goes up, that's what happens in the retail environment. That's the free market, but what's more important: the free market or a downtown we feel is ours?

The out-of-town idiot who bought the Triangle Building and jacked up the rents so that Hearthside, Annie Kails and many offices would be empty, was banking on renting it eventually to a jewelry store at an elevated price. He saw the projections that Juneau would have 1.6 million tourists, and went for it. The local landlords (yourself, Rich Stone, Bill Heumann, the Hickocks) are definitely sympathetic to local businesses, and I always appreciated that, but when it's a question of getting another \$50-100,000 a year in rent, well, I'm not sure I myself could walk away from that one. Nor should they.

Until the city does something to halt the tourist-trap-ization of NOFRO, I'm against another dock at the subport. Not to be unfeeling, but the congestion problem on lower S. Franklin is a cruise industry problem, not a Juneau problem. I just don't care if Princess Cruises busses have to wait an extra five minutes. I would rather see that area congested than see the surviving local part of downtown turn into crap. And, as a side note, what we regard as congestion, the existing merchants down there regard as great foot traffic.

So, there are my 200 cents.

Best to all,

# Appendix A. Public Comments Received

Stuart

-----Original Message-----

From: starrhillneighbors@googlegroups.com <starrhillneighbors@googlegroups.com> On Behalf Of Creative Source  
Sent: Thursday, September 8, 2022 1:12 PM  
To: 'Judy Crondahl' <crondahl@gmail.com>; blueprintdowntown@juneau.org  
Cc: 'Starr Hill Neighbors' <starrhillneighbors@googlegroups.com>  
Subject: RE: [starrhillneighbors] Downtown Plan

Hey Everyone

I just want to make this clear to everyone because so many people do not understand this.

Adding the 5th Large Dock does "NOT" add another cruise ship. It just moves the one boat at anchor and brings it to a dock.

Blueprint Downtown should have had that in there plan so this does not get people all worked up. PLEASE add this info to Blueprint Downtown plan. Get the info directly from the US Coast Guard.

The US Coast Guard said. "We are capped at 5 ships in the channel or at dock at any given time, so there will never be a 6th ship in Juneau ever."

Adding the 5th dock on the Bridge side of town will be a GOOD thing for downtown being tight as it is on some days. This will take the 5th ship that currently brings their passengers to the dock near the tram and move those passengers OUT of the South Franklin corridor and move them closer to the bridge. This will take 20% of the busses and other support vehicles out of the tightest part of town. This Is A WIN WIN!!

If you want a more vibrant Downtown Juneau "Year Round". Please talk to your Building Owners and request them to only rent to business that will be open year round. That is the ONLY way to fix that. And I am all for this. That is what we did as owners when we owned buildings downtown!!

Good luck and good night!!

--}  
Thank You & Stay Safe!!  
Hayden

-----Original Message-----

From: starrhillneighbors@googlegroups.com <starrhillneighbors@googlegroups.com> On Behalf Of Judy Crondahl  
Sent: Thursday, September 08, 2022 12:28 PM  
To: blueprintdowntown@juneau.org  
Subject: [starrhillneighbors] Downtown Plan

I do not agree with the assumption in the plan that we should allow another cruise ship dock to be built. Downtown is becoming less and less desirable as a place to live, shop, dine, drink, perform and recreate. Stop this madness!

Judy Crondahl  
800 F St, A-4  
Juneau

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# Appendix A. Public Comments Received

**From:** [Stuart Cohen](#)  
**To:** "[Creative Source](#)"; "[Judy Crondahl](#)"; [Blueprint Downtown](#)  
**Cc:** "[Starr Hill Neighbors](#)"  
**Subject:** RE: [starrhillneighbors] Downtown Plan  
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Judy Crondahl  
800 F St, A-4  
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# Appendix A. Public Comments Received

[4CF8-AA6A-4C12D7024ECB%40gmail.com](mailto:4CF8-AA6A-4C12D7024ECB%40gmail.com).

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**From:** [Patricia Ware](#)  
**To:** [Beth McKibben](#)  
**Subject:** My thoughts on the Blueprint Draft  
**Date:** Tuesday, August 9, 2022 7:33:55 PM

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

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Hi Beth,

I realized after I was well into reviewing the plan, that I should have thought to ask what kind of "review" or feedback you were looking for (sigh). Oh well.

My overall impression of the plan is first and foremost, congratulations to staff for doing the heavy lifting to get this project through to completion. I don't think any of us liked the extended timeline and delays brought on by COVID, but such is life these days. So, brava to you- with particular kudos for your immense patience as the committee went over the same thing again, and again, and again!

As to the document itself, I remain concerned as to its length, and whether any member of the public will take the time to review it. That said, if they do, I believe it is readable and accessible and highlights the priority areas as we worked our way through these in the committee process. I think the document is strengthened by inclusion of the VITF information and recommendations as well.

I caught a few things that may or may not be important, but (as you likely know by now), I can't help myself.

- Page 13: On the goals, the last word (word?) appear to be missing from the "Strong & Stable Economy" goal.
- Page 36 (Figure 2)- if there's a way to make the font explaining the pics darker, that'd be good.
- Pages 48-49 and 51-52 are exact duplicates --
- Blueprint Logo in the action tables: I confess that although I later figured out that it was in the earlier explanation of the tables, I was confused by the darker blue box around the action. Of course, the logo indicates it is a unique BP recommendation. You'd think since I was on the committee, I would have remembered this! The word BLUEPRINT under the logo would have helped.
- P. 192 The last action (CPTED) had the blueprint logo but no darker blue box around it...?
- P. 213- missing photo (but maybe this is the one you already told me of for my copy?)
- P. 324-353-- Blank pages-- or maybe this was the missing stuff for my copy...?
- Appendix J- DT Coordinator Job Description reads *Toy* Description rather than Job Description

# Appendix A. Public Comments Received

- All appendices- are far too small font to read. Suggest putting a URL for each of these appendices in case anyone truly wants to look for the information for a particularly appendix.

That's it from me, Beth. I honestly can't remember what happens next. I assume that after public comment period closes, the final plan will be presented to the Assembly. In any case, I will keep my eyes open as it moves through the CBJ process.

I really enjoyed working with you and getting to know you. Thanks for making this four-year process interesting, challenging and (dare I use this word?) even fun!

Maybe we should "convene the committee" for a final gathering at an off site location when this is all done-- it would be fun, I am certain.

Warmly,

Patty

**From:** [Jonas Lamb](#)  
**To:** [Beth McKibben](#)  
**Subject:** Draft Blueprint Downtown Area Plan  
**Date:** Tuesday, August 2, 2022 3:58:09 PM

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## EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Thank you for the opportunity to comment and to all the committee members for the work put in so far to this plan. I love living in Juneau and value the quality of life downtown provides me and my family in terms of easy access to recreation, walking routes to schools and proximity to downtown businesses. I am grateful for the various plans that have been at work to guide responsible development and updates.

One area that I felt wasn't addressed in chapter 7 despite the discussion of traffic calming practices, parking and pedestrian/cyclist safety were one-way street considerations and the addition of other measures such as narrow road/shared road/keep right type signage. As a Chicken Ridge resident I've lost count of the number of close calls I've had as a driver, a cyclist and a pedestrian in the following areas:

- Goldbelt to Calhoun
- Corners of 6th, 7th and Main
- Corner of 5th and Gold
- Corner of 7th and Gold
- Basin road

I love the funky, narrow character of downtown street, however I would like to see some investigation into whether alternating one-way streets or observation of some of the common driver courtesy maneuvers that happen every day to accommodate two way traffic and uphill turns in these tight areas. I believe it also warrants considering larger "No Parking from here to Corner" zones (and enforcement of commercial/contractor parking in those No Parking Zones) to accommodate better sight lines in these dangerous intersections.

Thanks,

Jonas Lamb  
638 Gold Street

# Appendix A. Public Comments Received

**From:** [Michael Hekkers](#)  
**To:** [Beth McKibben](#)  
**Subject:** Draft Blueprint Downtown Area Plan - late comments  
**Date:** Tuesday, September 6, 2022 4:55:38 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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I hope these can be added to the record even though they are over 2 weeks late.

I appreciate the push for more housing downtown. With more housing should come off-street, curbside EV charging for renters and owners that don't have off-street parking. The new charging station on 8th St is a good start but more should be done. More mixed-use housing could be added to the Auke Village District. There should be incentives and/or penalties (carrots and sticks) for redevelopment of blighted and abandoned houses, commercial buildings, and lots.

Please NO MORE new parking lots/garages unless they are integrated with housing above.

Air quality downtown is a significant issue during tourist season which will be a full 6 month season by 2023. The ships are spewing bad air into downtown, and work to have shore power at the 2 CBJ docks should be fast-tracked. The ancient Holland America Princess (HAP) and Alaska Coach Tours (ACT) coaches should be upgraded with emission control devices, replaced, or decommissioned. These buses are rejects from Anchorage and Fairbanks that don't meet emissions targets there. Capital Transit should only use the electric buses downtown because the diesel buses belch black exhaust, but they are still better than the HAP ACT coaches.

Thanks

I hope you are well.

Mike Hekkers  
423 3rd St.  
Juneau

Get your elected officials to tackle the climate emergency and to reduce the plastic and waste stream!

**From:** [Judy Crondahl](#)  
**To:** [Blueprint Downtown](#)  
**Subject:** Downtown Plan  
**Date:** Thursday, September 8, 2022 12:28:26 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

---

I do not agree with the assumption in the plan that we should allow another cruise ship dock to be built. Downtown is becoming less and less desirable as a place to live, shop, dine, drink, perform and recreate. Stop this madness!

Judy Crondahl  
800 F St, A-4  
Juneau

# Appendix A. Public Comments Received

**From:** [Karla Hart](#)  
**To:** [Beth McKibben](#)  
**Subject:** Downtown Blueprint Comments (summary NO 5th dock, MOU limit 4 cruise ships/day)  
**Date:** Wednesday, September 7, 2022 1:41:28 AM

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## EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Beth, Thanks for extending the timeframe for comment on this. I had participated some in the process prior to COVID and there is a lot to like. I finally took time to dig into the report and I feel vastly blindsided with the inclusion of a cruise dock at the subport and the VITF negotiation for a limit of 5 ships. These big items that have borough wide impacts feel slipped into this plan (not accusing anyone, just saying that is how it feels). I don't have time to study the entire plan in the detail that would be ideal, and it is really hard to track a plan that feels it is on a loop with the same tables coming up again and again. If I miss commenting on the same item in each section ... my comments are not refined at all as I am on a deadline elsewhere and must finish this tonight, writing through the night. I trust that there will be public comment before the Assembly before they formally adopt the plan?

—> Most critically, anywhere and everywhere — no to a 5th dock/subport dock and CLIA MOU should limit to 4 ships, one ship for each existing dock per day and CBJ needs to do a lot more study on the cruise industry and costs and benefits and not take industry figures for truth.

On sustainability, the cruise industry burns huge quantities of very dirty polluting fuel, putting out massive amounts of green house gas and ultra fine pm2.5 and SOx and NOx, as well as dumping toxic scrubber waste into the ocean. Page 25 F. Not considering the impacts beyond the Juneau port is disengenous. Juneau could develop an incredible hydro-powered destination tourism industry scaled appropriately to our community that allowed people to have one carbon dump (the flight, per passenger less than half the carbon per mile traveled as cruise ships) and then a largely carbon neutral week or so in Juneau. But we are not as attractive with overtourism from the cruise ships.

Re using the TBMP hotline data as the measure of cruise impacts is wrong (p41). When people call hotlines and nothing changes, they stop calling the hotline. The hotline only addresses items that the industry has decided that they are willing to give on, it does not solve flightseeing noise, jeeps up Basin Road, the air pollution, water pollution, and general overtourism. It doesn't solve the fact that Alaska is the dumping ground for dirty burning tour buses that are no longer able to operate in California and Washington due to their air quality standards. It also puts the onus on people to call and call and call, in the face of nothing changing. Not realistic. In fact, I was at an airport noise conference where one of the papers from London was on how a noise complaint hotline was used to get rid of complaints. Start a hotline. Take calls. Do nothing. People stop calling. Your complaint numbers go down and you get to record a success. I expect that is what has happened with helicopter noise complaints, as well as other types.

(p46) "program areas where businesses are closed seasonally so the areas remain active" — let's be realistic here, the cruise industry now occupies the space from April through mid-October. Big deal, locals get programmed activities in the winter on streets with papered over windows of outside-owned shops while the Taku Wind blows. If you want

locals to have attachment to the area, give us ship free Saturdays and activities and events that target us in the heart of the summer, every week. Is that too much to ask? At least stop bookings on the two 16B docks on Saturdays and create public activities that include the docks. Let Juneau residents and stay over visitors enjoy the waterfront.

(p49) "Tie future development of the Subport into the cultural campus in the A□ak'w Kw□an Village/ Glacier Avenue subdistrict. I don't know if this is somehow code to get the NCL/Huna Totem cruise dock approved. I strongly object to adding another cruise dock to Juneau when we already suffer from overtourism and long-standing issues have not been addressed. NCL says that they need to dock so they are not running their engines while at anchor; however, the AJ Dock and city docks do not have shore power and it has not been installed over a period of 20 years after installation at the Princess Dock and despite a cruise industry that was undergoing massive growth and profits. Fix what we have already before the industry even earns an opportunity to ask for more.

(p51) Juneau is not an attractive destination that it could be for independent travelers. It was once, and then cruise tourism polluted the air, crowded the attractions, and generally made people not feel welcome if not arriving on a cruise ship. Yes, we should be working to develop and be a great independent destination, but the city is not addressing limits on cruise ships, meaningful limits that make Juneau a great place to visit and live.

(p55) re system to ensure seasonal housing doesn't remain empty. Maybe you need to adjust the cruise season so that it doesn't push so far into the legislative session so that session employees and legislators could use this housing without needing to move out mid-session? Definitely you need to get a handle on seasonal housing and employees. How many? Where? Rent? Own? How does this put additional stress on year round residents who are lured into relatively cheap housing in October, with a six month lease, to be back out in the housing market in the spring when competing with seasonal workforce and tourism? Understand the full picture of the costs and benefits of a massive non-resident seasonal workforce. Is it serving Juneau as a whole or just making profits for businesses and wages for non-residents to export?

(p56) redevelop Marine Park. It was a lovely park enjoyed by locals. Then it became a big parking lot with a little park to the side. And then you permit two incredibly smoky food carts to be in the area and with the wifi service it becomes a place for crew to hang out. Again, locals have use of it in the winter. Nice, but not the prime time.

(p57) access to the water ... YES! including views. Every time you deck over more of the waterfront or put docks into the harbor, you further disconnect the community with the water. Where you can access the water (well, closer to it) on the new floating docks for the big ships, the community is gated off from entry in the summer and the winter, clearly showing that it is no longer our waterfront, it belongs to the cruise industry.

(p60) relocate city hall and redevelop the site as a connection between downtown and Marine Park! This in the same document where you propose offering incentives to businesses to locate downtown. And, how does the redevelopment? Is the public going to be asked to spend more money on the current city hall? Until downtown is not a cruise tourism dominated area for the six warmest months of the year, I would not favor any public spending on this project. I also see that the cruise industry would step forward to say you could spend some of their passenger

## Appendix A. Public Comments Received

fee money to further extend their grasp on the town. Lose lose lose.

(p64) Why 5 ships? We have 4 docks. 4 ships a day is enough. I strongly support an MOU to limit to 4 ships a day, no hot berthing and no ships on Saturdays (at least give us one a month in the summer). I strongly oppose an MOU for 5 ships. The proposal for an MOU between CLIA and CBJ should be for a limit of four ships per day, one ship per dock per day, just four docks, until the revenue bonds on the CBJ docks are paid off, with at least one Saturday per month with no ships at the public docks. After the bonds are paid off, the community should have an open process to determine how many ships the community desires, or whether we want to reclaim some of our downtown waterfront in the summer for uses other than cruise ships. And, of course, a successful citizen initiative to further limit cruise ships would be law and supersede any MOU.

(p65) NO to the NCL/Subport Dock. Just NO. See my comment above re p49. Giving this sort of approval to the dock before there is a proposal before the community loads the decision in favor of a dock and makes a mockery of the assurance by the city manager and assembly that there will be a full and fair public process once there is project application before the city. Let's be sure that Juneau residents see scale models that show the impact of a 1,000+ foot long ship that is 20 stories high (with go cart tracks on the top deck no less) and a hundred feet wide. Let's have a full community look at the costs and benefits of cruise ship tourism in Juneau before we say we are all in on a fifth dock. Especially since the industry in presently in deep financial trouble with massive debt loads at high interest that may exceed their ability to repay. Juneau should not be rushed into a decision on this dock, and all that the dock represents in terms of impacts to the community.

(p86) why are you using an OLD picture of old cruise ships tied up at the pier before the 16b dock project? This does not accurately represent the present reality of the size of the ships nor even their location.

The cruise industry income assertions made are not based on objective independent sources. There are quite a few, and a growing body of, research into cruise passenger spending in other destinations and all of them find that the cruise industry projections are overstated. It is wrong for CBJ to be using this figures because they are convenient. CBJ should be funding an independent (truly independent, not an Alaska research firm that could have relationships with the cruise industry) research to determine a better estimate of actual spending.

(p99) Why does Juneau just get the waterfront outside of the cruise season? You realize that the months of June- August in Juneau used to be called summer and something we looked forward to. Now it is just a part of the cruise season and we are left with the opportunity to enjoy our waterfront from October -March, in Alaska. Wow, generous.

(p184) "Since the 1980s, CBJ has convened a number of steering committees, consultant studies, task forces, and partnership efforts to this end. Progress is demonstrated by the results of community surveys showing that residents' negative perceptions of tourism impacts have not significantly increased despite the number of visitors nearly doubling over the same period." What an amazing statement. People here are frogs in a pot of water being slowly heated. Many won't know what is really happening until it is too late. Many moved here or were born after it got as bad as it is so they don't know that it could be any different (except COVID gave us a look, but not a real look as everything was locked down). Using that survey

and people's politeness and tolerance as your measure that things are okay is short-sighted. That we had a citizen initiative that was stopped in large part by COVID, but also by the extreme hostility and threatening postures of a group of businesses does not demonstrate goodwill. Putting a 5th dock and a limit of 5 ships a day suits the cruise industry group that the mayor appointed and demonstrates in part the membership of the steering committee for the downtown project; however, all of Juneau is impacted by the cruise industry, not just downtown. Whether you have pretty murals or placemaking can be completely ignored by those of us who don't live downtown if we choose to not go to town; however, the impacts of the cruise industry are in our homes and our lives all of the time, and not by our choice.

(p186) re support dock. NO. Go back and read the public comments for the VITF A lot of us testified that we don't want another cruise dock and were ignored. This 5th dock is being presented as some compromise. It is not. We have four docks. Let's keep that as our limit. And certainly, let's not add any new docks until the existing docks are fully on shore power and 100% of ships calling are using the shore power. Then, and with other cruise tourism impacts addressed (helicopter noise, crowding on whales, traffic on Basin Road, pollution from ships and buses, ...) should the community be willing to field discussion of another dock. Further, I feel 100% certain that the promise of just one side of the dock used for cruise ships would be broken within a decade and there would be no public recourse. Look at Sitka with the private dock expanded to hold two mega ships. Look at Hoonah. When Icy Strait Point was started they were promised that there would never be more than one ship a day. The industry essentially grooms their victim (town) to see how much they can get away with, and keeps forcing themselves more and more, and then displaces other opportunities in the town, driven away by all of the impacts of cruise tourism, so that the town ends up being a worn out druggie dependent on their assailant.

(p189) "While it is legally questionable and logistically impracticable to limit the number of visitors through a hard "cap," Juneau can limit visitation through infrastructure, ship scheduling, negotiation, and financial incentives or disincentives." 1) the first and most obvious step for limiting right now and right before Juneau is to say no to another dock. 2) Juneau owns two of the four existing docks and could absolutely schedule ships as and when it pleased, including not allowing any ships (once the revenue bonds are paid off) as the City of Key West has now done. Removing all mention of support of the support dock is the proper way to address the issue of limitations. And pulling back from the VITF recommendation of five docks (see comments for P186, there were lots of comments against 5 ships but they were ignored by a committee that had overrepresentation by the cruise industry and inadequate representation for the public).

(p234) is a photo by Barb Sheinberg re parking. I seem to recall this from an open house in the Senate Building. I think there was also a question (or more) re cruise ships and a lot of markers indicating reductions/limits I don't recall the question, just went away feeling like we were going to be heard because so many had expressed desire for less cruise ship impacts. Why is that photo not represented in this document? Choosing only the illustrations that support positions feels very biased.

Regards,

Karla Hart

# Appendix A. Public Comments Received

**From:** [N. Lynch](#)  
**To:** [Beth McKibben](#)  
**Subject:** Cruise ship mou  
**Date:** Wednesday, September 7, 2022 9:37:44 PM

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

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Please consider the residents of Juneau when making this agreement. 5 cruise ships per day are too many and very disruptive to our small town. Please limit the Max cruise ships to no more than 4 ships once or at most twice a day. The rest of the days should have fewer than 4 ships. The value of our way is life is threatened by the continued increase of cruise ship passengers. Thank you,  
Nicole Lynch and Richard Amosky  
6740 Gray Street  
Juneau, AK

**From:** [Susan Schrader](#)  
**To:** [Beth McKibben](#)  
**Cc:** [Borough Assembly](#)  
**Subject:** Comments on the Draft Blueprint Downtown Area Plan  
**Date:** Saturday, September 10, 2022 12:12:00 PM

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

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Hello Ms. McKibben,

Please accept the following comments on the Blueprint Downtown Area Plan Public Review Draft July 2022 (hereinafter "the Plan").

This lengthy, detail-rich document surely represents considerable work by CBJ staff, and I appreciate the efforts that the Plan represents. I participated in some of the early discussions and walking tours related to the Plan, but admittedly, haven't remained engaged, other than to review parts of the draft as currently presented.

My comments focus on the manner in which the Plan deals with the proposed Huna Totem/NCL large cruise ship dock at the Subport.

- The Plan (pg. 64) clearly states support for the new Subport dock "subject to conditions as outlined by the VITF."
  - This support is premature! There has been, to date, no opportunity for formal public comment on a Conditional Use Permit or a tideland lease. **For the Plan to support this fifth large cruise ship dock is inappropriate**, regardless of whether or not the recommendations of the VITF (which was flawed at the start by the Mayor appointing a majority of cruise industry boosters to the Task Force) are adopted.
  - For CBJ Staff to express support for the Huna Totem/NCL dock in the Plan is simply an example of the CBJ going through the motions of public participation (on the CUP and tideland lease) to garner input on a decision that likely has already been made by our elected officials and staff.
  - The Long Range Waterfront Plan recommended against a Subport dock for large cruise ships; additionally, the 2021 Tourism Survey was just about evenly split between those opposed and those supporting the dock when Downtown and Thane residents were surveyed. Obviously, this dock is controversial. For the Plan to take a position of support for it at this time is misguided.
- The Plan states: [p]otential construction of a new cruise ship dock at the

# Appendix A. Public Comments Received

- Subport would also alleviate congestion on South Franklin." Pg. 230.
- This rationale of spreading cruise ship tourism out all over the borough is frequently cited as a way to handle congestion. In essence, it is no different that the old aphorism "the solution to pollution is dilution."
  - If the Subport dock is built, residents will likely find the vehicular and pedestrian congestion extends fully from Whittier Street southward past Taku Smokeries. Another dock slightly farther northwest will do nothing to relieve congestion, but rather, only expand it, especially if all the ancillary development (restaurants, jewelry shops, ocean center, housing, daycare, beach access, Ferris wheels, orcas jumping through flaming hoops) occurs.

Please revise this draft version of the Plan to remove: 1) support for the Huna Totem/NCL dock and, 2) any assumptions that it will be constructed.

Thank you for consideration of my comments.

Susan E. Schrader

~~~~~  
Sue Schrader  
PO Box 240325  
Douglas, AK 99825  
907-209-5761  
[sueschraderak@gmail.com](mailto:sueschraderak@gmail.com)

~~~~~  
Sue Schrader  
907-209-5761  
[sueschraderak@gmail.com](mailto:sueschraderak@gmail.com)

**From:** [Renewable Juneau](#)  
**To:** [Beth McKibben](#)  
**Cc:** [Gretchen Keiser](#); [Denise Koch](#)  
**Subject:** Comments on Draft Blueprint Downtown Plan  
**Date:** Monday, September 12, 2022 10:36:43 AM

EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

Hi Beth,

Renewable Juneau is a non-profit organization that provides information, education and advocacy for a clean energy future for Juneau. We appreciate the opportunity to comment on the Blueprint Downtown plan, focusing on its sustainability related elements.

Overall, we find that the plan supports development of a more sustainable community. We are pleased to see that it incorporates many of the suggestions that we and others have made for implementing the JCAIP and the JRES, and making downtown growth consistent with these CBJ policies. The JCAIP and the JRES support a wide range of community interests and contribute to community goals of reducing climate impacts, enhancing quality of life, supporting business opportunities and job creation, and to reducing vulnerability to fossil fuel availability and price volatility.

However, we would like to see more cross-references to the sustainability policies in the Comprehensive Plan, the Juneau Climate Action and Implementation Plan (JCAIP), and the Juneau Renewable Energy Strategy (JRES). Below we reference sections of the draft Blueprint Downtown plan that we support, as well as areas where improvement is warranted. We are specifically concerned that the draft's language does not accurately or adequately address CBJ policies on dock electrification -- see detailed comments in relevant sections.

With our recommended changes we support Assembly adoption of the plan to guide future development downtown.

**I. Renewable Juneau strongly supports the following sections dealing with support for sustainability:**

p. 25 Sustainability listed as one of the 9 focus areas for the plan and the outlined vision:

"F. Sustainability - Vision: Juneau has the opportunity to showcase best sustainable practices, focusing on a transition from fossil fuels to renewable hydroelectricity for heating and transportation. Mitigating cruise industry impacts, with steps such as increased shore-side power, is a key element of this shared focus on enhancing renewable energy. Sustainable practices are critical to maintaining our area's intrinsic beauty, the quality of our setting, and working with our local resources."

We would like to see a more systematic summary of policies that support the sustainability focus area.

p. 58 -- References a number of actions that support sustainability goals, including the JCAIP, JRES.



## Appendix A. Public Comments Received

- p. 94-95 -- Support for district Heating and EV charging infrastructure
- p. 98-100 -- Support for waste reduction.
- p. 196 -- References incorporating new clean energy infrastructure into street reconstruction projects, including provisions for district heating, EV charging, etc.
- p. 223 -- Recognizes the importance of providing a street environment that encourages walking for health and environmental reasons.

### **II. Renewable Juneau urges the following changes to increase the accuracy of the document and to strengthen its consistency with existing sustainability policies:**

- p. 63. The statement of policy concerning dock electrification is too weak and incomplete. It should be strengthened and made consistent with the VITF recommendations and recent Assembly actions to begin providing shore power for cruise ships. The existing statement: "Explore feasibility and funding opportunities to provide shore power to docked cruise ships, coordinating with electric companies to ensure adequate electrical capacity." should be replaced with a statement that "it is CBJ policy that shore power will be provided for both CBJ docks and any new cruise ship docks that may be constructed".
- p. 64. We strongly support policies to "Incentivize electric tour buses to reduce emissions" and recommend including a timeframe that is consistent with JCAIP goals of reducing GHG emissions 25% by 2032.
- p. 115. As above concerning shore power, drop "Explore feasibility" from this wording. The Assembly has already made this decision and this should be more directive as noted above.
- p. 116. We support "Implement an EV charging permit program and provide EV charging facilities at CBJ facilities. Encourage or require EV charging facilities in commercial and multi-family developments." However, reference to an EV permit program should be dropped. This should be replaced with "support private/public partnerships to provide EV charging...".
- p. 162. Should reference the 2022 UAS climate impacts report.
- p. 171. All parking policies should incorporate provisions for EV charging, including any parking projects, street reconstruction, as well as new apartment construction.
- p. 186. Dock electrification. This correctly notes JRES and broad public support. As above, the rest should be updated to reflect recent actions and decisions to proceed.
- p. 189. We support active CBJ involvement in scheduling cruise ships to ensure maximum use of shore power. A preference for electric buses should also be incorporated, including incentives. Consideration of electric bus charging should be included here.
- p. 193. We support electrification of a downtown circulator bus system. This section should note the JRES goal for electrification of transportation. The concept of the CBJ "leading by example" on sustainability was frequently mentioned and supported in public comments on the plan.
- p. 197. The discussion of relocation of city hall should incorporate an explicit goal of minimizing carbon impacts to meet the JCAIP and JRES goals, and to lead by example in

energy efficient construction.

p. 198. This includes consideration of sustainability, climate impacts and climate solutions which should be more explicitly stated as a theme for both public policy and for public information/education.

Reach out to us for clarification if needed or if you or others have any questions.

Thank you,

Margo Waring  
for the Board of Renewable Juneau  
Renewable Juneau, President



# Appendix A. Public Comments Received

**From:** Amy Carroll  
**To:** Beth McKibben  
**Subject:** Comments on  
**Date:** Wednesday, September 7, 2022 10:05:19 AM

## EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

Good morning Beth McKibben,

Below are some comments on the Blueprint Downtown Area Plan. Thank you for the opportunity to be heard.

I was heartened to see the emphasis on (among other things) increasing housing downtown, innovative environmental design, and a "destination with a sense of place". I love this phrasing, it succinctly captures what I imagine all visitors to Juneau seek at some level.

There have been some really nice improvements to the downtown area in the past few years; one of my favorites is the sea walk, which is used by locals year-round, and enjoyed by visitors in the summer. I used to work at ADF&G (whale park location) and seeing a small percentage of visitors enjoy this local amenity warmed my heart. They were able, in a small way during their short time in Juneau, to experience a kind of "destination with a sense of place" right in downtown Juneau.

I worked a seasonal cruise ship tourism-related job during the summers in the mid-80s. I really loved chatting with the cruise ship visitors; their excitement about visiting Alaska and their awe at what they'd seen gave me a new appreciation for how special Southeast Alaska is. All these years later, this has stayed with me. What has given me pause though, is the exponentially larger number of cruise ship visitors crushed into downtown Juneau and the corresponding diminishing quality of life for those of us who live here. Cruise ships are so much larger now; what was a busy 5-ship day in 1986 is laughably small compared to a 5-ship day today!

It was with some alarm that I noticed that (p. 116, 186) that yet another cruise ship dock is planned. **Summer in the heart of downtown Juneau is already a congested circus of seasonally operating international corporate junk shops, huge cruise ships blocking the view, and diesel spewing buses—leaving our downtown visitors a crowded, standing-room-only experience in a corporate bubble that is distinctly at odds with a "destination with a sense of place".** Like many local residents, I do not go downtown unless I absolutely have to during cruise ship season (which gets a little bit longer every year), and when I do venture downtown it is to patronize a locally owned business.

I think the current 4 docks are already too much! Our infrastructure already has difficulty handling the current load of cruise ship visitors (see bold text above).

It appears Juneau is pretty much owned by the cruise ship industry. It's really dismaying. I have some questions for consideration.

- By increasing cruise ship visitors disgorged into downtown Juneau, does the Blueprint Downtown Area Plan really give visitors a "destination with a sense of

- place" experience?
- Is there any way the Blueprint Downtown Area Plan can push back against the cruise ship industry?
- Is there any interest in pushing back?
- Can the Blueprint Downtown Area Plan put LIMITS on cruise ship visits instead of finding yet another way to increase them?
  - Why do all 4 current docks have to be occupied every day?
  - Why do we allow anchoring in the channel at all?
  - Could we ever just allow 3 boats a day and they all have to dock?
- Why does Juneau keep bending over for the cruise ship industry when their crushing greed is destroying the very thing they say they want to promote?\*
- Why are industry interests prioritized? Do you see this ever changing?

As I sit here (West Juneau) typing this at 9 AM, there are already 3 cruise ships in the channel; and 2 of them are belching out smoke that is collecting in a haze in front of Mt Roberts and Mt Juneau.

Various facets of the tourism industry say they want to promote the beauty of Southeast Alaska and Juneau in particular, but the current (and increasing) crush to promote promote is killing the very thing we say we love and most definitely not moving in the direction of a "destination with a sense of place".

I am on the fence about the The 2021 Small Cruise Ship Infrastructure Plan to put in a small docking facility for boats with fewer than 350 passengers. At the very least, can this be done INSTEAD of another dock for a full-sized cruise ship?

I am hoping future developments in downtown Juneau will prioritize local residents' quality of life over the interests of the cruise ship industry and the seasonal corporate shops. In doing so, we can enhance the downtown experience of all our (fewer, please?) cruise ship (and other) visitors and give them the "destination with a sense of place" we are claiming we want for them that is, in my opinion, beautifully encapsulated on the inside cover of the Blueprint Downtown Area Plan.

Juneau is not a location  
-it is a state of mind-  
it is  
sunrise, sunsets  
the sound of a float plane  
icy Taku winds  
steep streets and stairways  
spectacular scenery  
rain  
old mining ruins  
deep snow and fire chains  
the cry of 1,000 seagulls  
small boats - ferry boats  
And faith in the future.

Larry Becker, 1976  
1997 Capital City Vision Project

# Appendix A. Public Comments Received

Thank you for your consideration.

Amy Carroll  
2544 Douglas Highway  
Juneau, AK

\* That cruise ships are registered offshore to avoid US taxes and employment -- while benefiting from taxpayer-funded amenities and infrastructure -- is a topic for another day.

**From:** [Michele Eifers](#)  
**To:** [Beth McKibben](#)  
**Cc:** [George Schaaf](#)  
**Subject:** Comments on Blueprint DT from P&R  
**Date:** Friday, August 19, 2022 7:45:24 AM

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Hi Beth,

Thanks for the opportunity to comment on the Draft Blueprint Downtown Plan. Here are some comments related to parks and recreation facilities.

Page 53 – “Centralize management and permitting of vendors...” This action item reads “...including implementation of Parks and Recreation’s Commercial Use regulation for parks.” Is there a part of the current regulation that the community feels is not being implemented? Or is this referring to the update to the regulation that P&R has brought to the community? If an update is desired, than it might be better to say “Update commercial use regulations to...” and add what the community has said needs to be added.

Page 54 – “Implement pedestrianization...” Include replace the crosswalk at Seward Street across Marine Way connecting Seward St. to Marine Park. DOT removed this during their recent construction of Marine Way/Glacier Highway. This is a very important connection for pedestrians into downtown. Since they have removed it, people are constantly jaywalking in this area creating a less safe situation.

Page 55 – JWP no longer exists, Southeast Alaska Watershed Partnership (SAWC) is filling their role. I am not sure they would be involved in creating walking and picnic areas. This is an interesting action item and maybe could use a little more specificity. Are you talking about the edges of the creek, so above the concrete walls? There is not much space that is not privately owned. As this is uplands, I think this would be a partnership with the property owners. If you are talking about the area within the creek, like the creek bed, this may be a partnership with the Army Corps of Engineers and SAWC. It is probably worth a few phone calls to see if this is even feasible without removing some of the concrete and potentially destabilizing the infrastructure along the creek.

Page 56 – “Redevelop Marine Park”. The item “Wi-Fi access that discourage clustering of people”. Why is this a problem? Maybe the action item can state the problem and the preferred goal. I do not understand why clustering of people as it currently happens is a problem. (I see this is mentioned later in the plan, see comment below)

Page 57 - Please add the word recreation to this action item here:  
“Preserve and provide public access to the shoreline, and open space/natural areas for water dependent/related uses and **recreation** via the Seawalk with connections to the existing pedestrian system.”

Page 57- Add action item (related to the Coordinated Entry System). “Recognize and support the CBJ homeless campground in downtown as an important component of the sheltering system. Support the establishment of a permanent campground with utilities and support services.

# Appendix A. Public Comments Received

Page 60 – “Identify and complete pedestrian connections between... Existing trail networks” I am not sure what the issue/idea/conversation is around this item. Don’t we already have pedestrian connections? Maybe a goal/adjective can be added here, so for example, is it more direct connections the community wants? Is it ADA accessible connections (probably impossible)/ maintenance on trail connections/etc.?

Page 62 – “Increase ADA accessibility in CBJ parks...” This is a fine action item to leave in, but just want to let everyone know all new playground construction includes accessible surfacing and equipment. So if you need to reduce the number of action items, this one could go. It is standard practice and has been for many years.

Page 106 – “Implement year round programming...” Change to “Recognize the recreational value of the Seawalk as a community trail and public open space and implement year-round programming along the Seawalk, at the CBJ Archipelago site, and Overstreet Park and encourage year-round programming at the privately held Archipelago site.” Add P&R to the implementing partners.

P137 – The plan discusses the LRWP including a building and kayak ramp in the Overstreet area. During overstreet design, the public process determined a building would not be included and a kayak ramp wouldn’t work because of strong currents. I am not sure it is helpful having this information in BluePrint Downtown when it is unlikely and not feasible that it will be included in the future.

P138 – “much of the area is closed during the winter months...” Which area is closed in the winter? Marine Park, Overstreet and the Seawalk are open in winter months.

P161- Natural Resources/Avalanches and Landslides. It would be good to include some information about trees falling in this section. The community has seen a huge increase in trees falling on private and public property in the last few years that is likely related to increased rains and varying temperatures. This is a large cost to the community and with steep slopes downtown has become a concern for many residents, businesses and public landowners. An action item related to this would be to perform a city wide Hazard Tree Assessment and establish a hazard tree management community system. Implementing partners are P&R, EPW, State, AJT, Private, Near term

In general, I think the emphasis on seating and benches downtown is an excellent idea. This encourages more people and more use in the downtown area. Unfortunately, some private property owners do not want outdoor seating for the general public on their property downtown. Maybe there can be some language to work with private property owners to encourage outdoor seating for the general public. More people means safer and more vibrant community.

**Michele Efers**  
Deputy Director  
Parks & Recreation  
Ph: 364-2390

**From:** [Beth Potter](#)  
**To:** [Beth McKibben](#)  
**Subject:** Comments on Blueprint DowntownJuneau's Area Plan  
**Date:** Tuesday, September 6, 2022 2:34:44 PM

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## EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Beth Potter  
Juneau, Alaska 99801

August 29, 2022

Re: a public comments on “Blueprint Downtown - Downtown Juneau’s Area Plan”

My comments are as follows:

Chapter Five

A page 177. I support the goal of promoting Juneau as the northwest coast art capital of the world. I believe that promoting the arts would benefit Juneau in so many ways. I totally support developing the support waterfront area in a way that locals as well as tourists could enjoy, with a cultural center to promote northwest coastal art, parks, local art galleries and cafes, and completing the waterfront walk from downtown to the whale.

I adamantly oppose the development of any new large cruise ship docks at this point. The air pollution problem from the ships currently docking in Juneau is out of control. No amount of citations will change their behavior. As someone who has lived in downtown Juneau for over 40 years, I have watched the problem continue to get worse as the number of cruise ships continue to increase. I have called ADEC countless times over the years to report violations, but nothing is done to improve the situation.

All cruise ships docked in Juneau need to be connected to shore power. As I write this I am sitting at my dining room table looking out at four ships that are docked, and all four of them are belting out a blue tinted smoke, and have been continuously for several hours. Currently, it is my understanding that only one private dock has shore power available, and it is not mandatory. No new docks should even be considered until the four large cruise ship docks currently in place (two private and two CBJ docks) are set up for shore power, shore power is mandatory, and we determine if AEL&P is able to supply that power without maxing out the power available to Juneau. I think it would be completely irresponsible to even consider construction of more large cruise ship docks in downtown Juneau before we address the serious issues we have with the current docks and the overload of cruise ships.

Thank you.

Beth Potter

Sent from my iPad

# Appendix A. Public Comments Received

**From:** [Stuart Cohen](#)  
**To:** [Blueprint Downtown](#)  
**Subject:** Comments on Blueprint  
**Date:** Monday, September 12, 2022 5:07:15 PM

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**EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS**

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Dear Blueprinters,

Thank you for all your hard work. I appreciate your efforts to survey our widely-opined population and somehow meet all the conflicting desires.

I have some comments about cruise ships and capacity.

Although the Blueprint showed that 62% of those surveyed thought that Juneau already had too many or just enough tourists, somehow that was translated in the conclusion that “a majority of the community still believes that we can balance increasing seasonal visitation with the success and well-being of Downtown Juneau.” I was not a math major, but I’m pretty sure 38% does not constitute a majority. If not, you might want to revisit your conclusion on 287 and either bury the survey or bury the conclusion. Or maybe I’m not understanding your wording?

My main concern is to preserve Front Street and North (FRONO) as an opportunity zone for local businesses, rather than as an alienating tourist trap like South Franklin Street. Juneau currently has no statutes governing what kind of businesses open on any given street, nor whether they are open year-round. Without any guidelines, in an atmosphere of increasing tourism and NCL’s desire to build a dock in the support area, more traffic will flow to FRONO and bit by bit it will start to look like lower South Franklin Street, with its fly-by-night stores, touts in doorways and endless offers for Tanzanite and special discounts. I saw this process happen first-hand on South Franklin, where I was in business from 1985-2017. First, increasing traffic is great. Then rents go up, and businesses that are not optimized for mass tourism falter in the face of larger, often disreputable businesses that can amortize their expenses over multiple stores. Local landlords sell out to outsiders, such as the Triangle building, where two local businesses were forced out to leave empty spots for future jewelry stores. Expect a lot more of that if a dock is built and tourism is allowed to climb to the 1.6 million projected by the cruise lines.

Laws to shape the content of a street are imperfect and will likely be opposed by landlords, but the alternative is letting “the free market” turn the rest of downtown into a tourist trap that is neither charming nor something to be proud of.

I am very much against allowing any dock to be built at the subport area until this issue is addressed.

As to the bottleneck, I prefer having the noise, pollution and tackiness of Juneau’s cruise industry confined on lower South Franklin, even when I had a store there. It’s better for the merchants down there and it makes for a more pleasant northern downtown area. No problem with keeping the stopper in that bottleneck.

Again, thanks for trying to balance many different viewpoints.

Cordially,

Stuart Cohen  
725 5<sup>th</sup> St  
Juneau

# Appendix A. Public Comments Received

**From:** [Emily Kane](#)  
**To:** [Beth McKibben](#)  
**Subject:** commenting on blueprint downtown  
**Date:** Saturday, August 13, 2022 5:27:25 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Hi Beth

I got the postcard and looked through the draft blueprint. It is very exciting to witness the thoughtful and thorough comments. It seems clear more housing (affordable, not necessarily "low income") paid for by increased seasonal visitors taxes is popular, along with finishing the sea wall and reducing traffic congestion with an electric circular.

It is not clear to me how to best provide comments currently until August 21st.

Is there a form or format which would work best for you?

Thanks very much for helping me navigate this process.

Best wishes

Emily

[www.DrEmilyKane.com](http://www.DrEmilyKane.com)

[www.lifewavex39.com/dremilykane](http://www.lifewavex39.com/dremilykane)

[www.naturopathic.org](http://www.naturopathic.org)

**From:** [Jetta Whittaker](#)  
**To:** [Blueprint Downtown](#)  
**Subject:** comment on proposed Blueprint  
**Date:** Friday, September 2, 2022 11:59:57 AM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Beth, what a comprehensive document you've created! I could not read it from start to finish, so have only scanned for references to how the issues of homelessness are addressed within.

I know it's a work in progress, but I did not find any reference to the Warming Shelter that was and will continue to be operated by Resurrection Lutheran Church. Instead, the Blueprint refers to SVDP's Warming Shelter that moved to the valley in 2019. Is it possible to update the document before it is finalized? I'm not sure where in the process RLC is with amending its Conditional Use Permit to adjust its hours of operation, but the Warming Shelter now seems like it will be a permanent installation until the community/CBJ finds and funds a better solution.

I believe leaving RLC's Warming Shelter out of the Blueprint would misrepresent how Juneau is addressing homelessness issues. RLC is a good neighbor providing a vital service to our community, and this work should not be overlooked in a document that may be guiding the direction of downtown development for many years to come. Also worth noting in the Blueprint, the impact on the Flats neighborhood is not insubstantial when the Warming Shelter is operating, in terms of increased noise, trash/garbage, and crime, as well as changes in walking routes to schools.

thanks for your consideration,

jetta whittaker  
502 W 10th

# Appendix A. Public Comments Received

**From:** [Barbara Craver](#)  
**To:** [Beth McKibben](#)  
**Subject:** CDD Community Plan document and poem from 1976 on cover  
**Date:** Monday, August 15, 2022 3:10:44 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Dear Beth,

Thank you for talking with me about a poem that is currently on the front of a draft plan for our town. (Don't have and can't find the official name of that plan.)

Here is the poem:

Juneau is not a location  
it is a state of mind  
it is sunrise, sunsets  
the sound of a float plane  
icy Taku winds  
steep streets and stairways  
spectacular scenery  
rain  
old mining ruins  
deep snow and tire chains  
the cry of 1,000 seagulls  
small boats - ferry boats  
And faith in the future

My friend Paul Voelckers just shared that poem with a few friends. I do like it, but after reading it, I realized it represents an outdated, nostalgic view from 1976 that is blind to the reality that Juneau and the old mining ruins are only very recent relics in the short history of American occupation of this place. It fails to include any acknowledgment of the much longer and deeper history; the relationship of this land with the people who lived and were supported by this land and it's flora, fauna, and spirits. The Lingit people, and those who perhaps were here even before the Lingit.

I hope that a current writing on this place would include and reflect a raised awareness on the part of those of us who might not be descendants of those who have lived in Lingit Aani forever. Once you are open to looking for it living here can become even richer.

The poem is lovely, but there is so much more to this aani. As a non native newcomer (since 1976) I have only in the last several years taken active steps to begin to learn the indigenous language of this special place and the culture and worldview of those who have lived here far longer than us recent newcomers. It has enhanced my life to see more and be open to learning more about the way of life of those who have lived here for so long. I appreciate the generosity of my teachers and elders in sharing this knowledge.

I know that the CBJ and those who work for all of us are well meaning people, and that the current climate is one of learning to become more aware of our past blindness and ignorance

while working to increase awareness and full representation of those of us fortunate to live here.

Thank you for serving our community and  
I gu.aa yaax x'wan.  
Have fortitude and courage.

Gunalchéesh,

Barbara Craver

# Appendix A. Public Comments Received

**From:** [Alexandra Pierce](#)  
**To:** [Beth McKibben](#)  
**Subject:** BP Tourism section  
**Date:** Friday, August 12, 2022 1:29:43 PM

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Hi! Hope things are going ok over there...

I looked back at the Blueprint tourism section and there is one small update and one small edit that I think should be included.

On page 186, end of first paragraph, before the bolded bullet points, replace the last sentence with the following:

~~The VITF recommended construction of a cruise ship dock subject to the following limitations:~~ "The LRWP was amended in 2022 to allow for a large cruise ship dock at the Subport, subject to the following criteria recommended by the VITF."

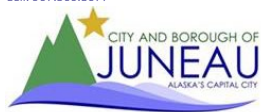
On page 187, first paragraph, 4<sup>th</sup> line make the following edit:

Over the past two decades, a number of projects funded by the Marine Passenger Fees — ~~taxes~~ charged per cruise passenger to fund visitor industry related improvements have funded dock infrastructure, ...

I've learned that it's a really big deal that they're FEES, not TAXES per our settlement agreement from the lawsuit.

**Alexandra Pierce | Tourism Manager**

City & Borough of Juneau, AK  
Location: 155 South Seward Street  
Cell: 907.500.8677



**From:** [Paul Voelckers](#)  
**To:** [Beth McKibben](#); [Jill Maclean](#)  
**Subject:** Blueprint  
**Date:** Monday, August 15, 2022 2:54:02 PM

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Have you guys considered a memo that describes how finished Blueprint relates to and functions with the comp plan (especially new)?

Are the goals and recommendations "actionable"? How do they get funded, presumably nudge their way into CIP process?

Paul

Sent from my iPhone



# Appendix A. Public Comments Received

**From:** [Margo Waring](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown  
**Date:** Wednesday, September 7, 2022 1:06:41 PM

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Hello,  
I am responding to the Blueprint Downtown's near term goal regarding shore power for cruise ships:  
" explore feasibility and funding opportunities to provide shore power to docked cruise ships, coordinating with electric companies to ensure adequate electric capacity."  
I strongly believe this wording must be strengthened to something like "find funds through grants, revenue bonds or other mechanisms to install shore power at all Juneau docks and require all large cruise ships to use shore power. Assure that renewable energy sources are provided for this purpose. "  
Our electric utility is required to provide service to users and it is the company's responsibility by law.  
This suggested change in language better reflects CBJ's commitment to shore power and the need to join other communities in the Green Corridor in the adoption of shore power technology.  
Further, I feel that once we have shore power available, CBJ should prohibit cruise ships in port (shore or at anchor) that do not use shore power.  
Thank you for this opportunity to comment.  
Margo Waring

**From:** [Eileen Wagner](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown  
**Date:** Friday, September 9, 2022 5:47:07 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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I write to ask the Juneau Assembly to prohibit the building of another dock at the Subport location.

I have lived in downtown Juneau for 40 years, and have seen our downtown change radically. Gone are most local businesses. A shocking amount of storefronts are empty. The streets are filled with junky jewelry stores that turn into more empty storefronts in the fall. I don't know if this trend can be reversed, but we shouldn't let it happen to the flats. What a shame it would be if housing there was lost when absentee landlords bought up houses to turn into businesses. Not to mention the traffic congestion caused on Egan Drive.

Depending on the Juneau neighborhood you live in, you experience the tourist season very differently. Many people are quite untouched by it - Douglas, Twin Lakes and Mountainview, the parts of the Valley that are not under the flight seeing paths. However, downtown residents deal with it daily and are heavily impacted. You really should listen to us. We need to control tourism or it will control us even more than it already does.

If we must cave in to the cruise industry, let's send one of the ships to Statter Harbor so that people can quickly get to the Glacier, their number 1 destination. Downtown Juneau is maxed out.

Eileen Wagner  
517 Kennedy St.  
Juneau

# Appendix A. Public Comments Received

**From:** [Thomas McLaughlin](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown  
**Date:** Thursday, September 8, 2022 4:26:50 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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I grew up in downtown Juneau and still live here. In my opinion there are already too many tourships and tourists. The coffee shops and restaurants are overflowing with tourists.

We need more year round businesses and fewer jewelry shops. Affordable housing is also really needed.

Thank you,  
Thomas McLaughlin  
538 6th St.  
Juneau, AK 99801

**From:** [Thomas McLaughlin](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown  
**Date:** Thursday, September 8, 2022 4:26:50 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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I grew up in downtown Juneau and still live here. In my opinion there are already too many tourships and tourists. The coffee shops and restaurants are overflowing with tourists.

We need more year round businesses and fewer jewelry shops. Affordable housing is also really needed.

Thank you,  
Thomas McLaughlin  
538 6th St.  
Juneau, AK 99801

# Appendix A. Public Comments Received

**From:** [Heather Hutchison](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown  
**Date:** Thursday, September 8, 2022 4:58:27 PM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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**Any proposal for an MOU between CLIA and CBJ should be for a limit of four ships per day, one ship per dock per day, just four docks, until the revenue bonds on the CBJ docks are paid off, with at least one Saturday per month with no ships at the public docks.** After the bonds are paid off, the community should have an open process to determine how many ships the community desires, or whether we want to reclaim some of our downtown waterfront in the summer for uses other than cruise ships.

**From:** [Carol & John](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown concerns  
**Date:** Monday, September 12, 2022 11:49:13 AM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Think about the current residents first!

As a residential property owner in the Glacier Avenue area I am concerned about the impact of proposed development in downtown Juneau. A current major negative factor in the livability in this area is noise and disturbance from cruise ships and local venues (public and private) that include loud music and loudly broadcasted announcements from PA systems. Currently the noise levels from music events and other activities is funneled by the buildings along Glacier and Willoughby Avenues directly impacting the residents of apartment, condominiums, and houses in the area. At times the music is so loud that it impacts social interactions and simple things like watching TV.

A major consideration should be given to those people who currently live in the downtown area and who have supported the community. They should be the Number One concern of CBJ. Those residents deserve to have their quality of life be considered in any growth and development. The issue is more than just what financial growth can be developed.

I sincerely hope you will consider my points in your decision making process.

Respectfully,

Carolyn McGhee

# Appendix A. Public Comments Received

**From:** [John Neary](#)  
**To:** [Beth McKibben](#)  
**Subject:** Blueprint Downtown comments  
**Date:** Friday, September 9, 2022 8:00:13 AM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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Hi Beth,

It's not enough to say "explore feasibility" of electrifying cruise ship docks after all of the studying and community input that says it is needed, wanted, and feasible. Sure, AELP will need to upgrade lines and transformers and hookup equipment, but that's their responsibility as a private utility, not CBJs. It's also their responsibility to provide enough consistent power, not interruptible.

The Blueprint should also provide stronger incentives to electrify transit to the glacier and a downtown circulator. CBJ could purchase the electric bus fleet and lease it to certain tour companies, or run them as part of Capital Transit, or whatever. But let's get a better bus system to the glacier to alleviate the fleet of dirty diesels running half empty down Egan and the Loop Road.

cheers  
John

Sent from my iPhone

**From:** [JW Sivertsen Jr](#)  
**To:** [Beth McKibben](#); [Scott Ciambor](#); [Borough Assembly](#); [Bonnie Watt](#)  
**Subject:** Attn: Blueprint Downtown  
**Date:** Wednesday, August 31, 2022 7:58:32 AM

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EXTERNAL E-MAIL: BE CAUTIOUS WHEN OPENING FILES OR FOLLOWING LINKS

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John W. Sivertsen, Jr.

424 Fourth Street  
Juneau Alaska 99801-1004  
Phone 907-586-3722

Development Dept.  
31, 2022

August

Attn: Blueprint Downtown

To Beth McKibben, AICP, Senior Planner, Project Manager

Overview: There is merit to a diverse and inclusive downtown. There is equal merit to equity and fairness. The Draft Blueprint Downtown (DBD) regrettably furthers the former interests at the expense of the latter.

Housing and Livability: It is understandable that the DBD addresses the need for housing. However, there is a competing interest of reducing congestion. The following examples may be illustrative.

The increased density of dwellings can have a harmful effect on the livability of the area. Higher density leads to congestion and parking problems. By way of historical example, the Mendenhall Apartment Building provides residential housing though it also increases vehicle overcrowding.

The proposed reduction in building setbacks will damage the habitability of existing neighbors. A case in point is the Arcticorp Building on Harris Street which was built with virtually no set backs from adjacent property. The lack of any

## Appendix A. Public Comments Received

setback means the office building was built on the property line next to residential interests.

Zoning and Trust: The idea of “overlays” to modify zoning plans is contrary to the notions of zoning law predictability. If CBJ wants to provide flexibility, then it should not do so at the expense of existing property interest. Property owners make investments and choose to live in a neighborhood based on the trust of zoning laws. The idea of zoning “overlays” violates owners confidence and property value predictability.

Waterfront and Diversity:The Waterfront Plant promotes a waterfront oriented to recreation, smaller ships, and open space. The proposed DBD will be frustrated by the contemplated fifth large dock which in turn will exclude other activities. Constructing a new large dock near the sub-port is repugnant to both the diversity goals of the downtown blueprint, and the openness sought by the waterfront plan. As such, adding a ship terminal is irreconcilable with the goals of the DBD waterfront.

Summary: The DBD espouses concepts and considerations (referenced herein) which are both commendable and credible though regrettably incompatible and inconsistent. Some of its policies and practices (noted above) will be frustrated and foiled as either impractical or imprudent.

I appreciate your time and consideration.

Thank you.

Sincerely,

John W. Sivertsen, Jr.

**DALE WHITNEY**  
PO BOX 23293 • JUNEAU, ALASKA 99802  
[DWWHITNEY@GCL.NET](mailto:DWWHITNEY@GCL.NET) • (907) 321-3504

September 12, 2022

Beth McKibben  
Senior Planner, City and Borough of Juneau

Dear Ms. McKibben:

Thank you for the opportunity to comment on the Blueprint Downtown Area Plan draft. Following are my comments.

There is a lot of good information and practical ideas in the plan and it is obvious that a lot of thought and effort have gone into it. However, the plan glosses over the largest problem that downtown Juneau faces and does not offer any realistic solutions.

Every year, a walk through downtown Juneau’s historic district rewards hundreds of thousands of visitors with views of neglected derelict buildings, accumulated trash, and vacant boarded up windows and storefronts. This has not changed over the last few decades, despite substantial city investment in downtown infrastructure.

With my partners, I bought the Hellenthal Building, which occupies all of page 72 of the draft, in 2016. We thought that we were buying into a period of downtown renewal and renaissance. Since then, the historic buildings on all four sides of us have further deteriorated, and their occupancies have declined. While the city made a large investment in the streets and sidewalks, the area is worse now than it was when we started renovating our building, and it is on a downward trajectory. The Blueprint might not be able to offer a solution, but it should at least acknowledge the reality.

Renovating historic buildings downtown is difficult and not highly profitable. Though the buildings may look impressive to a pedestrian on the sidewalk, improving a downtown historic building does not offer the investment returns of a condo project in the Valley or an airport industrial park. These buildings will not attract serious investors, but they are coveted by people who do not know what they are doing and lack the skills and capital for a successful renovation.

Studies routinely overlook the humanness of private owners. People who inherit unique buildings from beloved ancestors struggle with emotional attachment, even though they lack the time, energy, and skills to manage their buildings. Foreigners living in other countries who park money in American real estate seldom care about the condition, occupancy, or profitability of their buildings. Retired people who have paid off their building’s loans and moved south are

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## Appendix A. Public Comments Received

often happy to collect some partial rent from a partly empty building, though they have lost interest in maintaining the structure. These people are disinclined to sell their buildings because of the substantial capital gains tax advantages of passing them directly to heirs. These owners are often unmotivated because they already have plenty of money to live on. Even generous and genuine incentives are unlikely to motivate these owners to take on the difficult and stressful challenge of improving an old building.

The solution usually offered in Juneau is weak “incentives” to clean up and rehabilitate properties. Pages 67-70 list supposed funding sources for downtown improvement. None of these sources were of any use to me in renovating the Hellenenthal Building, and it is unlikely any of them would help owners of similar properties. No realistic funding sources are offered. The reality is that governments and members of the public are enthusiastic about improvements until it costs them money. My building is pictured below this list of supposed funding sources, implying that they were somehow involved. This is false, and I would request that in the final version this picture not be used, or that it be placed in some other part of the document. Perhaps a new section acknowledging that nearly all improvements to downtown historic properties have been paid for out of the pockets of private owners with civic pride, not any public funding source or incentive.

On page 101, the draft states, “numerous state and federal grants are available to assist property owners of historic buildings.” Again, this is simply not true. Unfortunately, but not surprisingly, nobody is standing around ready to hand out large amounts of free money to private property owners.

The city often touts federal Historic Rehabilitation Tax Credits as an incentive for rehabilitating downtown buildings. There are a few people in town who have made use of them, but I investigated this avenue when we began with the Hellenenthal Building. After some interaction with the state Office of History and Archeology and the National Park Service, I concluded that the program is next to useless in most situations. I have seen city presentations that hold up the MacKinnon Apartments as an example of the successful use of federal tax credits. But I also own that building, having purchased it on the courthouse steps in the foreclosure auction that ultimately followed the building’s renovation. The previous owner told me the building used to be very profitable, but use of the tax credits ultimately cost him a fortune and doomed the building’s financial success. He regretted not demolishing the building in 1999 and building something new. For several different reasons, these credits have little or no value for most people and the city should not expect them to play any significant role in the renovation of downtown.

I would offer two solutions. First, the city should strictly enforce building and maintenance codes in the downtown historic district for all buildings, contributing and otherwise. My building offers an example of why this would help. After we renovated, our building was fully occupied. It is now partly vacant again, because of ongoing water damage from the unmaintained adjacent building. Officials from Community Development have told me that Juneau has ordinances requiring buildings to be maintained; that my neighbor’s building appears to be in violation of these ordinances; that the violation is causing me substantial economic harm; and that the city does have enforcement authority. Nevertheless, the only solution I was offered was to pursue private litigation, which I did. The case has been tied up in court for years now, and I cannot say

2

when it might finally be resolved, but my partners and I have shouldered the legal costs while the Department of Law has been spared the effort of a potentially unpleasant case. If the city were to enforce existing laws proactively, it might save the costs to the public of eventually acquiring and demolishing historic buildings when they are beyond repair.

Second, the city should implement an aggressive tax on vacant buildings in the historic district. Other cities in the U.S. have adopted ordinances that could be used as models. There is currently an indirect incentive for owners to let their buildings decay and remain vacant, as the declining value of the building reduces its taxable value. People who improve their buildings are penalized with higher taxes on their now more valuable property. Money is what matters, and if it costs too much to let a building decay and remain vacant, owners will improve buildings or sell them to someone else who will improve them.

Any revenue collected from a tax on vacant or derelict properties should be directed to façade grants for owners who do wish to improve their property. Hundreds of cities in the U.S. offer such grants to property owners, usually in specific improvement, historic, or shopping zones. It’s unfortunate that Juneau has not followed the lead of these many other cities, especially with the availability of passenger fees. Such a program would be a suitable use for revenue from a tax on vacant and derelict properties.

While I think these are good ideas, and there are others out there, the Blueprint should recognize the reality of our situation. For the downtown district, the city has paid for studies that encourage preservation of historic properties; encourage an increase in housing stock; encourage conversion from fossil fuels to clean renewable energy; encourage increases in building efficiency; and encourage installation of fire suppression sprinkler systems in the downtown heightened fire hazard area. My experience with the Hellenenthal Building has shown that none of these things will come about unless private building owners decide to dig deep into their own pockets, and that there is not much financial reward in doing so.

Because of our tourist economy, the state of downtown and its authenticity has economic implications for everyone in the city. Though there are many well-meaning people in Juneau who recognize this, we and our government do not have the resources and sophistication of places like Victoria B.C. or Portland, Oregon. I would prefer reading a rosy and optimistic Blueprint. Unfortunately, the lofty goals outlined by consultants have not done much for downtown so far. For a realistic view of the future of downtown Juneau, Anchorage offers a better picture of what we can likely expect. The 4<sup>th</sup> Avenue Theatre and its surrounding area, or the former McKay Building in Anchorage, offer glimpses of the eventual fates of our own downtown buildings. A useful blueprint should consider how to manage the ongoing decay and demolition of the historic district, rather than offering more appealing but unrealistic visions of renovation and renewal.

Thank you again for the opportunity to comment.



Dale Whitney

3

# Appendix A. Public Comments Received

Bruce M. Botelho  
401 F Street  
Douglas, Alaska 99824

September 5, 2022

Ms. Beth McKibben, AICP  
Community Development Department  
City and Borough of Juneau  
155 S. Seward Street  
Juneau, Alaska 99801

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SEP 12 2022  
Permit Center/CDD

Dear Ms. McKibben: Re: Blue Print for Downtown Juneau

Because of time constraints I have not been able to complete a review of the draft planning document, but do want to share some preliminary comments on a well-organized and conceived concept based on my preliminary examination.

Here are elements, large and small, that I particularly laud:

- Completion of the Seawalk to the Rock Dump and connection to the Harbor Walk
- Canopying downtown walking corridors (also as a matter of public safety)
- Development of pedestrian-only corridors, including temporary corridors (e.g. blocking Front Street between Franklin and Seward Streets)
- Strategic placement of benches (as has been done successfully along the Seawalk)

Here are elements I would remove or modify:

- (139) The HDMP discusses a possible public building at Overstreet Park. At the time (2017), the Alaska Marine Exchange had contemplated a facility there, one that was to include a maritime museum. In the meantime, AME has built on the harbor. The Oceans Interpretative Center incorporating museum elements is intended to be part of the NCL/Huna Totem development. Overstreet Park's open space has proven itself to be a major success. Let's not reduce the open space.

Here are omissions that I would correct:

- The Aak'w Kwa'an Village District only acknowledges tribal government in passing. It is the major single player/developer in the district and it will be a major government center. I realize that its implementation postdates much of the work on the blueprint, but should be rectified in some manner.

- There is no explicit mention of the Capital Civic Center, another recent development whose concept should be acknowledged in the Aak'w Kwa'an district. The closely intertwined concept of a performing arts center in this area has been part of almost every comprehensive plan since 1984.
- The plan makes reference (page 45) to public/private partnerships. The JAHC, through the Partnership, Inc. (a separate non-profit corporation aimed solely at the development of an arts and culture center), has been at the forefront of PPP's and should be acknowledged. It successfully developed a partnership with the CBJ to manage Centennial Hall and, through the Partnership, is raising funds and assisting in the planning for the Capital Civic Center.

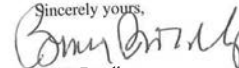
Measures of success

- The plan makes much of the importance of bicycle and pedestrian priorities. One potential measure of success might be the number of vehicle/cycling and vehicle/pedestrian interactions (accidents) (page 46)

There are many references to art performances, public art (murals, etc.) and other programming that list implementing organizations, but do not list the Juneau Arts and Humanities Council (JAHC), though it is the CBJ's designated arts agency. It has played a key role in the percent for art program, for example. It is omitted in the list of implementing organizations in several locations (examples include pages 63, 105, 168 (role in Native themes in public buildings)).

Thank you for expanding the time for comment.

Sincerely yours,



Bruce Botelho  
907-723-9999

## Appendix B. Referenced Plans and Studies

### Relevant Plans

#### 1972 GEOPHYSICAL HAZARDS INVESTIGATION AND HAZARD MAPS

This study investigated and reported the extent and probability of geophysical hazards to urban development resulting from any seismic, mass wasting or snow avalanche events. The report recommended revisions to the Comprehensive Plan, zoning, subdivision and building regulations.

<https://juneau.org/index.php?gf-download=2019%2F12%2FGeophysical-Hazards-Investigation-for-CBJ-Summary.pdf&form-id=22&field-id=11&hash=70f39f77c0ed835cf9e97d166be2937bddb65765dc81e1436b96c47260b03347>

#### 1981 DOWNTOWN HISTORIC DISTRICT DEVELOPMENT PLAN

The Downtown Historic District Development Plan was one of the first development plans produced for the downtown

area. The Plan pre-dates the official establishment of the Downtown Historic District. The plan makes many recommendations, most of which focus on historic preservation but some address housing, traffic and parking. Since its adoption, many of the Plan's recommendations have been accomplished. Ordinance 83-18

[https://juneau.org/index.php?gf-download=2019%2F12%2FDowntown\\_Historic\\_District\\_Development\\_Plan\\_1981.pdf&form-id=22&field-id=11&hash=88f9a040534b213f5d111ed7ec8fadd968c34d1398e88586ea680dde668366e6](https://juneau.org/index.php?gf-download=2019%2F12%2FDowntown_Historic_District_Development_Plan_1981.pdf&form-id=22&field-id=11&hash=88f9a040534b213f5d111ed7ec8fadd968c34d1398e88586ea680dde668366e6)

#### 1997 WETLAND MANAGEMENT PLAN

This borough-wide plan mapped wetlands, and categorized them into four main categories. The regulatory provisions were adopted into the land use code allowing the CBJ to take on the local wetland fill permitting from the federal government. Resolution 1477



## Appendix B. Referenced Plans and Studies

### 1997 CAPITAL CITY VISION PROJECT

The Project's purpose was to develop a vision for the future of downtown to improve and enhance Juneau's ability to serve as the capital city of Alaska. It was intended to bring together a myriad of ideas, plans, studies, and reports for downtown's future. Most of the information gathered through this effort is re-affirmed in the Blueprint visioning process. The plan makes some broad recommendations for implementation.

### 1999 JUNEAU PARKING STUDY

This study estimated public and private parking spaces in Downtown Juneau using a peak level of parking demand based on known land uses. The study makes a number of recommendations related to parking in the Blueprint study area.

<https://juneau.org/index.php?gf-download=2020%2F01%2FJuneau-Parking-Study.pdf&form-id=22&field-id=11&hash=a7e5959aa780a3dd73163698967c95ca8490668a86165adc431237ad1ac7cfca>

### 2001 AREAWIDE TRANSPORTATION PLAN

This borough-wide plan was the result of extensive background research on existing conditions for all modes of transportation. The plan identifies a number of borough-wide improvements relevant to transportation in the study area as well as specific downtown improvements. Resolution 2107

[https://juneau.org/index.php?gf-download=2020%2F01%2FPRINT-VERSION\\_Area-Wide-Transportation-Plan.FINAL.pdf&form-id=22&field-id=11&hash=540b91e22ac9efa21b48601fb9e0efd0de86fe7310a3a648bd4be25d31e903bb](https://juneau.org/index.php?gf-download=2020%2F01%2FPRINT-VERSION_Area-Wide-Transportation-Plan.FINAL.pdf&form-id=22&field-id=11&hash=540b91e22ac9efa21b48601fb9e0efd0de86fe7310a3a648bd4be25d31e903bb)

### 2002 LONG RANGE TOURISM MANAGEMENT PLAN

While the Plan itself was never adopted, Resolution 2170 adopts 17 key policies from the plan. All the policies touch downtown in some way, but several stand out as downtown specific: Waterfront Revitalization, Traffic and

## Appendix B. Referenced Plans and Studies

Pedestrian Movement through Downtown, and Fixed-Wing Flightseeing. Resolution 2170

### 2003 DOWNTOWN TOURISM TRANSPORTATION STUDY

This plan makes recommendations to address increased tourism-related pedestrian and vehicle congestion in the Downtown District with an emphasis on the South Franklin Street/Marine Way corridor that parallels the cruise ship docks.

<https://juneau.org/index.php?gf-download=2019%2F12%2FDowntown-Juneau-Tourism-Transportation-Impact-Study.pdf&form-id=22&field-id=11&hash=2433fb301d871275d8e49fb13132636a3ac88ea2649b4c4d5c56ddc80fb58a2c>

### 2003 SUBPORT VICINITY REVITALIZATION STUDY

This plan was initiated by the Alaska Mental Health Trust, then owner of area known as the subport. The

plan identifies a sequence of public and private sector improvements with the goal of maximizing revenue generated for the Alaska Mental Health Trust. The planning area extended beyond the subport property to include areas along the waterfront north and south, and several blocks in to the “Aak’w Kwaan Village District.”

[https://juneau.org/index.php?gf-download=2017%2F12%2F2003-April\\_Subport\\_Area\\_Revitalization\\_Plan.pdf&form-id=22&field-id=11&hash=d130302f88b165e3630797c4053889fcb11dd00d984f6f37b9e0199c284d53e9](https://juneau.org/index.php?gf-download=2017%2F12%2F2003-April_Subport_Area_Revitalization_Plan.pdf&form-id=22&field-id=11&hash=d130302f88b165e3630797c4053889fcb11dd00d984f6f37b9e0199c284d53e9)

### 2004 LONG RANGE WATERFRONT DEVELOPMENT PLAN

This plan is intended to be a “guidebook” to manage and focus waterfront re-development with four overarching goals: enhance community quality of life; strengthen tourism product offerings, downtown retail, and entertainment, residential and service activities; improve Juneau’s image and attractiveness for investment; and recognize current waterfront uses. The central theme of

## Appendix B. Referenced Plans and Studies

the plan is balancing uses and activities. The planning area stretches from the Rock Dump to the Douglas Bridge. The plan is divided into six “study areas” which follow the shoreline and extend inland. A series of alternatives was developed for each study area, all of which could implement the overall vision. Ordinance 2004-40

<https://juneau.org/index.php?gf-download=2018%2F01%2F2004-11-22-2003-Long-Range-Waterfront-Plan-CBJ.pdf&form-id=22&field-id=11&hash=8efb3f420b5c10b0a926edb0513dcd09316973838dd05b639b76e3d6d9a239c9>

### 2008 TRANSIT DEVELOPMENT PLAN

This borough-wide plan contains an ‘optimum scenario’ with a number of local looping services that connected to a frequent express service linking the Valley and Downtown. Implementation of this scenario was supported by the 2013 Comprehensive Plan. This Transit development Plan was superseded by the 2014 Transit Development Plan. Resolution 2451

<http://juneaucapitaltransit.org/wp-content/uploads/2016/04/2008-Transit-Development-PlanCoordinated-Human-Services-PlanMERGE.pdf>

### 2009 JUNEAU NON-MOTORIZED TRANSPORTATION PLAN

This is a borough-wide plan with a focus on pedestrian and bicycle facilities. The plan provides general policies and design guidelines to support increased walking and cycling as a replacement for private vehicle trips and specific recommendations for intersections and streets to provide safer pedestrian and cycling environments within study area. Ordinance 2009-15

<https://juneau.org/index.php?gf-download=2017%2F04%2FJNMTPFinalwithMaps.pdf&form-id=22&field-id=11&hash=59f9e767b73777f6b16ec52cc854893f6518657e7ca4e329a1c5fbbc3b09c431>

## Appendix B. Referenced Plans and Studies

### 2009 DOWNTOWN HISTORIC DISTRICT DESIGN STANDARDS AND GUIDELINES

This document provides design standards and guidelines for any project that may affect the integrity of historic resources in the Downtown Historic District.

[https://juneau.org/index.php?gf-download=2019%2F02%2FFINAL\\_DHDDSG\\_ASSEMBLYADOPTION\\_1072009.pdf&form-id=22&field-id=11&hash=2be2d9fac82f663851dbbca712bbb126a536a8df39bec96730f390c515850e30](https://juneau.org/index.php?gf-download=2019%2F02%2FFINAL_DHDDSG_ASSEMBLYADOPTION_1072009.pdf&form-id=22&field-id=11&hash=2be2d9fac82f663851dbbca712bbb126a536a8df39bec96730f390c515850e30)

### 2010 DOWNTOWN PARKING MANAGEMENT PLAN

This plan provides a comprehensive review of parking in the down core and provides recommendations for specific management of both on-street and CBJ off-street parking facilities. Ordinance 2010-21

[https://juneau.org/index.php?gf-download=2019%2F12%2FDJMP\\_Adopted.pdf&form-id=22&field-id=11&hash=636a322dfdd421f3f6fce4e63d9de471970c81332a73c7437e350ada7d22a216](https://juneau.org/index.php?gf-download=2019%2F12%2FDJMP_Adopted.pdf&form-id=22&field-id=11&hash=636a322dfdd421f3f6fce4e63d9de471970c81332a73c7437e350ada7d22a216)

### 2011 JUNEAU CLIMATE ACTION AND IMPLEMENTATION PLAN

This borough-wide plan sets emission reduction targets and suggests actions that government, businesses and the community can take to meet these targets. The plan also includes 2010 inventory of local energy use and greenhouse gas emissions. Resolution 2593

<https://juneau.org/index.php?gf-download=2019%2F03%2F2011-Climate-Action-Plan.pdf&form-id=22&field-id=11&hash=32c8805f269ce4bd156cb5cd0bdfd2917fbac831e531c75d02d84a2e17e4405c>

### 2011 DOWNTOWN CIRCULATOR SHUTTLE FEASIBILITY STUDY

This study provides routing alternatives and cost estimates for a downtown circulator including specific route and vehicle headway recommendations. This is a supplementary study to the 2008 Transit Development Plan.

## Appendix B. Referenced Plans and Studies

### 2012 SAFE ROUTES TO SCHOOLS PLAN

Using the nationwide Safe Routes to Schools “Five Es” this plan provides specific improvements for all schools in the Borough using school specific audits. Detailed recommendations for Harborview Elementary are provided, some of which apply to the entire school district campus. Some recommendations are for physical infrastructure improvements, management of journeys to schools, and education for parents and students.

[https://juneau.org/index.php?gf-download=2020%2F01%2FJune-2012-Juneau-Safe-Routes-to-Schools-Plan\\_small.pdf&form-id=22&field-id=11&hash=111509e3cde00e5af16dd571032f85674c8ba874817e13b75d0cd9402b4cd318](https://juneau.org/index.php?gf-download=2020%2F01%2FJune-2012-Juneau-Safe-Routes-to-Schools-Plan_small.pdf&form-id=22&field-id=11&hash=111509e3cde00e5af16dd571032f85674c8ba874817e13b75d0cd9402b4cd318)

### 2012 WILLOUGHBY DISTRICT AREA PLAN

This is an area specific plan for the “Aak’w Kwaan Village District.” The plan identifies the district as “the heart of Juneau’s Civic, Arts, and Cultural campus.” The overall emphasis for the district is on mixed-use development

with a blend of market rate and affordable housing. The plan recommends design principles, development themes, and development considerations. Only Chapter 5, the Willoughby District Land Use Plan, has been adopted as an element of the Comprehensive Plan. This chapter recommends design principles, building heights, view sheds, and a connected street grid. Ordinance 2012-14

<https://juneau.org/index.php?gf-download=2017%2F04%2F20110518114936.pdf&form-id=22&field-id=11&hash=2bf2c6af9f4a2cc6a4475994de6bd8d1d9f4fb19332587700c6fbc37e818ef66>

### 2013 COMPREHENSIVE PLAN OF JUNEAU CITY AND BOROUGH

As the overarching planning document for future development in the Borough, the Comprehensive Plan includes a number of economic policies, development guidelines, and implementing actions. Most relate to Borough-wide recommendations, but many are specific to the Downtown area. The Comprehensive Plan includes

## Appendix B. Referenced Plans and Studies

guidelines for “sub areas.” The Blueprint planning area is included in sub area 6. Ordinance 2013-26

<https://juneau.org/index.php?gf-download=2017%2F08%2F20170316UPDATEComp.Plan2013WEB.pdf&form-id=22&field-id=11&hash=44bf8467abf6aacec02114d42e16e845d6a7d6c9ebb1b73a4e0e299b018299a8>

### 2014 TRANSIT DEVELOPMENT PLAN

The plan makes recommendations based on service goals and is updated periodically. The 2014 update evaluated how well Capital Transit and Care-A-Van were serving the existing population, employment and activity centers in the community and the overall productivity and effectiveness of individual bus routes. Resolution 2685

[https://juneau.org/index.php?gf-download=2019%2F12%2FTransit\\_Plan\\_FINAL.pdf&form-id=22&field-id=11&hash=0cdb180b1cda6511547e1db9345a10aae7640169fe99df4dbb92d330676f6458](https://juneau.org/index.php?gf-download=2019%2F12%2FTransit_Plan_FINAL.pdf&form-id=22&field-id=11&hash=0cdb180b1cda6511547e1db9345a10aae7640169fe99df4dbb92d330676f6458)

### 2015 COORDINATED HUMAN SERVICES TRANSPORTATION PLAN

This is a borough-wide plan that identifies some issues applicable to downtown for those with mobility limitations. These include snow clearance to and around bus stops, adequate pick-up/drop-off locations for downtown residents, and a shortage of wheel-chair accessible taxis (which are particularly important for arriving cruise ship passengers). Resolution 2730

<https://juneau.org/wp-content/uploads/2019/02/FINAL2015JuneauCoordinatedHumanServicesTransportationPlanReduced.pdf>

### 2015 FRONT AND FRANKLIN RECONSTRUCTION PUBLIC OUTREACH

This report provides useful information regarding public desires for how the Downtown District streets should look and function to support all downtown users. It was developed during the design phase for the Front and

## Appendix B. Referenced Plans and Studies

Franklin reconstruction using extensive public input and review of existing plans.

### 2015 JUNEAU ECONOMIC DEVELOPMENT PLAN

This is a borough-wide plan that developed eight “initiatives” to foster Juneau’s economic growth. All eight of the initiatives touch Blueprint Downtown in some way, but two in particular focus on Downtown – “Revitalize Downtown” and “Protect and Enhance Juneau’s Role as Capital City.” Ordinance 2015-10

<https://juneau.org/index.php?gf-download=2017%2F04%2F20150226040900.pdf&form-id=22&field-id=11&hash=31de1f216e74ac6949171748d44eb9657f2d2811197144ef3157fb54f64c4342>

### 2015 WILLOUGHBY PARKING DISTRICT PARKING MASTER PLAN INITIAL EVALUATION OF OPTIONS

This study analyses parking availability, and estimated

need, and projected future parking demand for the “Aak’w Kwaan Village District.” The study also evaluates transportation improvements with a goal of reducing parking demand.

### 2016 LAND MANAGEMENT PLAN

This borough-wide plan, inventories and maps CBJ owned lands, and recommends if the specific parcel should be disposed or retained. Some parcels are identified as dispose/retain, meaning portions are appropriate for disposal and others for retention. Property identified for retention are intended for a public purpose, and includes parks, harbors, the airport, fire stations, schools, the hospital, maintenance shops, etc. Ordinance 2016-18

<https://juneau.org/index.php?gf-download=2019%2F12%2FCBJ-Lands-Management-Plan-2016.pdf&form-id=22&field-id=11&hash=a1d2d9d55742b52f8632f694c6be3984ea14e1e2268b51a770a2d1770c0cc58a>

## Appendix B. Referenced Plans and Studies

### 2016 HOUSING ACTION PLAN

This is a borough-wide plan focused on housing. The plan recommends nine primary solutions, with potential implementation steps needed to achieve the recommendations successfully. All of the potential solutions affect Blueprint Downtown, but one is specific to Downtown – “Develop a Downtown strategy that has explicit housing elements.” Resolution 2780

<https://juneau.org/index.php?gf-download=2017%2F04%2FHousingActionPlanFINAL-03.20.2017.pdf&form-id=22&field-id=11&hash=b8a2ac986be10d996a0577799b7e94299eb09f991e8b279dd13a7ee3451013c8>

### 2016 MAIN STREET TECHNICAL REPORT

This report summarizes the 2016 visit of a Main Street Senior Program officer to Juneau. The report includes recommendations for downtown revitalization within the preservation-based economic development strategy framework of the Main Street America program.

[https://www.downtownjuneau.org/wp-content/uploads/2019/07/DBA.Main-Street-Report\\_Final-2016.pdf](https://www.downtownjuneau.org/wp-content/uploads/2019/07/DBA.Main-Street-Report_Final-2016.pdf)

### 2017 JUNEAU DOWNTOWN HARBORS UPLANDS MASTER PLAN -BRIDGE PARK TO NORWAY POINT

This plan establishes a vision and a preferred master plan for the uplands between the Juneau-Douglas Bridge and Norway Point, with a goal of supporting and growing the local maritime economy.

<https://juneau.org/wp-content/uploads/2019/07/Final-BridgeParktoNorwayPointMasterPlan-3-30-17.pdf>

### 2018 MARINE PARK TO TAKU DOCK URBAN DESIGN PLAN

This plan establishes the vision and development plan for the uplands between Marine Park and Taku Dock. The plan strives to foster private/public partnerships for development that meets the needs of cruise ship visitors, residents and private land owners within the plan area.



## Appendix B. Referenced Plans and Studies

<https://juneau.org/index.php?gf-download=2020%2F11%2FMarineParktoTakuDockUrbanDesignPlanwithAppendixFINALFeb26.pdf&form-id=113&field-id=25&hash=25215274c32cefe59533bcb54f493a434d0d4693453ea03a0d3748a43da80600>

### 2018 JUNEAU RENEWABLE ENERGY STRATEGY

This borough-wide strategic plan recommends CBJ adopt a target of obtaining 80% of energy from renewable sources by the year 2045. Furthermore, the plan outlines methods and actions for how to achieve this goal.

Resolution 2808

<https://juneau.org/index.php?gf-download=2019%2F03%2FCBJ-Energy-Strategy-Approved.pdf&form-id=22&field-id=11&hash=5d2afc7b5817ab4382a69c747d8545f112c281e0d287116cbc352cd223501346>

### 2019 TOURISM BEST MANAGEMENT PRACTICES

This program outlines “best management” practices intended to minimize the impacts of tourism in a way that addresses both residents’ and industry concerns. Operators voluntarily participate, using the best management practices, and residents help monitor the success of the program by providing feedback. This is not a CBJ planning document.

<https://akcruise.org/wp-content/uploads/2019/04/19-TBMP-Guidelines.pdf>

### 2019 PARKS AND RECREATION MASTER PLAN

This borough-wide plan is comprehensive policy document that sets priorities for the Parks and Recreation Department and provides policies and key themes, as well as an inventory of existing facilities and programs. The plan provides guidance and a policy framework to enable decisions that support the department’s long term goals and priorities. Resolution 2856

## Appendix B. Referenced Plans and Studies

<https://chstm2y9cx63tv84u2p8shc3-wpengine.netdna-ssl.com/wp-content/uploads/2019/08/ParksRecreationMasterPlan2019-2029Finalversion11WEB-small-2.pdf>

### 2020 HISTORIC AND CULTURAL RESOURCES PRESERVATION PLAN

This plan guides community efforts to preserve and protect the historic and cultural resources of Juneau. The plan is intended to guide public and private development to be sensitive to historic preservation and cultural resource values. Additionally, the plan recommends actions to continue to document, protect, and preserve significant historic and cultural resources. Ordinance 2020-07

<https://juneau.org/index.php?gf-download=2020%2F08%2FHistoric-Preservation-and-Cultural-Plan-FINAL-VERSION-with-ordinance.pdf&form-id=22&field-id=11&hash=82c55b4e635147a307b5cb8171c187dc071461545380f160cb3228da1b1807aa>

## Appendix C. List of Abbreviations

ADFG	Alaska Department of Fish and Game	DEC	Alaska Department of Environmental Conservation
ADOD	Alternative Development Overlay District	D&H	Docks and Harbors
AELP	Alaska Electric Light and Power	DHMP	Docks and Harbors Management Plan
AKDOT	Alaska Department of Transportation and Public Facilities	DTC	Downtown Transit Center
AWTP	Areawide Transportation Plan	EPW	Engineering and Public Works
CARES	Community Assistance Response and Emergency Services	EV	Electric Vehicles
CBJ	City and Borough of Juneau	FEMA	Federal Emergency Management Agency
CCFR	Capital City Fire and Rescue	HAP	Housing Action Plan
CDD	Community Development Department	HCPP	Historic and Cultural Preservation Plan
CIP	Capital Improvement Plan	HRAC	Historic Resources Advisory Committee
CLAA	Cruise Line Agencies of Alaska	I	Industrial zoning district
CLIA	Cruise Lines International Association	IPU	Institutional and Public Use Land Use Designation
CPTED	Crime Prevention Through Environmental Design	JAHC	Juneau Arts and Humanities Council
DBA	Downtown Business Association	JCAP	Juneau Climate Action Plan

## Appendix C. List of Abbreviations

JCC	Juneau Chamber of Commerce	NCL	Norwegian Cruise Lines
JCHH	Juneau Coalition on Housing and Homelessness	NOAA	National Oceanic and Atmospheric Administration
JCOS	Juneau Commission on Sustainability	PMP	Parking Management Plan
JEDC	Juneau Economic Development Council	P&R	Parks and Recreation
JEDP	Juneau Economic Development Plan	PR	Park and Ride
JPD	Juneau Police Department	PRMP	Parks and Recreation Master Plan
JPS	Juneau Parking Survey	SHI	Sealaska Heritage Institute
JSCSP	Juneau Second Crossing Scoping Report	SLAM	State Libraries Archives and Museum
JSD	Juneau School District	SRTS	Safe Routes to Schools Plan
LOS	Level Of Service	TBMP	Tourism Best Management Practices
L&R	Lands and Resources	TDM	Transportation Demand Management
LRWP	Long Range Waterfront Plan	TDP	Transit Development Plan
MU	Mixed Use zoning district	TTS	Tourism Transportation Study
MU2	Mixed Use 2 zoning district	VITF	Visitor Industry Task Force
NA	Neighborhood Associations	UAS	University of Alaska

## Appendix C. List of Abbreviations

WC	Waterfront Commercial zoning district
WI	Waterfront Industrial zoning district
UAS	University of Alaska Southeast

# Appendix D. Blueprint Downtown Visioning Report



## BLUEPRINT DOWNTOWN Final Report



### BLUEPRINT DOWNTOWN FINAL REPORT

#### Table of Contents

1. Executive Summary.....	2
2. Project Purpose and Process.....	7
3. Relationship to Previous Studies.....	9
4. Details of Public Involvement and Input.....	12
5. <i>Blueprint</i> Study Results, including Theme Vision and Recommendations.....	17
Focus Area A: Business Vitality .....	18
Focus Area: Identity and Culture .....	20
Focus Area C: Housing and Neighborhoods:.....	23
Focus Area D: Vehicle Use and Parking, including Bicycles: .....	26
Focus Area E: Pedestrian Access and Experience: .....	29
Focus Area F: Sustainability: .....	32
Focus Area G: Carrying Capacity: .....	35
Focus Area H: Natural Environment, Recreation:.....	39
Focus Area I: Public Safety: .....	42
6. Additional <i>Blueprint</i> Vision Results and Recommendations.....	45
7. Revenue Sources and Fiscal Priorities.....	47

#### Appendix

Appendix .....	48
A. Initial Vision Theme Results .....	A
B. Vision and Priorities Meeting Results .....	B
C. 'Pay With Your Pennies' .....	C
D. Gallery Walk Results .....	D
E. Walking Tour Notes .....	E
F. Final Meeting Results with Text Polling .....	F



# Appendix D. Blueprint Downtown Visioning Report

## 1. Blueprint Downtown – Executive Summary

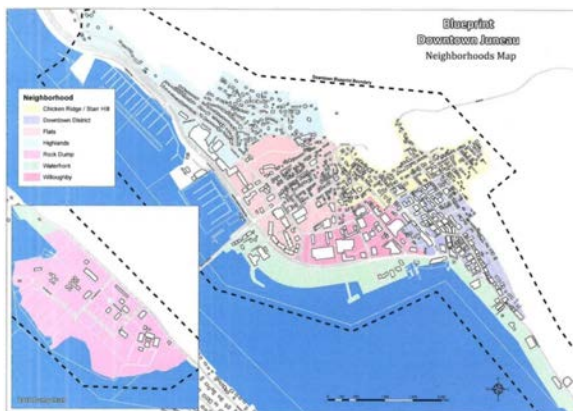
### Project Purpose

The City and Borough of Juneau (CBJ) is preparing an *Area Plan* for Downtown Juneau to establish the community's 20-year vision, goals, priorities, and action strategies to guide downtown development into the future<sup>1</sup>.

Work on *Blueprint Downtown* started in mid-2018 and is scheduled for completion in 2020. The first stage of *Blueprint Downtown* was completed in February 2019 by MRV Architects with sub-consultants Sheinberg Associates and Lucid Reverie. This first component establishes an overall community vision for *Blueprint Downtown*, which then informs details of the broader *Area Plan* as it is completed.

This vision document builds upon existing plans, augmented with substantial new public input. The goal is to identify a general vision for how downtown Juneau should grow and develop, with detailed backup materials to identify the range of concerns and input.

The completed vision summarizes planning results into nine focus areas that cover the range of issues. Each identifies vision priorities, as well as strategies for cultivating opportunities and addressing challenges, ensuring that downtown Juneau continues to be a place to live, work, visit, and play.



Downtown Focus Area and Neighborhoods

Downtown is broadly defined for this work, including the area from the “rock dump” to the south, and Norway Point to the north.

<sup>1</sup> The CBJ recently completed similar *Area Plans* for Auke Bay and Lemon Creek.

### Vision Study Process

The *Blueprint Downtown* visioning process relied upon views gathered at a diverse set of meetings and interactions with a variety of different people who work, live, own businesses, visit, shop and play downtown and are passionate about its future. The visioning process focused on defining current community sentiment on the downtown area, as well as identifying top priorities for the next 20 years.

The *Blueprint Downtown* visioning process had three general phases, each amplified following:

1. Collecting Data, Comments, and Opinions.
2. Creating Focus Areas to Capture and Represent Broad Categories of Comments.
3. Testing and Refining Focus Areas and Establishing Priorities for Future Action.

#### 1. Collecting Data, Comments, and Opinions

The *Blueprint* team used a diversity of outreach techniques to capture a broad cross-section of what downtown users felt was right and wrong with current conditions and what changes should be prioritized over the next 20 years.

These data collection efforts occurred during July through late October 2018, and included an initial community meeting (August 30) that about 120 attended; approximately 400 clip-board surveys of seasonal visitors, business owners and managers, and residents; and comment forms submitted by meeting attendees and submitted via the project's web page. In addition, a few groups conducted “meetings-in-a box” to provide their comments. Efforts also included outreach to social, fraternal, and non-profit groups to host additional meetings, including with Sealaska Heritage Institute, Filipino Community, Inc., and the Historic Resources Advisory Committee. Social media and website updates were ongoing throughout the process for additional comments.

The planning team also assembled information from the Juneau Economic Development Council (JEDC) 2018 Alaska State Legislature Satisfaction Survey and the JEDC 2018 (winter) Business Visitor Satisfaction Survey, and collection of short surveys left in local businesses and public venues.

These efforts solicited unfiltered comment from as diverse an audience as possible and faithfully recorded and shared those results. The MRV Team's best estimate is that the data upon which this report is based reflects input from 800 to 900 unique individuals (many of whom provided multiple data points), a significant percentage of the individuals who use downtown.

#### 2. Creating Focus Areas or Themes to Capture Comments

The second phase focused on review of thousands of individual comments and organizing them into categories (labeled *Focus Areas* in subsequent material) of similar topics. Comments covered how people see or define downtown now, what is thought to be working and not working downtown, the desired vision for the future, and what is needed to achieve this vision. As expected, a wide-ranging list of priorities and concerns were offered.

A second public meeting (October 30) was conducted during this phase to present an outline of focus areas and themes the design team was hearing from the community, and possible action items to improve downtown Juneau and achieve the goals. This meeting, with over 100 attendees, used an open house format to allow interactive opportunities to review the emerging focus areas, prioritize

# Appendix D. Blueprint Downtown Visioning Report

potential action items, suggest new actions, and provide feedback on a variety of potential CBJ capital and construction investments for downtown.

During the popular December Downtown *Gallery Walk* another 100 residents visited the Blueprint Downtown display area on the 3<sup>rd</sup> floor of the Senate Building and registered their opinions on priorities and issues; displays and topics were similar to that of the October 30 open house meeting.

### 3. Testing and Refining Focus Areas and Priority Direction.

The final phase of the *Blueprint* visioning process used feedback and results from Phase 2 efforts to further refine focus areas, and identifies the most universally-supported priorities for Downtown Juneau moving forward.

To further refine ideas and garner feedback, the MRV team conducted three different community “walkabouts,” where the group focused on two or three related planning themes while walking through different parts of the downtown. This allowed detailed conversations to discuss recommendations and priorities on-the-street with downtown users and residents to gauge opinions and reactions. Approximately 25-40 public members attended each walk-about, reflecting a strong cross section of residents, business interests, elected officials, and Steering Committee members.

Summary material for the entire visioning effort was presented in mid-January 2019 with separate meetings to both the Juneau Assembly and the 13-member Blueprint Downtown Steering Committee to provide an opportunity for both bodies to suggest changes or important steps to address. Several suggestions were made and incorporated in this final report.

A third *Blueprint Downtown* public meeting (January 24) summarized each focus area or theme, offered a vision for each, and priority implementation actions. After each focus area was discussed, a live poll was conducted via cellphone text voting to add more data and gain clarity on the priorities of the 78 residents in attendance.

Moving forward, the Blueprint Downtown Area Plan process will be guided by CBJ Community Development Department (CDD) staff and a community *Steering Committee*. The Steering Committee, a 13-member body representing individuals with a breadth of downtown experiences and backgrounds, was appointed by the Planning Commission in October 2018.

As noted, the Steering Committee participated in the last steps of the *Blueprint Downtown* visioning process, including a detailed presentation of near-final results. This allowed an opportunity to capture Steering Committee recommendations on any missing information and related matters for this *Downtown Blueprint vision* report.

#### Vision Results for Nine Downtown Focus Areas

From all the community data, meetings’ input, and other outreach, the planning team identified nine broad focus areas for the Downtown Area Plan that most logically capture the range of community concerns and issues. Each of the nine focus areas is summarized below, with a vision statement for each capturing community sentiment. Details for each focus area, including a contextual discussion, implementation actions, and action item priorities are found in the body of this *Blueprint Downtown* report.

- A. Business Vitality- *Vision*:** Private and public investment downtown should focus on improving Juneau as a year-round commercial center for locals and visitors alike. Increased investment in

and by locally-focused businesses will be self-reinforcing, creating greater vitality. Growth should emphasize authenticity, highlighting Juneau’s setting, history, culture, and scale. Explore incentives or programs to reward businesses that are open year round.

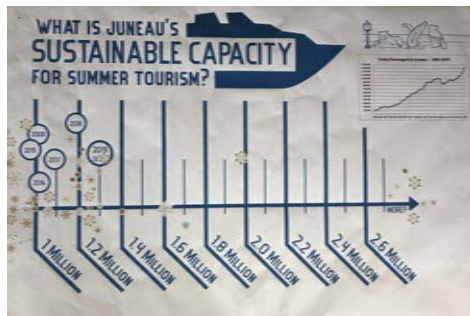
- B. Identify and Culture- *Vision*:** Juneau’s appeal flows from the richness of our diverse cultures, our status as Alaska’s Capital, and the opportunity to showcase our compelling history. The real connection between people, cultures, water, and land provides an authenticity that differentiates Juneau from other communities. Our unique story should be emphasized in all downtown design and planning, building and construction, street improvements, and public art installations.
- C. Housing and Neighborhoods- *Vision*:** Increased housing in the downtown core is a cornerstone of increased downtown vitality, across all sectors. Increased housing will provide more business customers, better ability to attract workers, and greater street activity. New housing will include lower-income and seasonal housing, as well as improved high-end housing opportunities. The CBJ should pursue incentives that focus on rehabilitating underutilized existing buildings and empty lots to provide more housing stock, focused on a variety of income levels.
- D. Vehicle Circulation and Parking, including Bicycles- *Vision*:** Juneau downtown vitality and growth is critically linked to improving the vehicular movement through the downtown core. Given the limited space for roadways, and competing needs for pedestrian and cyclist flow, innovative ways to provide passage for critical buses, trucks, and automobiles will need to be implemented. A “Circulator” system to easily move pedestrians across the downtown core is a highly supported and critical step to reduce the number of vehicles on the street, as well as downtown parking demand.
- E. Pedestrian Access and Experience- *Vision*:** Pedestrian routes should continue to be improved to reduce summer congestion and flow smoothly and safely, linking the waterfront and various downtown destinations. Expanded canopies and improved streetscapes will enhance comfortable and safe routes in all weather conditions and times of the year. Pedestrian enhancements and congestion management should explore pedestrian only street areas for special activities and events. Greater ease of pedestrian links between the waterfront dock areas and downtown streets should be a focus.
- F. Sustainability- *Vision*:** Juneau has the opportunity to showcase best sustainable practices, focusing on a transition from fossil fuels to renewable hydroelectricity for heating and transportation. Mitigating cruise industry impacts, with steps such as increased shore-side power, is a key element of this shared focus on enhancing renewable energy. Sustainable practices are critical to maintaining our area’s intrinsic beauty, quality of our setting, and working with our local resources.
- G. Carrying Capacity- *Vision*:** Juneau must continue to balance the increasing demands of rapidly rising seasonal visitation with those of local residents. For Juneau to retain its enviable position as a top cruise destination, logistical challenges and impacts must be mitigated to retain the quality experienced by visitors. A key element of this success should focus on the authenticity of the experience in Juneau and sense of place.
- H. Natural Environment, Recreation- *Vision*:** The location and scale of Juneau offers an unrivaled opportunity to emphasize our setting between the mountains and sea, showcasing an unspoiled and pristine environment. A community and business focus on our setting, coupled with an authentic experience, can make Juneau a leading example of a community embracing residents and visitors ranging from “8 to 80” in a deeply beautiful place. A key community priority is the



# Appendix D. Blueprint Downtown Visioning Report

waterfront, with needed steps to enhance recreation assets and opportunities along the waterfront for both visitors and residents, including families.

- I. **Public Safety- *Vision*:** Public safety and downtown vitality will improve hand in hand. The CBJ should continue to emphasize on-street neighborhood policing. This step, along with increased housing for the homeless, housing opportunities, and year-round uses, will improve real and perceived public safety, increase community pride, contribute to our community's health and wellness, and enhance economic opportunity.



Carrying Capacity Chart from Gallery Walk Respondents

## 2. Blueprint Downtown- Project Purpose and Process

### Background

The City and Borough of Juneau (CBJ) Community Development Department (CDD) is developing an Area Plan for downtown Juneau to guide development over the next 20 years. The CBJ recently completed similar Area Plans for Auke Bay and Lemon Creek, though each was arguably simpler in scope and impact than that anticipated for the *Blueprint Downtown Plan*.

Organizational ground work for the Blueprint Downtown Plan began in early 2018. MRV Architects, with sub-consultants Sheinberg Associates and Lucid Reverie, were retained in August 2018 to prepare a Vision for the Blueprint Downtown Plan in collaboration with CBJ CDD.

This first vision stage was intended to identify broad community sentiment, and refine it to help define and guide the more detailed Area Plan. Work on the *Blueprint Downtown* visioning process occurred from August 2018 through February 2019. Mid-way through the initial *Blueprint Downtown* process, the Planning Commission appointed a Steering Committee to assist the CDD to prepare the Blueprint Downtown Plan. Each person on the 13-member Steering Committee has links to the Downtown Juneau area, drawing from business, personal, environmental, and cultural perspectives. The Steering Committee will guide and approve the Downtown Area Plan over the next 12 to 18 months until completion in early 2020.

Members of the Steering Committee were able to participate in two of the three public meetings and town “walk-about” thematic tours. A working meeting between the MRV planning team, CDD, and the Steering Committee occurred in January 2019, before the final public meeting and study completion. This process allowed the Steering Committee to understand the Blueprint Downtown visioning effort, help shape the emerging themes and vision, and request modifications or improvements to areas where more information or focus was required.

### Process

The visioning process had several parallel goals. The first goal was depth and breadth of input. The process was structured to obtain substantial input from across the community, using different outreach mechanisms. The outreach process included advertised public meetings, on-line polling, social media links, outreach and participation with community organizations, comment boxes across town, in-person polling of residents, visitors, and merchants, neighborhood walks to discuss ideas on the ground, and formal milestone presentations to the CBJ Assembly and Blueprint Steering Committee.

A second goal was that the process be interactive and dynamic. Each of our meetings and public interactions were intended to be both fun and informative, working to create a sense of engagement and community spirit. Related, it was important to establish public confidence that their input was appreciated and was being used as the study moved forward.

As a third goal, it was important that the analysis and review - the evolution into the “vision” report - be well-documented and transparent. The validity of the study, and willingness of participants to provide their energy and insight, both flow from this careful refinement and presentation of the outreach results.

The first meetings and outreach were intended to focus heavily on listening to the community and facilitating methods to capture as much comment and thought as possible. As the *Blueprint Downtown* visioning process moved along, meetings and outreach included a blended presentation that identified

# Appendix D. Blueprint Downtown Visioning Report

emerging themes and focus areas for comment, as well as provided opportunities for more raw input of concerns and suggestions for future improvements.

By the final stages of the visioning process, thematic focus areas were well-established. The priority for the public engagement process then shifted to finding consensus on vision language for each area, cementing an understanding of planning details, identifying and prioritizing potential implementation actions to achieve the desired vision and outcome, and implementation priorities.

At the final public meeting, the important step of testing public support of potential fiscal priorities was added. In addition, several polling questions dedicated to levels of support for different funding strategies. Each of these topics is included after the nine Focus Area summaries.



On-street surveys to seasonal visitors and merchants helped capture the "outside perspective".

## 3. Blueprint Downtown -- Relationship to Previous Studies

Blueprint Downtown provides a refreshed and current vision of downtown Juneau development goals and sets a new 20-year planning horizon. To provide appropriate background and context, CDD asked the *Blueprint Downtown* consultant team to provide a general review of studies from the last 20-30 years that addressed downtown Juneau development and growth. The intent was to capture, at a general level, the planning priorities from the recent past and identify what has been accomplished, and what remains to be accomplished.

Both the MRV Team and CDD spent time reviewing previous plans and studies related to downtown and further consideration of these studies will be incorporated into the Blueprint Downtown Plan. One important take-away from the review is that general downtown planning goals have not fundamentally changed. Broad priorities in the past, for instance, focused on improved business vitality, the need for housing, and balancing resident versus seasonal visitation needs, are still priorities today. Further, many specific goals and actions identified in previous studies have been met, and that these successes increased the capacity, livability, and features of downtown in many positive ways.

One interesting example (detailed later in this report) is that a poll on cruise industry impacts from almost 20 years ago shows that public sentiment on Juneau's carrying capacity for visitation was about the same as the public perceives at present, even though the raw numbers of visitors have approximately doubled. Clearly, substantive improvements have been made over time.

The following is a summary of planning objectives from the past and actions that have occurred to implement and achieve them.

### Tourism, Tourism Capacity

1. Tourism Best Management Practices created and updated regularly.
2. Wayfinding signage from AJ docks to S. Franklin to Willoughby District (underway now).
3. Waterfront wayfinding signage ~ 10 years.
4. Crossing guards in summer on Egan and S. Franklin.
5. Two new visitor information buildings (underway now).
6. New Port Office/Customs and Border Protection office on the dock.
7. Built two new cruise ship docks, that in addition to facilitating larger vessels and better security and on/off passenger loading, also opened up light, air, access to water and docks.
8. Deck-over project on waterfront and Marine Park created more pedestrian space, and cruise ship tour bus parking.
9. Marine Park and Lightering Dock renovations.
10. Investment in private-public fish handling system to make commercial waterfront use and tourism compatible. Successfully led by Taku Fisheries.

### Business Vitality, Design

1. New State Libraries, Archives, Museum facility
2. Capital Building renovations accomplished including safety and aesthetics
3. Area covered by Parking Management PD1 and PD2 zones (reduced parking required) extended
4. Created fee in lieu of parking ordinance and began collecting revenue to assist with future parking construction, management and transit.
5. Applications allowed now for parking waivers outside PD1, PD2 and "fee in lieu" zones.
6. Removed vegetative coverage required for mixed-use; reduced it for public buildings.

# Appendix D. Blueprint Downtown Visioning Report

7. Created rules for expanding accessory apartments in 2014 and have continued to liberalize rules to encourage more dwellings. Most recently changed rules to allow apartments on undersized or nonconforming lots, and reduced required parking from 2 to 1.
8. Code changes by both the State and Juneau now allow economic incentives via property tax reductions, and others. Juneau can now participate in cash incentive programs, given State and CBJ code changes.
9. Created an Alternative Development Overlay District (ADOD) in downtown to better recognize existing and historic development patterns, minimize need for variances, and facilitate renovation and redevelopment of downtown housing. The ADOD will sunset in August 2019, unless extended. CBJ is working to create new zoning in lieu of the ADOD that more accurately reflects the existing nature of the Downtown housing development.
10. CDD and Assembly working on small area plans -- have completed Auke Bay and Lemon Creek, Downtown now underway.
11. Canopy ordinance adopted in 2004.
12. Design guidelines for historic district in 2009, which are currently being updated.
13. Now accomplishing inventory of vacant residential units in downtown.
14. Renovation of First National Bank Building into apartments and businesses (PRIVATE SECTOR).
15. Demolished Support Building (STATE).
16. Sealaska Heritage Institute created a major new cultural attractor downtown (PRIVATE SECTOR).
17. Beautification of Manila Square.
18. Accomplished a majority of the 2004 Waterfront Plan recommendations, including the following built components: The 16-B cruise ship dock reconstruction, Overstreet Park, extending the Seawalk from Taku Oil dock to Merchant's Wharf, and from north side of Gold Creek to Overstreet Park. Work still needed to finish the segment from AJ Dock to Taku Oil dock, and from Merchant's Wharf to Gold Creek.

## Housing

1. CBJ at times gives accessory apartment grants, mobile home grants
2. Full time Housing Chief Housing Officer position created and filled. Completed Housing Action Plan.
3. Density was increased from 18 to 30 units in LC, and from 18 to 50 units in GC.
4. Housing First built, providing homes for 32 chronic homeless. Housing First Phase II under design for 32 additional units.
5. CBJ has provided a downtown temporary warming shelter for winter homeless survival in the old Public Safety Building. That building is slated for demolition, and the CBJ is exploring options to continue a winter temporary warming shelter program.

## Transportation

1. Bike lanes added to Glacier Hwy.
2. Widened South Franklin sidewalk, added stylized lighting, incorporated public art.
3. Constructed downtown Transit Center and Parking Garage.
4. Improved Marine Park.
5. Widened Main Street sidewalks, added street trees, vegetated medians.
6. Canopy requirements have improved pedestrian shelter, at least one half of shops under canopy now.

## Public Art, Green Space, Parks, Recreation

1. All-season turf field abutting Marie Drake and Augustus Brown Pool.
2. Public art along waterfront: lighted bollard sculptures, Tlingit design glass on covered pedestrian shelters; flag/whistling railings, and Overstreet Park whale fountain.
3. Native design motifs have been incorporated in new sidewalk and street reconstruction in the downtown core.

## Environment, Energy

1. Adopted a Climate Action Plan in 2011 and the Juneau Renewable energy Strategy in 2018 with strong goal to obtain 80% of energy needs from renewable resources by 2045.
2. 2009 Juneau Unplugged – temporarily reduced electrical consumption city wide by 25% in response to a power line crisis.
3. Received grant funds from FEMA to update avalanche and mass wasting maps for the downtown area.
4. Electrical cruise ship plug-in pioneered. CBJ initiatives underway to expand plug-in capability.
5. Electrical vehicle charging stations installed downtown, and funding for two electric buses in place.
6. Harborview Elementary School renovations designed to LEED-certified standards.

# Appendix D. Blueprint Downtown Visioning Report

## 4. Blueprint Downtown - Details of Public Involvement and Input

### A. Data Results from Surveys, Comments, and Interviews

An ongoing priority of the *Downtown Blueprint* visioning process was to facilitate maximum outreach and input, across the broadest possible network. Although additional data and input was incorporated by the team until the end of January 2019, the majority of data and data interpretation was processed and interpreted in mid-October so it could be used to clarify and re-enforce emerging themes and action items before the October 30 public meeting.

The exception to this was new information provided by community “walkabouts” conducted on three Saturdays in January, and the polling results from the final public meeting on January 24, 2019. That additional data is incorporated in the final report recommendations.

Data gathered included the following:

- 300 public participants from three public meetings (with attendance of 120+, 100, and 78).
- 426 online comment surveys, and emailed comments.
- 318 Interviews with seasonal visitors, mostly cruise ship passengers, on the street.
- 56 “nightlife” interviews, with individuals socializing downtown later at night.
- 46 interviews with downtown merchants and vendors.
- 130 participants in a Gallery Walk booth, similar input to Oct 30 meeting.
- 40 participants from “meetings-to-go,” or facilitated community group meetings.
- 55 responses to comment forms left in businesses downtown.
- 105 participants in three January theme-based walking tours (with many written comments and reflections).

This total data resulted in about 6,000 comments when sorted by individual topic. The best estimate is that the data reflects input from 800 to 900 unique individuals a significant percentage of the individuals who use downtown. Many individuals provided multiple data points. In addition, we also reviewed and used information from the Juneau Economic Development Council (JEDC) 2018 Alaska State Legislature Satisfaction Survey and the JEDC 2018 (winter) Business Visitor Satisfaction Survey.

### B. First Public Meeting

A fast-paced public meeting on August 30 at the Juneau Arts and Culture Center was attended by more than 120 people. Small table groups provided ideas on a desired 10-20 year vision, with concerns and desired improvements captured on a wide range of topics.

Wide-ranging discussions occurred at each of eight “Topic Tables” on downtown. Participants self-organized to participate at two tables, with quick prompt questions to identify top concerns and suggestions from every audience member. Topics were broken into the following initial content groups:

- Housing
- Traffic, Transit, and Parking
- Business Vitality and Well-being
- Residential Neighborhoods
- Bicycle and Pedestrian Movement
- Seasonal Visitors and Carrying Capacity
- Design, Culture, Identity/Values, Place-making
- Family-Friendly, Features, Open Space, and Recreation



Public Meeting participants at the JACC

Hundreds of comments were collected and assembled from the meeting, providing substantial initial data on community priorities and observations. This led to a revised thematic summary, better reflecting the range of issues raised from the public. For instance, Public Safety and Sustainability both emerged as distinct topics, in addition to the initial suggested categories.

### C. October 30th Public Meeting

*Blueprint Downtown* hosted a public Open House on October 30th at the Elizabeth Peratrovich Hall from 6:30 – 8:30 pm. Over 100 people attended this lively meeting, walking around the room at their own pace and completing the activities on various topics.

The team used the comments received prior to the Open House to create these 10 activity stations, with participation structured as follows:

- Eight “Focus Area” Stations. Each had draft goal statements and 15-20 possible action items.
  - At each station, participants received three stickers – one to vote for their top priority, and two others to place on their next most important priorities.
  - At several of the stations there were some “pop-outs” where people could register ideas on very specific questions.
- Spend CBJ Money. Attendees each got 10 pennies to “spend” how they wished among 10 jars that represented different CBJ investments.
- Draft Downtown Vision Statements. Here, each participant was given 2 stickers and invited to vote for the vision statements that were most important to them. They could vote for two or put both their stickers on one, unlike at other stations. If they had suggested edits or amendments they were welcomed to write them on a sticky note and place them on the poster as well.

# Appendix D. Blueprint Downtown Visioning Report



Glimpse of October 30 Open House


**October 30 meeting top results:** Out of 125 possible actions divided among eight theme tables, a few rose up to the top as the most important concerns and solutions. Each of these actions received at least 40 total votes or got at least 15 “this is my highest priority” votes. These priorities were:


- Opioid addiction, housing, and services for Juneau’s homeless population
- Completion of the Seawalk
- Increasing business vitality
- Electrifying public transit including a new downtown circulator as well as plugging cruise ships to shore power
- Creating more affordable housing

Mirroring the top priority action items, when each person at the meeting was given 10 pennies to spend however they wanted among 10 options, the jars with the most pennies (100 or more) were for:

**170**  **Services and Housing for Homeless:** Provide funding for increased services and housing with the goal of eliminating homelessness in downtown Juneau.

**140**  **Fund the Seawalk Completion:** A critical gap exists in the Seawalk between Merchant’s Wharf and Gold Creek. Fund property acquisition and construction to complete the Seawalk link

**115**  **Fund new Affordable Housing:** Either funded by the CBJ directly, or through a public/private partnership, construct additional new Downtown Housing. Housing would be focused on year-round vitality, and cover a range of rents.

**114**  **Fund Electric Circulator Buses:** To alleviate Downtown congestion, create a “Circulator” bus system that runs continuously through high-pedestrian seasons, linking the South Franklin tram area, Transit Center, and Willoughby District/ SLAM. (Circulator might work in conjunction with a new parking garage).

Full results for each theme and public interaction are included in the appendix to this study.

## D. Gallery Walk Open House

The Blueprint team, along with CDD staff, organized a public booth for the popular community *Gallery Walk* event in early December. Easy-engagement materials from the October 30 public meeting were set up and show-cased, including “pop-up” questions to gauge sentiment on seasonal visitor carrying capacity, and the “pay with pennies” station where individuals could vote with their ten pennies on preferred potential CBJ capital improvement projects.



The booth was very successful, with 130 participants. It also was thought to capture a different audience than that which usually attends evening public meetings, with more emphasis during *Gallery Walk* on families, and residents from other parts of Juneau venturing downtown for the evening.

Results from this process were integrated into the final results for the October 30 meeting, including fiscal priorities and sentiment concerning carrying capacity, among other results.

## E. Thematic Walking Tours of Downtown

Three downtown walking tours were conducted on successive Saturdays in January 2019. Each walk was organized to take about an hour, and focused on 2-3 focus area themes which were particularly relevant to different sections of downtown. All three walking tours were popular with 25-40 attending including members of the Assembly, and Blueprint Steering Committee.

People were quite pleased to be able to see and discuss different planning issues with their attendant choices, complexities, and opportunities in the field. Each walking tour ended with a coffee break to warm up and debrief. Some written comments were collected, and are located in the Appendix.

- **Tour One: Business Vitality, Housing, and Public Safety.** The walking route looped through the traditional downtown core, with stops along Front Street, Franklin Street, the Tram Plaza, North Franklin, and Seward Street. Discuss positive effects of having cultural institutions located in the business district. Should we encourage more to locate downtown (such as UAS or other tribal organizations)? Discuss winter housing and safety in the area. Legislative housing seems logical; however complaints around safety may be a deterrent.

# Appendix D. Blueprint Downtown Visioning Report

- **Tour Two Vehicles, Parking, and Pedestrian Experience.** It also captured portions of South Franklin, with a focus then on docks and the connections for pedestrians and vehicles. A particular emphasis was placed on the difficult pedestrian links between the walking dock area, and onto Seward Street, Main Street, or the wharf. Discuss potential for circulator bus, summer links across town. Potential closure of Front Street or Seward Street for pedestrians only? Is a temporary street shutdown like “First Friday” a positive model?
- **Tour Three:** Juneau’s working waterfront – Must it be gated, barricaded, and hidden from view. Opportunities here in Indian Village to better understand Juneau’s Tlingit history and better integrate this as part of the Shoreline Arts & Culture District. (CCTHITA staff). Current and new JACC, economic & cultural role of arts in Juneau.

## F. Final Public Meeting, January 24, 2019

The final public meeting was held at Centennial Hall, with 78 participants. By the final meeting, thematic categories and a range of potential action items were generally well-established. The list was expanded from eight to nine, adding a separate category for *Carrying Capacity*, rather than group this broad topic under Sustainability. This suggestion came from the Steering Committee in feedback during their January update presentation.

At the meeting, the priority for the public input shifted to consensus on vision language for each theme, cementing an understanding of theme details, potential implementation actions to achieve the desired vision and outcome, and identification of potential implementation priorities and revenue sources.

The meeting was structured with detailed information and background on each thematic category, and a review of previous identified vision statements and action items. To help assess public sentiment, an active crowd poll was conducted with several questions under each theme, capturing opinion on relative priorities, and preferred implementation steps.

At the end of the meeting, after themes were explored, polling was used to test community opinions on general vision plan priorities, and offer feedback on potential revenue sources for implementing actions.

## 5. Blueprint Vision Study Results, including Vision and Recommendations

As described previously, the Blueprint visioning team identified nine broad planning and development *Focus Areas* that most accurately captured the range of downtown concerns and issues.

Results for each focus area are broken out more explicitly in the following sections, with additional background and detail. Each focus area chapter is organized with *background, vision, action items, and recommendations*.

- *Background* offers a context of community opinion and cross currents that were derived on each of the themes.
- *Vision statement* reflects the aspirational goals articulated for how Juneau works toward the future best solution.
- *Action items* were developed directly from public comments received in our data collection phase of the process, and then prioritized by the public by individual voting. Audience polling was used in the final public meeting, diving a little deeper into public priorities and perceptions.
- *Recommendations* are the final “vision” results suggested by the team for use by the Borough and Steering Committee moving forward with details of the Downtown Area Plan.

To explain *Action items* and that process more fully, the individual items were not vetted by the team for reasonableness or appropriateness (unless clearly egregious). After reviewing the database, the top 10-12 potential action items for each theme were simply listed for the public to consider, then The public “voted on” potential action items at the October 30 meeting through the use of stickers to denote their preferred items within each of the thematic categories.

Interestingly, in some cases the action items were mutually opposed (i.e., create more parking, create less parking). The full reading of such responses in the appendix is recommended to get a broad picture of the responses.



# Appendix D. Blueprint Downtown Visioning Report

## Focus Area A: Business Vitality

### Background

Business vitality in the downtown core is a perennial focus of downtown planning as was true for the Blueprint process. This issue is deeply enmeshed in the question of summer visitation versus year-round stability. The growth of South Franklin seasonal visitor shops has offered both wins and losses for Juneau, and created a substantial community dialogue on what future growth patterns the community should embrace.

In general, the majority express that too much seasonal-only development has occurred with a substantial erosion over time in the overall well-being of the downtown due to off-season “darkened” street life and vitality, and loss of year-round reasons for locals to embrace downtown.

Although there are many positive aspects of Juneau’s burgeoning summer visitor season, the over-accomodation of seasonal businesses (whether actively pursued by the community or not) has created negative consequences that many residents insist must be addressed. This includes suggestions to limit types of commercial activities such as caps on the number of jewelry stores, the imposition of extra taxes on shops that are only open in the summer, incentivizing year round business investment and activities, or preventing conversion of additional parts of town to seasonal stores.

While such active steps seem to be a minority opinion, there is a strong ground-swell sentiment that an appropriate balance has been lost, and that Juneau needs to be much more intentional moving forward to insure that the equally valid goals of year-round economic vitality are guaranteed by our planning, regulations, and tax policies.

Much public comment centered on positive steps to emphasize and cultivate the strengths of downtown in business opportunity. These included an understanding of our enviable walking scale, uniqueness of setting, and year-round benefits as Capital City.

To this end, there was a strong consensus that downtown Juneau could capitalize on greater redevelopment potential with some of the underutilized building stock and undeveloped parcels downtown, possibly through CBJ tax relief, creating a winning solution to greater utilization.



Front Street becomes a lively pedestrian street-market during a First Friday event.

**Vision:** Private and public investment downtown should focus on improving Juneau as a year-round commercial center for locals and visitors alike. Increased investment in and by locally-focused businesses will be self-reinforcing, creating greater vitality. Growth should emphasize authenticity, highlighting Juneau’s setting, history, culture, and scale. Explore incentives or programs to reward businesses that are open year round.

### Action Items

The public’s most favored actions relative to Business Vitality are:

- Identify underutilized properties and promote redevelopment through meaningful tax benefits and/or cash incentives.
- Create a multi-vendor marketplace for local businesses, including food trucks.
- Limit number of seasonal jewelry stores downtown.
- Incentivize mixed-use developments, including zoning flexibility to bring businesses into some neighborhoods.
- Require, or strongly incentivize, a focus on year-round local businesses.
- Encourage independent travelers (as they typically spend more time and money locally).
- Explore options, such as a West Douglas deep water port, to reduce industrial truck traffic crossing through Downtown.

The final January 24 public meeting included a cellphone text poll, allowing a finer gradation of sentiment on potential actions to promote economic vitality. Of the 78 attending, by almost a 2:1 margin, the most preferred action step was to provide more housing on upper floors of buildings. This was followed by four actions with similar votes: tax incentives for businesses to stay open year-round, more events, festivals and conferences downtown, more support for start-ups which are typically owned by locals starting businesses (e.g., cart vending, pop-up shops, markets), and tax incentives for locally owned businesses. Lowest support was given to penalties for businesses not open year-round.

### Recommendations

There is a broad community consensus that greater year-round vitality is paramount for Juneau downtown improvement as we look to the future. This complex issue crosses several related fields, particularly housing and its mutual impact on economic vitality, and the huge shifts in seasonal visitor counts with which the business district must contend.

There is clear public consensus that CBJ actions should focus on achieving greater utilization of older building stock and undeveloped parcels downtown, for both business and housing use. This is a step in the right direction for increased density and vitality. There is strong support for active CBJ policy steps to achieve redevelopment and revitalization, such as use CBJ tax abatement incentives.

# Appendix D. Blueprint Downtown Visioning Report

## Focus Area B: Identity and Culture

### Background

A great source of optimism concerning the development potential of downtown Juneau relates to the opportunities available to further amplify our unique and compelling identity. Our status as Alaska's Capital, our geography, our history and cultures, our picturesque setting, the walkability of downtown making Juneau a very accessible port of call, all give Juneau a strong hand to create a unique and marketable identity unlike any other location.



A Blueprint Downtown walking tour group discuss regional Alaska Native arts and culture.

An interesting result from interviews with seasonal visitors is that frequently the visitors have a more profound and fresh sense of what Juneau offers than the residents, who are sometimes prevented at seeing those strengths with a concern over other deficits.

There has been some expression of frustration with earlier attempts to over-label downtown Juneau as a Gold-rush town, to the expense of some other cultural richness, including Native indigenous values,

and the tapestry provided by other immigrant cultures over time, such as the Filipino community.

There was a lot of commonality in the opinion that Juneau could represent all of these cultural influences, not just one, and draw strengths from each. Significant steps have been taken with establishing Juneau's cultural identity with new projects like the Andrew P Kashavareff (SLAM) Library and Museum, and the Soboleff Center for Sealaska Heritage Institute. Each facility has achieved an important milestone, helping position Juneau at the forefront of communities which embrace arts and culture<sup>2</sup>.

There were also significant public statements to the value of the arts industry in Juneau, and that this "sleeper" economic driver plays an under-heralded part in Juneau's economic stability. This, in turn, underpins broad support for initiatives like the proposed new JACC, and greater emphasis on Juneau as the "Northwest Native Arts Capital."

A negative comparison was frequently made to Juneau's growth to support the summer visitor, with a promulgation of storefronts and shops which do not represent Juneau, and in fact, could be mistaken for facilities in any number of other ports.

<sup>2</sup> A new Juneau Arts and Culture Center as well as Central Council's focus on Delancy Street programming/businesses would complement these existing examples.

**Vision:** Juneau's appeal flows from the richness of our diverse cultures, our status as Alaska's Capital, and the opportunity to showcase our compelling history. The real connection between our people, cultures, water, and land provides an authenticity that differentiates Juneau from other communities. Our unique story should be emphasized in all downtown design and planning, building and construction, street improvements, and public art installations.

### Action Items

The public's most favored actions relative to Identify and Culture are:

- Incentivize year-round activity, with a focus on authenticity.
- Complete the Seawalk across the full Downtown waterfront.
- Define areas that can be closed to vehicles to emphasize pedestrian activities such as art markets, music, dances, and special events.
- Create incentive programs for adaptive reuse and modernization of underutilized downtown properties.
- Integrate art and culture elements, including a significant Alaska Native component, across the Downtown with art, murals, and interpretive panels.
- Prioritize clean streets and well-maintained buildings and infrastructure
- Connect Downtown activity with the waterfront, emphasizing water-front uses such as restaurants and the proposed Ocean Center.
- Complete the JACC expansion

The final January 24 public meeting included cellphone text polling of the 78 in attendance on two questions central to the Downtown Cultural Identify. The first asked a question concerning agreement with the following statement "Public art, building design, wayfinding signage, and streetscape/infrastructure design should provide greater focus on Juneau's Indigenous Cultures." 48% of those attending strongly agreed with this statement, and another 24% moderately agreed. Only 15% disagreed.

A second question asked about economic support for the proposed new Juneau Arts & Culture Center (JACC). That question, again, illustrated strong support with 71% of those attending either supporting or strongly supporting the JACC. 20% were opposed to JACC funding.

### Recommendations

The Seawalk completion was highly-rated in this section (and others) because it is one of the most effective vehicles for both residents and visitors to experience the remarkable beauty and setting of Juneau. All reasonable steps should be pursued by the CBJ to complete the seawalk, and provide the benefits of our proximity to water, as well as convenient links to varied Juneau neighborhoods.

Proposed updates and refinements to the Downtown Historic District Standards should be completed with an eye toward increased breadth and acknowledgment of Native indigenous cultural contributions to the downtown, as well as contributions by other immigrant cultures which have added color and breadth to Juneau's unique culture scene. All should be represented in requirements from the Historic District Standards.



# Appendix D. Blueprint Downtown Visioning Report

Many suggestions were made that all Juneau planning and growth should start from the premise of making it 'authentic' to our place and history, with good consequences flowing from that integrity and focus on place.

The City and Borough of Juneau should actively support new initiatives that broaden cultural offerings, and which enliven the palette of downtown offerings. The successful First Friday gallery events could be expanded to emulate the more involved Gallery Walk, including selective street closing, possibly in conjunction with thematic emphasis, drawing from cultural precedents for food, dance, or season.

Finally, the public makes it clear that reasonable investments by the CBJ toward the cultural identity and arts economy of Juneau is both good economic sense, and supports the authenticity and sense of place that permeates public recommendations for capitalizing on this unique asset for Juneau.



Filipino July 4 Parade Entry

## Focus Area C: Housing and Neighborhoods:

**Background:** Along with economic vitality, a focus on downtown housing is thoroughly embedded through past studies of Juneau's downtown. For many residents and planners, it is the single most important driver of overall community vitality, the factor to which all other success is intimately linked.

Over time, it is clear that the downtown core has lost a significant percentage of the housing inventory demonstrated thirty or forty years ago. Although hard to quantify, it appears that most of the housing loss has occurred across the lower income and middle-income market sector, primarily apartments. This has the consequence of fewer people residing in the downtown core, creating a downtown which is less dynamic and vital, particularly in the evenings after businesses close.

Housing patterns across the overall downtown area also have an unusual asymmetry. While the perimeter neighborhoods of downtown remain popular and highly desirable, a hollowing out of housing in the central core has occurred. The flanking neighborhoods (i.e., the Flats, Starr Hill, the Highlands) have, if anything, increased in wealth and gentrification over the decades, with most homes relatively expensive and in good condition. At the same time, apartments downtown have tended to leave the market due to losses from redevelopment, fire, or simply age and lack of updates.

This has created a situation in the downtown core where many of the older buildings, frequently those with historic merit, have very low (or no) utilization on the upper levels, and where previously a significant portion of apartment housing had been available.



Downtown Juneau, with few housing accommodations

Another new variable is cutting in to the availability of long-term rental housing – that is the proliferation of downtown short-term rentals, including AirBnB, and VRBO. The popularity of this relatively new phenomena provides increased rental income opportunities for some owners, but also tends to reduce long-term apartment availability.

The consequence of overall loss of housing, predominantly apartments, and the lack of new development in this market sector, has created a critical lack of affordable housing downtown. This market sector is a vital piece of healthy housing market, and one that is particularly relevant to downtown Juneau because it is a logical location for more transient and lower-price housing options, supporting both seasonal work force, and younger residents.

# Appendix D. Blueprint Downtown Visioning Report

Another interesting variable concerning downtown housing is parking supply and demand. Given the scarcity of land for parking, and the potential of new housing to appeal to people without a compelling need for a vehicle, arguments can be made that very low parking standards may be appropriate, if that created more housing inventory.

The CBJ, through CDD, is creating a field-verified data base that more accurately identifies under-utilized building stock in the downtown core. This inventory should provide a critical piece of information as steps are identified to increase housing stock across different market sectors.

**Vision:** Increased housing in the downtown core is a cornerstone of increased downtown vitality, across all sectors. Increased housing will provide more business customers, better ability to attract workers, and greater street activity. New housing will include lower-income and seasonal housing, as well as improved high-end housing opportunities. The CBJ should pursue incentives that focus on rehabilitating underutilized existing buildings and empty lots to provide more housing stock, focused on a variety of income levels.

**Action Items:** The public's most favored actions relative to Housing and Neighborhoods, as recorded by the October 30 public meeting, are as follows:

- Create more affordable entry level housing for young people.
- Find a new location for the Glory Hall where it can still achieve its mission to provide food, shelter, and compassion to those in need.
- Create incentive programs for adaptive reuse and modernization of underutilized downtown properties.
- Prioritize year-round downtown housing over seasonal rentals
- Provide an improved safe campground, including services and transportation for the homeless
- Change zoning to accommodate higher residential density in Downtown neighborhoods.

The final public meeting on January 24 including cellphone text polling for the 78 in attendance on a number of related issues. The first included a hypothetical prioritization for downtown properties which could provide more housing. Tied for first were the upper floors of the Gross Theatre Building, the site of the former Gastineau Apartments. Close behind was the lot at 4<sup>th</sup> and Franklin, across from Mendenhall Apartments. Interestingly, out of seven hypothetical locations, the parking lot at 2<sup>nd</sup> and Franklin, which the CBJ has explored for housing options, finished last in public priority.

A second text poll gauged sentiment on types of incentives the public felt were appropriate for the CBJ to utilize to create more housing inventory. 60% of participants supported property tax relief, cash, or low interest loans to incentivize mixed-use housing on upper levels. 26% thought the costs should come from a penalty for vacant or underutilized properties. 10% did not support use of incentives.

Finally, a poll was conducted on how short-term rentals (VRBO) should be regulated, if at all. At present, such rentals do pay bed tax. The highest block, at 39%, said STRs should be capped at a fixed percentage of total rental units, with the next highest group at 30% saying they should be left unregulated.

#### Recommendations:

A preponderance of public opinion agreed that a lack of housing, particularly affordable housing, was a critical impediment to achieving overall vitality and positive growth for the downtown. Furthermore, public sentiment from meetings and online data agree with the perception that underutilized properties exist in the downtown core, and that the CBJ had an appropriate role to play in potentially incentivizing

housing development, utilizing tools such as property tax credits, housing unit rebates, energy or code upgrade rebates, and similar economic drivers.

Initial conversations have occurred with the CBJ Chief Housing Officer on the potential for these goals to align with established CBJ housing initiatives, and the currently in-place housing funds. The consensus is that many of the suggestions are potentially workable, and should be pursued to a next level of feasibility analysis, and potential target programs. As the CDD inventory of under-utilized properties is completed, creating an incentive test program for new housing is seen as a logical top priority.

# Appendix D. Blueprint Downtown Visioning Report

## Focus Area D: Vehicle Use and Parking, including Bicycles:

**Background:** This category of downtown planning need was more contentious than most. The issue is that downtown Juneau has a small and limited footprint, with an established street grid and not much room for significant expansion of the street infrastructure. Given the extremely high use of several key streets, and the certainty of more demand in the near-term, the problem will only grow.

The severity of current traffic problems, especially with “bottleneck areas” such as those near the stretch of South Franklin along the library, were obvious to all. One solution that does appear to have captured the public imagination over the last few years is the potential to implement a “circulator” bus system. While the details are unclear, a circulator would be a system, used in the peak summer season at least, that provided a fast and efficient hop-on hop-off utilization to move people without friction across the central downtown core. Stops would be very simple, and include perhaps just three locations, such as Tram Plaza, transit center, and the SLAM.

No other clear consensus on solutions appeared to emerge, with some recommending more incremental solutions (more traffic crossing guards), and others viewing the current pattern as broken, requiring more dramatic steps as we move into the future.



Downtown Juneau with summer vehicle congestion and scarce parking.

Parking is another thorny subset of the streets and transportation theme. This issue, more than most, shows a broad range of opinion. Many believe downtown Juneau provides plenty of parking, especially in comparison to other compact, pedestrian-friendly urban examples. An equal number believe that Juneau’s downtown vitality is critically hampered by a lack of convenient and predictable parking.

Bicycle capacity adds another element of disagreement. To some, greater bicycle accommodation is seen as the clearest method to change the paradigm downtown, with easier cross-town

mobility, lessened parking demand, and a friendlier environment. Others believe that such visions are mis-guided and don’t reflect the car-based reality of an Alaskan city, especially in non-summer seasons. Both opinions have merit, and the solutions are likely to be nuanced over time, with an eye toward what works.

**Vision:** Juneau downtown vitality and growth is critically linked to improving the vehicular movement through the downtown core. Given the limited space for roadways, and competing needs for pedestrian and cyclist flow, innovative ways to provide passage for critical buses, trucks, and automobiles will need to be implemented. A “Circulator” system to easily move pedestrians across the downtown core is a highly-supported and critical step to reduce the number of vehicles on the street, as well as downtown parking demand.

**Action Items:** The public’s most favored actions relative to Vehicle Use and Parking, as recorded by the October 30 public meeting are as follows:

- Create an electric downtown Circulator to move people between S. Franklin, Transit Center, Willoughby District, and remote parking.
- Use some of Downtown’s vacant lots to add more parking in aesthetically pleasing multi-level parking garages.
- Create Park and Ride lots in the Valley and Douglas for transit and carpools to and from Downtown; incentivize large employers to use.
- Electrify both city buses and tour buses to reduce fumes in Downtown and at the Glacier.
- Provide Downtown bike lockers, bike parking, a bike share program, more bike racks with tools, and dedicated interconnected lanes for bicycling to/from and around town.
- In the long term, relocate AML and industrial truck traffic to an area outside of the Downtown Franklin Street bottleneck.
- Stop investing in parking structures. Redevelop areas now used for surface parking lots, emphasizing transit, car pools, car-sharing, bicycling, and walking.
- Improve Capital Transit bus stops/shelters to better meet year-round needs, including displays that show real time route status, security cameras, and better snow removal.
- Ban vehicles, except the Circulator, during tourist season in defined Downtown areas to allow people to move more freely and create a plaza atmosphere.

Text polling from the final public meeting January 24 included a question that identified seven strategies to reduce Franklin Street bottleneck problems between the Merchant’s Wharf and the Archipelago Lot.

For the 78 in attendance, the preferred option, with 26% support, was development of a circulator system, including staging for cruise buses outside of the bottleneck region. This is important to consider in a planning context given that all of the cruise industry bus support occurs in staging areas trapped beyond the bottleneck areas at present. This suggestion is a fundamental new approach to rethink vehicle logistics downtown.

The second most popular, with 21%, was creation of cruise bus staging outside of the bottleneck areas without a circulator. This is telling, with the perception that visitor staging growth must be shifted out of the current focus area, even without the establishment of a circulator. There is a high conviction in the public’s mind that the current approach to visitor vehicle support is not sustainable.

The third option was using the Seawalk more extensively as a way to move people linked with the use of bikes, covered golf carts, or other mode of transportation. This may or not prove practical, especially in the short term because the dock/Seawalk structure terminates just before Merchants’ Wharf and bottlenecks would be unchanged.

Another interesting poll asked about planning steps that would make people willing to give up their car for coming downtown. Alternatives to cars break out two ways – ride the bus, or ride a bike. Interestingly, a circulator was the top determinant (supporting both bus and bicycle use), followed closely by more and better-connected bicycle lanes. Several issues then related cumulatively to more convenient and practical bus service.

### Recommendations:

It is clear that a circulator needs to be implemented. Discussions have been underway at a CBJ management level for 2-3 years about options. Older CBJ buses could be pressed into service immediately, while other potentially attractive improvement, such as the much-requested electric system, was pursued.

# Appendix D. Blueprint Downtown Visioning Report

From a planning level, a successful circulator system needs to be extremely simple, intuitive, predictable, and efficient. Buses should run on a continuous loop, and not charge for the service – with numerous headaches avoided.

There is anecdotal evidence that smaller “Disneyworld” semi-open slide-in vehicles are more inviting and potentially provide greater total pedestrian movement. Juneau’s street laws do not allow this vehicle type at present. That limitation should be researched and eliminated. The smaller-impact vehicles could also have potential application on the downtown docks, which have enough free width to utilize this alternative, which is certainly attractive, given traffic limitations on the streets.

One of the recommended solutions discussed by the public is the creation of improved bike lanes. While highly attractive as a goal, certain portions of Juneau roadway system are so critically constrained that creation of a dedicated bike lane is simply not possible. This does open the conversation to perhaps more unconventional solutions, such as raised pathways where necessary to get by bottlenecks, including multi-modal alternatives for both bicycles and pedestrians.

Finally, many opinions were offered that more surface parking should be provided downtown, using underutilized property. Others offered the opposite position, that surface parking should be reduced, and that downtown vitality would be enhanced by converting such space to greater-value pedestrian and/or business space.

On balance, it does not appear clear that significant unmet parking problems exist in the downtown core that would prioritize the creation of additional surface parking, particularly if a circulator serving visitors and residents and/or other vehicle reduction alternatives are pursued. Conversely, strong arguments exist that additional parking capacity in the “Willoughby” District, just outside of the urban core, may be very useful in conjunction with a circulator.

## Focus Area E: Pedestrian Access and Experience:



(Photo from the Juneau Empire) Juneau youth roam downtown on Halloween 2018, when downtown businesses hosted trick or treating.

**Background:** Pedestrian needs were a key point of public engagement, with many issues related to current short-comings, and others referencing longer-range, more aspirational goals for the community.

Immediate concerns include congestion and vehicular conflicts in the most critical crossing portions of town – essentially identical to vehicular concerns, which arise from limited street and sidewalk widths which can’t accommodate the surging numbers of people trying to use them.

Many of the public seemed to side with the importance of pedestrian safety and comfort, if the choice had to be made with vehicles.

Fortunately, there are options for increased pedestrian efficiency, and the potential to use

alternate routes that aren’t available to vehicles. Of obvious value is the newly-expanded downtown cruise ship dock, and its partially-complete seawalk extensions.

An extremely high level of response was offered on the value to Juneau from completing the seawalk, and further increasing the capacity of this signatory community feature to complement the assets of Juneau’s waterfront setting, as well as move people more efficiently across the town.

A related issue concerned how the downtown core was linked to the surrounding neighborhoods by pedestrian routes. Certain areas, such as Starr Hill, work well. Others, like the general link between the central downtown and the Willoughby District simply do not. Capital Avenue was called out as an example of a very poor pedestrian link which can be readily remedied. The downtown walking tours were useful to spotlight troubling bottlenecks in the pedestrian routes across town, and solicit comments on potential solutions.

Other substantial community concerns were presented concerning year-round pedestrian accommodation and safety. Many were quite displeased with the nature of snow removal downtown, and the burden that placed, in certain areas, on the pedestrian. Related, positive comments were made on the increased implementation of canopies, and the hope that their use became more universal, and in association with increased ADA access. CBJ progress in street pedestrian upgrades in the downtown core were acknowledged.

Also on a positive side, public sentiment showed a high degree of receptivity to increased pedestrian-only use on key central street areas, particularly associated with special events or functions that created a draw for downtown visitation.

**Vision:** Pedestrian routes should continue to be improved to reduce summer congestion and flow smoothly and safely, linking the waterfront and various downtown destinations. Expanded canopies and improved streetscapes will enhance comfortable and safe routes in all weather conditions and times of the year. Pedestrian enhancements and congestion management should explore pedestrian-

# Appendix D. Blueprint Downtown Visioning Report

only street areas for special activities and events. Greater ease of pedestrian links between the waterfront dock areas and downtown streets should be a focus.

**Action Items:** The public's most favored actions relative to Pedestrian Access and Experience, as recorded by the October 30 public meeting, are as follows:

- Complete the Seawalk from the AJ Dock to Overstreet Park.
- Provide adequate, safe, clean, and well-identified public restrooms.
- Improve and expand sidewalk canopies and ensure that walking routes are accessible and passable year-round.
- Create a pedestrian-only destination area(s) in the Downtown core.
- Add more historic info signage and Tlingit place-name signs along streets.
- Support the creation of more indoor/outdoor dining and shopping experiences
- Provide seating throughout Downtown for pedestrians to comfortably rest and take in the scene.
- Build in more green space, art installations, and pedestrian amenities

Follow-up questions from the final public meeting of January 24 focused on potential steps to make portions of the downtown streets used for pedestrians only, most typically at limited closures or for special events.

For the 78 in attendance, a surprising 93% were in favor of initiating a trial period to study different options for expanding pedestrian street use. Of these options, closing Front Street on First Friday of every month for one year was the highest favorable mark, with 33%. Other combinations with significant support included closing portions of Front Street by itself, or in combinations with Shattuck Way, or the Southerly portions of Seward Street fronting the Soboleff Building.



Example of pedestrian street activities

An interesting anecdotal text poll question gauged the potential of Juneau residents to walk across town: "Would you walk to Whale (Overstreet) Park on your lunch break if there were food trucks

there?" A full 57% said yes, with another 25% said maybe. Clearly, this is a population that is willing to walk, and loves to walk along their waterfront, given the choice and reason to do so.

**Recommendations:** The Seawalk was noted by the public as their highest priority. This was consistent, strong, and premiated across many different venues and categories. The Seawalk was cited in reference to many different benefits, including celebrating Juneau's setting, providing a serene and uncongested alternative to the chaotic street situation.

Related, and an item which should be relatively easy to implement, is to establish better linkages between the Seawalk and the adjoining upland neighborhoods and regions. In many areas downtown, especially along the Franklin Street corridor, Seawalk links work well. However, the potentially critical linkage from the Dock/Seawalk near Merchants' Wharf and the Transit Center is particularly grim. If and when the Seawalk can link across the Merchant's Wharf area, significant urban benefits, starting with enhanced pedestrian linkages, will occur.

Only 7% of all respondents were un-supportive of experimenting with increased pedestrian closures, with a nearly unanimous sentiment from meeting respondents to test ideas for Front Street, and possibly linked portions of Seward or Shattuck Way. This is one of the easiest, and potentially most engaging, of the study planning recommendations.

Data from other urban centers shows that pedestrian-only central core spaces are marked in general by very successful business metrics. The street can be the focus on themed events, with attractions that tend to pull participants from outlying areas. Juneau can expect the same results, if coordinated successfully with activities that validate the expanded pedestrian zone.

# Appendix D. Blueprint Downtown Visioning Report

## Focus Area F: Sustainability:

**Background:** Juneau has a mining history that is linked closely with clean hydroelectric power, coupled with a much older Native cultural sensitivity, working to balance human activities with our setting and resources. Given the value of our setting, the pristine nature of our environment, and our geographic isolation, the topic of sustainability is certainly critical to Juneau's future.

Given this, many parallel conversations are occurring in Juneau regarding community priorities and actions related to sustainability. The Juneau Commission on Sustainability has an active and growing presence, and a number of initiatives to broadly increase Juneau's sustainability are being explored.

Juneau has great potential to increase the share of renewable electricity in the community energy mix. Nearly 100% hydroelectric production is from local hydroelectric supplies with additional hydroelectric sources already identified. Additionally, relatively mild year-round temperatures make electric vehicles and electric powered heat pumps highly economical.

One of the items that polling of seasonal visitors emphasized was their sensitivity to Juneau's relatively pristine environmental setting. The retreating of the Mendenhall Glacier was also mentioned by seasonal visitors as a visible sign of rapid environmental changes.

Related, the basic setting of Juneau, both for residents and visitors, presents an unrivaled pristine environmental context, with the incredible proximity of nature and natural forces to our community. Given this, a majority of the public response on the category of sustainability was highly supportive across a broad range of initiatives, making it clear that Juneau should continue to pursue strong environmental goals, and make sustainability a calling card of community identity.

Local citizens of Juneau are particularly concerned with emissions from cruise ships, and the impacts of air quality and health. This has led to community support for for cruise ship connection to shore-side power, significantly reducing emissions while ships are docked.

Other public comments and conversations concerned the related topic of resiliency, especially in relationship to food security, given our heavy reliance on food shipped thousands of miles.



**Vision:** Juneau has the opportunity to showcase best sustainable practices, focusing on a transition from fossil fuels to renewable hydroelectricity for heating and transportation. Mitigating cruise industry impacts, with steps such as increased shore-side power, is a key element of this shared focus on enhancing renewable energy. Sustainable practices are critical to maintaining our area's intrinsic beauty, quality of our setting, and working with our local resources.

**Action Items:** The public's most favored actions relative to Sustainability, as recorded by the October 30 public meeting, are as follows:

- ..... se electric vehicles for all public transportation including a downtown circulator.

- Incentivize the installation of renewable energy heating systems, such as heat pumps, in residential and commercial buildings.
- Require cruise ships to utilize on-shore power.
- Work with business owners to develop more practical recycling and packaging practices for tourists and locals.
- Develop complete cycling infrastructures (e.g. bike lanes, lockers, covered stands) into a clear network that encourages cycling as a means of transportation.
- Develop a "Food Security" initiative; explore opportunities for local growers and neighborhood gardens.
- Prioritize climate change mitigation and adaptation in all future city planning.
- Support the development of District heating in Juneau's downtown core.
- Foster greater support for the Juneau Commission on Sustainability recommendations on how to implement adopted sustainability plans.

Text polling at the final public meeting January 24 explored more closely the recent goal adopted by the Assembly of obtaining 80% of Juneau's total energy needs by renewable resources by 2045. Not surprisingly, public support was high, in general, for this goal.

Public support was equal for converting vehicles to electrical sources (especially the CBJ fleet), requiring shoreside electrical power for all cruise ships, and converting buildings to heat-pump technology.

**Recommendations:** The significance of sustainability as a critical local goal should be present in the background on virtually all planning and development steps as Juneau moves forward. At an incremental level, this sentiment should play an increasing role across many sectors.

An example, that CBJ is currently addressing to some extent, is the provision of electrical vehicle charging stations, incorporated without fail in all new relevant city scape improvements. Many details still need resolution, such as the type and nature of charging stations, how costs are fairly allocated among the community, and similar trade-offs, but the large decision is established: the charging infrastructure will be installed.

At a more subtle level, another recommendation that the CBJ should implement is an energy conversion/upgrade program with a specific target for existing downtown properties. This step would achieve many outcomes, including the potential of more affordable housing, as well as more business establishment downtown. Both expansions would occur within the context of a significantly improved building stock which dropped total energy use, and converted such use to sustainable sources such as heat pumps.

Requiring all cruise ships to connect to shore-side electric power is a clear, bold step advocated by many in the community. While simple in principle, and obvious why it garners support, this issue is also more difficult to achieve than simpler small steps like electric vehicle charging stations, or heat pump conversions. Providing the necessary infrastructure to power docked cruise ships requires substantial investment in transmission and distribution capacity, for what is only used for relatively little time during the year. The benefits are perceived by the public to be worth it though.

District heating in downtown is being planned by the private sector. Provision of district heat could replace the use of heating oil by the larger downtown buildings. The Willoughby District Plan identifies the use of district heating as an opportunity to reduce fossil fuel use by buildings in that area of downtown. An electric-based seawater heat pump system will require additional hydroelectric capacity/supply that would have to meet. However, the balance between building additional hydroelectric supply and capacity versus demand, and which comes first, is a complex discussion. This



# Appendix D. Blueprint Downtown Visioning Report

topic is well described in the 2018 Juneau Renewable Energy Strategy and are beyond the scope of this report.

What is important to note is that the community has coalesced around the goal to increase reliance on hydroelectric resources, and to move past our dependence on oil and fossil fuels for heating and transportation. To make such ambitious and significant changes, it is certain our hydroelectric capacity must be increased and efficiencies in our current electricity use found.

A scheme to showcase locally grown produce in downtown restaurants and stores could be developed. Provision of small areas for neighborhood gardens, such as the one at Chicken Yard Park, would allow those living downtown without a garden to grow some of their own food. Even with such initiatives, community reliance on food that is shipped in will remain a challenge.



## Focus Area G: Carrying Capacity:

### Background:

The creation of a separate Focus Area for *Carrying Capacity* was a recommendation of *Blueprint Downtown* Steering Committee during a January presentation to the Committee. Previously it was combined with *Sustainability*.

This was a good recommendation; *Carrying Capacity* is separate and distinct, even though aspects overlap with other downtown focus areas and themes. All in all, it likely presents the largest balancing act facing downtown Juneau, with both substantial challenges and opportunities.



The central issue is that Juneau remains the most popular Alaskan cruise destination, and is one of the top destinations in terms of visitor satisfaction in any port worldwide. As such, Juneau is the central element of virtually every Alaskan cruise, and is facing strong and sustained growth in cruise ship passenger counts for the near future.

At this point, the rate of growth is *increasing*, perhaps surprising given the 20-30 year growth pattern already behind us. In 2019, 12% more cruise passengers are expected in

On average, five major cruise ships a day visit Downtown Juneau

Juneau compared to 2018, and in 2020 early estimates are for an additional 3-5% increase above this.

Juneau has succeeded in accommodating this substantial increase through sizable infrastructure investments, including major dock facilities and shore-side visitor accommodations. These physical changes have been accompanied with equally significant incremental improvements, many captured through the "Tourism Best Management Practices" (TMBP) initiative that informs how vendors operate, how buses move through downtown, implemented crossing guards, and similar smart initiatives that have reduced the friction of accommodating ever-increasing numbers of visitors within the finite footprint of Juneau.

Several factors, however, suggest that Juneau can't simply keep moving the dial into the future, with similar incremental solutions allowing a similar steady increase in total tourist counts as we've witnessed in the past two decades. The primary issue is the physical reality of the Port of Juneau, and the logistical realities of moving visitors through the downtown core.

At this point, docks have been rebuilt to best industry standards, such that four of the largest cruise ships can be tied up simultaneously, with a fifth or sixth ship, if in port, anchored up in the harbor and utilizing lighter boats to move people to shore. There is the potential for perhaps one more cruise dock in the downtown harbor, but that will be the finite limit.

# Appendix D. Blueprint Downtown Visioning Report

Related, the majority of cruise ship shore-side infrastructure and support is located awkwardly on the wrong side of downtown street congestion – virtually all of the arriving passenger support facilities, including bus parking, vendor sales, queueing, and similar support, are on the far side of the “bottleneck” - Juneau streets that must be transited to move visitors to the critically-desired destinations. These destinations, including the Mendenhall Glacier, whale watching, hiking, and similar immersive Juneau wilderness experiences, are the central reason for a Juneau visit, and transportation links to these offerings are simply a mandatory requirement, regardless of other logistical impacts which may be caused.

Recent steps to develop one of the few under-utilized portions of the downtown dock and frontage area, the “Archipelago Property” has just been approved by the CBJ Docks and Harbors and Juneau Assembly. This decision will put more shops, and more visitor bus accommodations on the wrong side of the bottleneck, further exacerbating the concerns with people movement out of downtown.

This context explains the great public interest in the question of *Carrying Capacity*, and the concern expressed by many that visionary new solutions are needed, not just the past incremental solutions that have so far made Juneau visitation numbers supportable, even if not universally popular.

Finally, it is clearly in the interest of both the residents and the cruise industry to solve some of these increasingly intractable logistical questions. Summer visitation, even with its difficulties, provides Juneau with a growing revenue source in otherwise uncertain economic times in the State of Alaska. Similarly, the cruise industry has every reason to work to keep the visitor experience in Juneau popular, given the flagship status of this primary port.

**Vision:** Juneau must continue to balance the increasing demands of rapidly rising seasonal visitation with those of local residents. For Juneau to retain its enviable position as a top cruise destination, logistical challenges and impacts must be mitigated to retain the quality experienced by visitors. A key element of this success should focus on the authenticity of the experience in Juneau and sense of place.

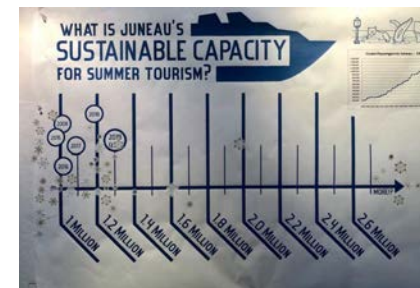
The public’s most favored actions relative to Carrying Capacity, as recorded by the October 30 public meeting, are as follows:

- Encourage the installation of an electric downtown circulator to reduce congestion.
- Reduce congestion by developing more infrastructure like Seawalk and street improvements.
- Increase bus staging to locations outside the bottleneck.
- Connect Gastineau Avenue to Thane Road as a bypass.
- Relocate/Rezone Rock Dump industrial area to reduce through-traffic.
- Require cruise ships to utilize on-shore power.
- Determine sustainable visitor capacity and set a limit on cruise ships and cruise ship passengers.

The text polling from the January 24 final public meeting added detail on public perception of *Carrying Capacity*. The following identical question was asked in 2002 and in 2019 - “How do you think the volume of cruise ship tourism compares to Juneau’s capacity to handle cruise visitor volume?”

Question	2002 Result	2019 Result
Juneau has about all the cruise ship passengers it can handle	32%	34%
Juneau has more cruise ship passengers than it can handle	30%	24%
Juneau could handle a few more cruise ship passengers	25%	31%
Juneau could handle substantially more cruise ship passengers	13%	11%

Another polling result concerns the public perception of most critical next steps to address Carrying Capacity. The question was phrased, with a bias, that the CBJ and Cruise Industry would need to work collaboratively on solutions.



This graph was a “Pop-up” opportunity for the public at the Gallery Walk presentation of Blueprint themes and questions. People would place their sticker on the chart at the optimum count. No easy consensus emerges!

The top priorities, with similar scores, were to implement infrastructure improvements to reduce congestion, and agreement on shared funding for visitor’s on-shore needs. Hopefully, this top perception of the public for future success now aligns with the recent CLIA and CBJ expression of support to work together on the future allocation of passenger fee funds.

Strong support for funding next extended to creating cruise bus staging *outside* of the Franklin Street bottleneck, implementing shore-side hydro power connections for all ships, and reworking cruise schedules to eliminate high and low-visitation days.

### Recommendations:

Results from the community indicate that while concerns exist for Carrying Capacity, and that for many, an appropriate balance point has been crossed, a majority of the community still believes that we can balance increasing seasonal visitation with the success and well-being of downtown Juneau.



# Appendix D. Blueprint Downtown Visioning Report

However, it is also critical that clear-eyed decisions be made while changes are still possible. Those decisions must address the clearly articulated problems downtown that will, in fact, render increasing visitation impossible to accommodate if not addressed. Foremost among these implementing steps are features to move visitors out of the bottleneck areas – the status quo will not work, especially with new bus staging at the Archipelago development coming on line within two years, which will exacerbate the current bottleneck situation.

Two complimentary steps relative to this are viewed as absolute requirements. The first is the implementation of a downtown circulator, identified as critical in other thematic areas. To be effective to solve Carrying Capacity concerns, such a circulator must be developed in conjunction with new remote bus handling capability, such that people are truly able to bypass the bottleneck area, and vehicular counts through that area are reduced. Increasing counts simply will not work.

To further refine this paired need, such a circulator and support bus staging area is most likely to function well somewhere in the Willoughby District, near other obvious visitor nodes, such as the Andrew P. Kashavareff Library/Museum (SLAM), or the JACC. The footprint for such surface facilities are still available, and the capacity of Egan Drive and other surface streets will support the creation of this infrastructure.

Other secondary recommendations flow from this primary critical step. It will also be important for pedestrian routes to support visitors moving to the alternate bus hub, rather than relying solely on the circulator. Improvements to the Seawalk, also needed to cross the “bottleneck” region at Merchant’s Wharf, thus become critical as well.

With the completion of the Seawalk through this critical downtown juncture, other discussed improvements, such as increased visitor flow along the Seawalk, using bicycles, or other multi-modal transportation solutions, become increasingly possible.

At a broader level, this central solution to move arriving visitors outside of the bottleneck (at least in part) will have substantial secondary benefits associated with stronger linkages of the Willoughby District with other portions of the downtown, increasing the potential of loop visitation downtown, expanding the commercial market district, and creating better linkages across major downtown destinations.

## Focus Area H: Natural Environment, Recreation:

**Background:** Universal among planning participants for *Blueprint Downtown Visioning* was an appreciation of Juneau’s fantastic setting, nestled between mountains and sea. If anything, this sense of wonder was even more pronounced with the seasonal visitors. This setting is a significant public benefit, and it is incumbent on the City to support and fund initiatives that maximize its potential.

Most conversations focusing on Juneau’s natural environment seemed to start with a focus on downtown’s relationship to the water. Again, the absolute priority of continued progress on Seawalk continuity was stressed. In general, sentiments included other details and unique ways for the community to capture more water-connection wherever possible. Popular ideas included expansions at the new Overstreet Park, picnic shelters sprinkled along the waterfront, performance spaces that captured a water backdrop, kayak launch areas, and even the potential for implementing water taxis.

One of the most popular action items, after Seawalk and cruise ship electrification, was to build the proposed Ocean Center on the old Subport site to emphasize Juneau’s connection to the water, and reinforce public use of the waterfront zone

Related, this theme extended to recreation potential for visitors and residents, and how such uses were a natural extension of the incredible variables that were already in place for Juneau, including the sizable harbor frontage, mountains, trails, and adjoining wilderness on virtually all sides. Coupled with this is the relatively compact, walkable Juneau core area.

These assets together make Juneau an ideal candidate to achieve many of the visitation ideals espoused in recent National planning initiatives stressing the test of recreational opportunity for all ages and abilities. This metric emphasizes a focus on communities that are fun and engaging for all ages, with issues like safety and accessibility solved in the background, so that the full opportunity for engagement and play is captured.

**Vision:** The location and scale of Juneau offers an unrivaled opportunity to emphasize our setting between the mountains and sea, showcasing an unspoiled and pristine environment. A community and business focus on our setting, coupled with an authentic experience, can make Juneau a leading example of a community embracing residents and visitors ranging from “8 to 80” in a deeply beautiful place. A key community priority is the waterfront, with needed steps to enhance recreation assets and opportunities along the waterfront for both visitors and residents, including families.

**Action Items:** The top action items from the October 30 public meeting included the following:

- Complete the Seawalk across the waterfront
- Require cruise ships to plug in to shore power while in town.
- Support development of the Sub-port. One alternative is the proposed Ocean Center, which will emphasize our connection to the water.
- Electrify the public bus fleet, and incentivize tour groups to use electric vehicles.
- Reduce litter, and improve waste collection Downtown, with improved garbage, recycling, and compost containers.
- Build a park with green space along the sea walk, capturing views and marine experience.
- Develop a recognition program that rewards businesses that participate in compost and recycling programs.

## Appendix D. Blueprint Downtown Visioning Report

- Identify Downtown Juneau's most valuable scenic view sheds, and develop guidelines to protect them.

Text polling from the January 24 public meeting was able to focus more closely on the types of water-dependent uses the public felt were most appealing. Top choice among the 78 in attendance was an expansion to the newly-opened Whale Park to add more play space, and even the potential for food carts.



Juneau's identity is linked to the surrounding natural wilderness.

Other popular choices, with nearly identical support include picnic shelters along the downtown waterfront, performance space along the waterfront, and the potential for kayak launch areas. People want true access to the water -- not just the vistas afforded by the raised cruise ship areas.

There was a certain degree of support for other recreational improvements sprinkled across the downtown, such as at Capital School playground, but such uses did not capture the imagination like the water-related uses.

Another interesting poll addressed the community support for plantings and landscaped areas that featured indigenous plants, such as spruce trees, blueberries, devil's club, and similar species. This was strongly supported by a full 50% of respondents, with another 29% moderately supportive. 8 out of 10 residents want the exterior spaces of Juneau to feel more locally grounded, and perhaps more of an extension of our unaltered surroundings.

Another question that arose from public comment concerned Gold Creek, and the artificial concrete lining through its final route across downtown. With more and more people crossing to this part of downtown, Gold Creek, and the inability of salmon to move up the creek, even slightly, creates a lot of conversation. In polling, 50% of the public strongly supported restoring as much of the creek bed as possible to a natural habitat, including the potential for paths and access to the water edge. Another 18% were moderately supportive.

**Recommendations:** An important step as part of moving the downtown area plan to completion would be some research on National recommendations concerning the "8 to 80" recreational target initiative. Juneau already has many of these features imbedded in its planning goals, but a more careful analysis would be useful, and may refine steps for successful new projects.

An emphasis of Seawalk completion was central, of course, to this theme. However, it moves beyond just the completion of the Seawalk to add more texture and color. People are interested in the Seawalk achieving a true connection to the active sea edge, similar to what has been successfully started at Overstreet Park.

The ocean edge can include several more active components, including provisions for small hand-powered craft like kayaks and canoes, and special recreational venues, like covered shelters, picnic tables, and even performance venues. Imagine being able to participate in a Tlingit elder telling a story at sunset, with a water back-drop, or a Jazz and Classics string quartet playing in a small acoustic venue along the water and away from aviation noise.

# Appendix D. Blueprint Downtown Visioning Report

## Focus Area I: Public Safety:

**Background:** “Public Safety” as a planning issue for downtown Juneau is a broad and somewhat ill-defined theme. In general, the concerns stem from a gradually increasing population of homeless individuals who spend the majority of their time downtown. Over time, as the numbers of homeless people downtown have grown, the perception of vagrancy and inappropriate behaviors have also grown.

Opinions vary as to whether an actual public safety problem exists, but there is general agreement that the behaviour of many vagrant individuals has definitely established an unpleasant experience for large numbers of the public using the downtown, as well as for seasonal visitors.

Given this, merchants in particular have been insistent that more active steps be taken to provide alternatives for the homeless population, and that off-putting social behaviour is really controlled through more active policing and other steps.

To this end, the CBJ and the community have worked together in very successful fashion to create active remedies to many of the underlying problems. Foremost is the funding and construction of “Housing First,” a facility dedicated to individuals with alcoholism and/or co-conditions of mental health, such that they are chronically homeless and at risk on the streets. The 32-bed unit was completed about two years ago, and is functioning quite successfully.



(Photo by KTOO) Downtown JPD Officer Ken Colón addresses a walking tour

In that period of time, downtown Juneau has seen somewhat less vagrancy. More significantly, social service programs for the CBJ, particularly Bartlett Hospital and the Police Department, have seen major reductions in service expenses to cover needs of this population. Based on the success of Phase I, an equivalent Phase II facility with another 32 beds has been designed, and will start construction this summer.

In spite of this major investment, there is still a very strong perception among the public that the downtown remains negatively affected by homelessness and undesirable behaviors. One obvious issue is that several types of individuals and behaviors are at play, and the population served by Housing First

is not necessarily a prime contributor to the on-going issues. Such on-going concerns include opioid addiction, and the social disruption that frequently occurs with that.

Several specific safety concerns were raised concerning the CBJ parking structures, especially the Marine Park Garage, as being a source of active risk, such that workers downtown would not enter the garages without a buddy system. Similar concerns were expressed for dimly lit alleys and stairways that serve the downtown.

Concerns with public safety are influenced by the seasonal variation in population counts downtown. According to officers that work the area, the increasing number of retail shops and businesses that aren't open during the winter months create more opportunity for mischief.

Finally, risk and perception are hard to define precisely. Officer Colon, who works the downtown core, has reported positive trends, and that he has seen the vagrancy and behavior issues downtown improve in the last year or two. However, many in the public, including merchants, do not necessarily share the same perceptions.

**Vision:** Public safety and downtown vitality will improve hand in hand. The CBJ should continue to emphasize on-street neighborhood policing. This step, along with increased housing for the homeless, housing opportunities, and year-round uses, will improve real and perceived public safety, increase community pride, contribute to our community's health and wellness, and enhance economic opportunity.

**Action Items:** Top-ranked action items from the October 24 public meeting include the following:

- Create more treatment centers and services for individuals with mental, drug, or alcohol behavioral problems.
- Incentivize building maintenance, and the upgrade of dilapidated buildings and facilities.
- Increase funding for police and safety personnel.
- Increase winter activities in Downtown, thereby increasing public street presence, and decreasing vagrancy.
- Provide improved and attractive sidewalks and street lighting.
- Improve bicycle safety with separated bike lanes.
- Relocate the Glory Hall to a location further away from liquor stores and bars.

Text polling from January 24 included a specific question on individual perception of public safety. Even with meaningful steps forward, such as Housing First, among the 78 in attendance, 42% believed that public safety concerns had gotten worse in the last one to two years. A third (34%) hadn't perceived a change, and only 19% perceived that things were improving.

The final polling question asked what people perceived as the most effective steps to take to improve public safety. The most favored response, by almost a 2:1 margin, was to create more housing and more vitality in the downtown core. Four other issues had roughly similar support, including increased lighting and visibility, increased neighborhood policing, focus on reducing on-street liquor consumption, and relocation of the Glory Hall facility from downtown.

**Recommendations:** The text polling top priority for a focus on housing and vitality downtown (promote redevelopment) is likely to be the single most effective step moving forward. It is a subtle step, but is probably going to be the most meaningful over time. If significant portions of the business district remain unoccupied and dark through much of the year, no amount of policing will make the area feel inviting or community-oriented.

# Appendix D. Blueprint Downtown Visioning Report

Concurrent steps to simultaneously reinforce housing, such as building conversation, along with initiatives to support year-round commerce, will be necessary. The CBJ may find that an investment of funds pays a very positive dividend in reduced service costs in other arenas, just as it did with the success of Housing First.

There are certainly other supportive steps which should be identified and implemented, including better lighting in parking garages and alleys, and the potential for increased camera surveillance. But these steps are relatively peripheral to the deeper systemic changes in vitality that should be the first focus.

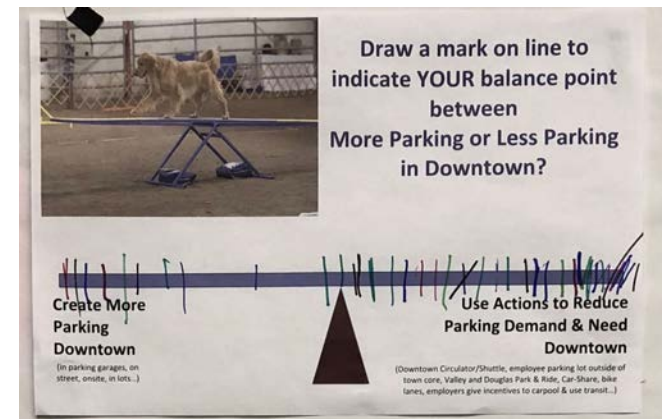
## 6. Additional Planning Results and Recommendations

Several other broad planning topics that did not fall logically within single “thematic” categories were discussed through the Blueprint Vision process, and received meaningful public input. Two such topics are elaborated following: the question of downtown parking, and protection of public viewsheds.

**Parking Balance Downtown:** The question of appropriate parking downtown is very difficult. As described elsewhere, public perception varies widely (and passionately) over the need for more or less parking in the the downtown core.

This issue becomes particularly pointed when parallel efforts to increase the housing stock downtown are initiated. Does the new housing stock require parking at standard levels? Reduced levels? Will the surface parking available for business use be negatively impacted by new residents grabbing up the parking?

The following graphic was used in the October 30 meeting to gauge perception on this issue. Somewhat surprisingly, the results from that meeting include approximately thirty marks on the side recommending the reduction of parking and parking demand, with about ten indicating that more parking was needed.



October 30<sup>th</sup> results concerning parking need perception

A range of written comments were also provided, with more individual detail. At a broad brush level, it is clear that for many in the community, parking in the downtown core is not perceived as a crisis. Many people left comments to the effect that Juneau has to get past an unrealistic expectation of having parking available outside of every business door.

# Appendix D. Blueprint Downtown Visioning Report

Comparisons to other urban centers (typically larger) noted that greater time and energy was required in securing parking, or making other travel arrangements. In general, the value of the offering or event in the downtown are more important than the absolute convenience of parking.

That observation has value for Juneau. Our actual downtown footprint is very small, with little available surface land. With so many competing needs for that area, as articulated in the Thematic analysis above, most residents understand that using this space for surface parking is an inappropriate use of resources.

That said, other out-lying portions of the downtown, such as the Willoughby District, or near the Bill Ray Center, provide optimum locations to consider the provision of additional parking. In fact, creating additional parking is a powerful parallel development to go along with important steps like the creation of a transit system circulator. Judicious creation of more parking capacity at the working periphery of downtown will be very valuable. Issues like park and ride, or a circulator, start achieving effective status if meaningful external parking can be accessed, yet still allow convenient links to the central portion of downtown.

**Viewshed Protection:** Another important planning topic concerns viewshed. Juneau has had a relatively slow period of development, as least in respect to new projects in the downtown core that might impact viewsheds, particularly to the water. However, nothing in the CBJ planning requirements addresses viewshed protection, and that topic will be meaningful as the full Downtown Area Plan is developed. Currently, there are no height restrictions in MU zoning, and 45 foot maximum height in MU2 zoning.

A text polling question was included on the topic, asking about the level of agreement with an idea to identify and adopt regs to protect downtown's top "iconic" viewsheds. An overwhelming 81% of the 73 in attendance either strongly or moderately agreed with this idea.

Viewshed studies take time and careful definition is required. Work will be needed to define critical or iconic viewsheds and recognize that not every building or street view can, or should, be protected. Like many issues, public property rights must be balanced with private property rights. Without care, new development that exceeds current ridgeline heights could be stymied. viewshed protection could tend to favor building higher rather than wider in valued viewsheds.

## 7. Revenue Sources and Fiscal Priorities

**Revenue Sources:** With a downturn in State revenues to Juneau likely to continue for the foreseeable future, it may be appropriate for the City and Borough of Juneau to increase taxes and revenue to pay for the proposed downtown enhancements.

A text polling exercise asked the public members at the January 24 meeting to evaluate four possible additional revenue sources.

The most popular, with 39% support, was the imposition of an increased summer sales tax. Such a tax would capture a higher take from seasonal visitors and seasonal merchants. Conversely, the sales tax rate would decline in the off-season, imposing somewhat less of an operating burden on year-round merchants.

Close in popularity, with 31% support, was adding a transit tax on commercial vehicles used on the primary arterial streets through the "bottleneck" area between the Merchants' Wharf and the Tram Plaza. This tax would generate revenue, while helping to discourage demand, and support for more efficient alternatives.

21% of participants supported the use of a Borough-wide dedicated sales tax percentage to pay for downtown improvements. This would be similar to dedicated sales tax dollars that currently are funding the affordable housing fund, for instance.

Least popular, with 8% support, was the creation of a downtown improvement district (LID) where property owners pay an additional tax to fund projects in a specific area, and where they will experience the benefits of the improvement.

**Fiscal Priorities:** A number of potentially popular and successful capital projects have been identified for the Downtown core development through this study. A text polling exercise at the January 24 meeting asked the audience members to prioritize ten potential projects.

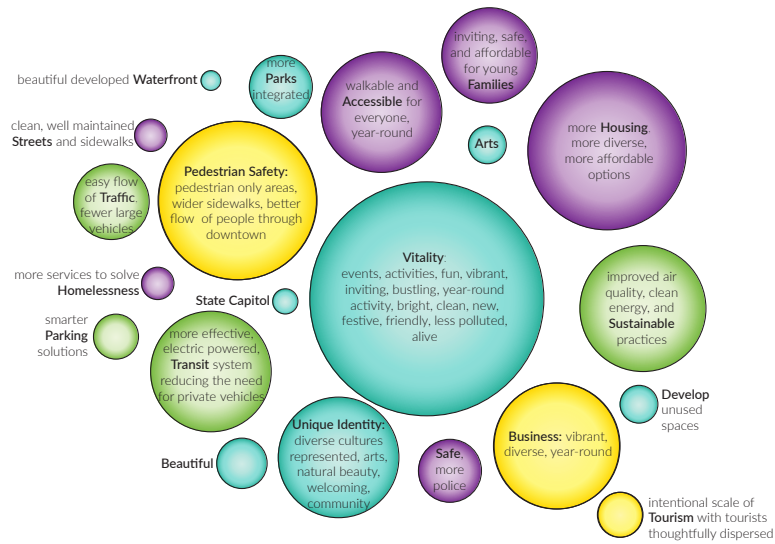
- The most popular public item was completing the full Seawalk from the Rock Dump to Overstreet Park.
- Followed was followed closely by implementing the downtown Circulator to lessen traffic congestion.
- Tied for third ranking was the use of CBJ funds (or tax relief) to Renovate Downtown Buildings to add year-round housing inventory; and provide Electrical Hook-up for all cruise ships.
- The fifth ranked option was somewhat surprising – the potential to Extend Gastineau Avenue to the rock dump, creating an alternate route for both vehicles and pedestrians to bypass South Franklin Street.
- Lower-priority actions included assistance to the Glory Hall for relocation, Restoration of Gold Creek to a functional stream, acquisition of private property to Widen Bottleneck street areas, and bringing up the rear, a new Parking Structure.

## Appendix D. Blueprint Downtown Visioning Report

Appendix.

Appendix A.

# Appendix D. Blueprint Downtown Visioning Report



Over 120 Juneauites responded;  
**“Describe your vision of downtown Juneau in 10 years”**

## Appendix B.



# Appendix D. Blueprint Downtown Visioning Report



## October 30th, 2018 Meeting Report

Prepared by: MRV Architects, Sheinberg Associates, and Lucid Reverie



### BLUEPRINT DOWNTOWN OCTOBER 30, 2018 MEETING SUMMARY

#### Table of Contents

1. Blueprint Downtown Project and Context.....	1
2. Work Completed and Public Input Prior to October 30.....	2
3. Design of October 30th Meeting .....	3
4. Topline Results – October 30 Meeting .....	4
5. Full Results – October 30 Meeting .....	5
5.1 Draft Vision Statements.....	5
5.2 Pay With Your Pennies .....	7
5.3 Vehicle (and Bicycle) Access and Parking.....	8
5.4 Sustainability and Capacity .....	12
5.5 Public Safety.....	14
5.6 Pedestrian Access and Experience.....	16
5.7 Natural Environment .....	18
5.8 Identify and Culture .....	20
5.9 Housing and Neighborhoods .....	22
5.10 Business Vitality .....	25
6. Next Steps for Blueprint Downtown.....	27

#### 1. Blueprint Downtown Project and Context

The City and Borough of Juneau (CBJ) Community Development Department (CDD) is now preparing a Downtown Juneau area plan termed "Blueprint Downtown." While the geographic extent of the plan is still being refined, the general area can be seen on Figure 1.

Blueprint Downtown follows successful completion of an Auke Bay area plan and a Lemon Creek area plan. All adopted area plans reflect robust public involvement, insights of a volunteer steering committee comprised of neighborhood interests, and leadership by CDD professional planners. Area plans provide direction on desired future growth, zoning, and improvements needed to achieve goals.

MRV Architects, with team members Alaska Robotics and Sheinberg Associates, is assisting CDD planners with an initial sweep of public outreach to help define the vision and goals for the Blueprint Downtown area plan.



Table Conversations at August 30 Meeting



# Appendix D. Blueprint Downtown Visioning Report

The Blueprint Downtown steering committee was appointed in mid-October.

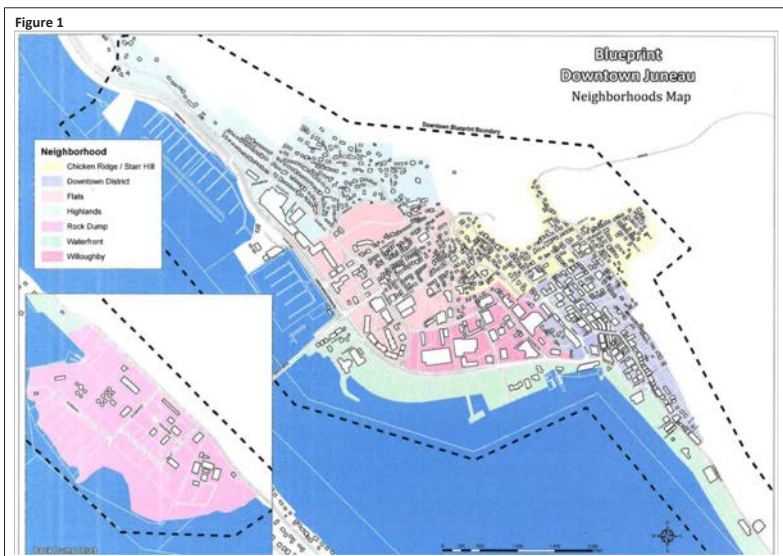
## 2. Work Completed and Public Input Prior to October 30

### First Public Meeting

A fast-paced public meeting on August 30 at the Juneau Arts and Culture Center was attended by more than 120 people. Small table groups provided ideas on a desired 10-20 year vision, and concerns and desired improvements on a wide range of topics.

Wide-ranging discussions occurred at each of eight "Topic Tables" on downtown:

- Housing
- Traffic, Transit, and Parking
- Business Vitality and Well-being
- Residential Neighborhoods
- Bicycle and Pedestrian Movement
- Seasonal Visitors and Carrying Capacity
- Design, Culture, Identity/Values, Place-making
- Family-Friendly, Features, Open Space, and Recreation



2



## Surveys and Interviews

In addition to input from the 120 who attended the August 30 meeting, over the next two months the team collected:

- 426 online comment surveys, emailed comments, and Meeting-To-Go results (of these, 20 came in after the October 30 meeting)
- 56 "nightlife" interviews, with individuals socializing downtown late at night
- 46 interviews with downtown merchants and vendors
- 115 interviews with downtown visitors (mostly cruise ship passengers)

All input was reviewed by the full team in mid-October, and coded based on content. This resulted in about 6,000 comments when sorted by individual topic.

## 3. Design of October 30th Meeting



Glimpse of October 30 Open House

Blueprint Downtown hosted a public Open House on October 30th at the Elizabeth Peratrovich Hall from 6:30 – 8:30 pm. Just over 100 people attended this lively meeting, walking through the room at their own pace and completing the activities on various topics.

The team used the comments received prior to the Open House to create these 10 activity stations:

- **8 "Theme" Stations.** Each had draft goal statements and 15-20 possible action items.
  - At each station, participants received three stickers – one to vote for their top priority, and two others to place on their next most important priorities.
  - At several of the Theme stations there were some "pop-outs" where people could register ideas on very specific questions.
- **"Spend CBJ Money."** Attendees each got 10 pennies to "spend" how they wished among 10 jars that represented different CBJ investments.
- **Draft Downtown Vision Statements.** Here, each participant was given 2 stickers and invited to vote for the vision statements that were most important to them. They could vote for two or put both

3



# Appendix D. Blueprint Downtown Visioning Report

their stickers on one, unlike at other stations. If they had suggested edits or amendments they were welcomed to write them on a sticky note and place them on the poster as well.

## 4. Topline Results – October 30 Meeting





Out of 125 possible actions divided among eight themes, a few rose up to the top as the most important concerns and solutions. Each of these actions (see table below) received at least 40 total votes or got at least 15 “this is my highest priority” votes. These priorities address:

- Opioid addiction, housing, and services for Juneau’s homeless population
- Completion of the Seawalk
- Increasing business vitality
- Electrifying public transit including a new downtown circulator as well as plugging cruise ships to shore power
- Creating more affordable housing

MOST IMPORTANT CONCERNS/ACTIONS	VOTES	
	No. Top Priority	Total
1. Create more treatment centers and services for individuals with mental, drug, or alcohol behavioral problems.	40	60
2. Complete the Seawalk from the AJ Dock to the Whale.*	30	50
3. Complete the Seawalk across the waterfront.*	26	44
4. Fund and construct the second phase of Housing First.	25	47
5. Create an electric downtown Circulator Trolley to move people between South Franklin, the Transit Center, Willoughby District, and remote parking.	25	44
6. Create more affordable entry level housing for young people.	20	41
7. Identify underutilized properties, and promote redevelopment through meaningful tax benefits and/or cash incentives.	18	45
8. Require cruise ships to plug in to shore power while in town to reduce air pollution.	18	40
9. Create a multi-vendor marketplace for local businesses, including food trucks.	18	36
10. Use electric vehicles for all public transportation including a Downtown circulator.	15	40
11. Find a new location for the Glory Hall where they can still achieve their mission of providing food, shelter, and compassion to those in need.	15	36

\* An action to complete the seawalk was listed for more than one theme and twice received top votes.

Mirroring the top priority action items, when each person at the meeting was given 10 pennies to spend however they wanted among 10 options, the jars with the most pennies (100 or more) were for:

170		<b>Services and Housing for Homeless:</b> Provide funding for increased services and housing with the goal of eliminating homelessness in downtown Juneau.
140		<b>Fund the Seawalk Completion:</b> A critical gap exists in the Seawalk between Merchant’s Wharf and Gold Creek. Fund property acquisition and construction to complete the Seawalk link
115		<b>Fund new Affordable Housing:</b> Either funded by the CBJ directly, or through a public/private partnership, construct additional new Downtown Housing. Housing would be focused on year-round vitality, and cover a range of rents.
114		<b>Fund Electric Circulator Buses:</b> To alleviate Downtown congestion, create a “Circulator” bus system that runs continuously through high-pedestrian seasons, linking the South Franklin tram area, Transit Center, and Willoughby District/ SLAM. (Circulator might work in conjunction with a new parking garage).

## 5. Full Results — October 30 Meeting

### 5.1 Draft Vision Statements

Five Downtown Vision Statements were presented for review. They were developed based on all input received.

#### Authentic Character and Culture

Juneau’s appeal flows from the richness of our shared culture, and the opportunity to showcase our complex and compelling story. The real connection between our people, cultures, water, and land provides and authenticity that differentiates Juneau from other communities. This Authenticity should be emphasized in all design and planning activities.

#### Vibrant and Locally Focused

Public investment in housing initiatives, cultural offerings, and business opportunities should focus on improving Juneau as a year-round destination for locals and visitors. Increased opportunity to expand on our pedestrian scale, rich cultural offerings, and locally-focused businesses, will be self-reinforcing, creating greater vitality.

#### Accessible and Walkable

Pedestrian routes should be improved to flow smoothly and safely, linking the waterfront and various Downtown destinations. Canopies and improved streetscapes should provide comfortable routes in all weather and times of year. Pedestrian opportunities should be cultivated and emphasized, including the potential of closed street areas for pedestrian activities.

#### Beautiful and Clean

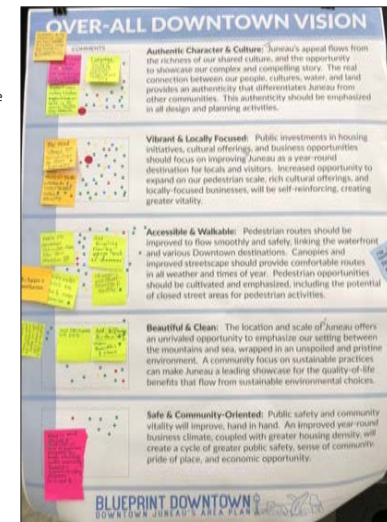
The location and scale of Juneau offers an unrivaled opportunity to emphasize our setting between the mountains and sea, wrapped in an unspoiled and pristine environment. A community focus on sustainable practices can make Juneau a leading showcase for the quality-of-life benefits that flow from sustainable environmental choices.

#### Safe and Community Oriented

Public safety and community vitality will improve, hand in hand. An improved year-round business climate, coupled with greater housing density, will create a cycle of greater public safety, sense of community, pride of place, and economic opportunity.

At this station, each participant received two stickers and invited to vote for the vision statements that were most important to them.

They could vote for two or put both their stickers on one, unlike at other stations. If they had suggested edits or amendments they were welcomed to write them on a sticky note and place them on the poster as well.



Draft Vision Statements

# Appendix D. Blueprint Downtown Visioning Report

Additional Votes for Comment*	Comment	In Response To
	Authentic to me means we must pay more attention to historic buildings and incentivize their upkeep and authentic renovation	Authentic Character and Culture
3	Don't just blanket cultural, be sensitive and locate appropriately	Authentic Character and Culture
	Support local history and culture organizations such as the Juneau Douglas City Museum	Authentic Character and Culture
1	Year-round vibrant downtown with incentives for those businesses.	Vibrant and Locally Focused
5	Build for locals, and visitors will enjoy	Vibrant and Locally Focused
1	Calhoun to Willoughby to Downtown in Shuttle!	Accessible and Walkable
	Add bicycling flow by signage such as "sharrows"	Accessible and Walkable
1	Sidewalks should have 100% canopy coverage	Accessible and Walkable
	Bikeable and walkable	Accessible and Walkable
	Need to develop vehicular traffic plan through franklin st.	Accessible and Walkable
3	Add: Cruise ship smoke, air quality, under beautiful and clean	Beautiful and Clean
	Quality of life is the reason I live here and beauty and environment why people visit here. Juneau can be a showcase for sustainable environmental choices.	Beautiful and Clean
	More litter/cigarette butt pick up	Beautiful and Clean
	Keep in mind the risk of recidivism with lack of supportive programs for people returning to the community. Research and support re-entry programs. It'll save money.	Safe and Community Oriented

\*Once suggestions were up on sticky notes, some people chose to use their sticker votes to "second" these comments.

## 5.2 Pay With Your Pennies

Each person at the meeting was given 10 pennies to spend however they wanted among 10 options.



Pennies	Project Options to Fund
170	<b>Services and Housing for Homeless:</b> Provide funding for increased services and housing with the goal of eliminating homelessness in downtown Juneau.
140	<b>Fund the Seawalk Completion:</b> A critical gap exists in the Seawalk between Merchant's Wharf and Gold Creek. Fund property acquisition and construction to complete the Seawalk link
115	<b>Fund new Affordable Housing:</b> Either funded by the CBJ directly, or through a public/private partnership, construct additional new Downtown Housing. Housing would be focused on year-round vitality, and cover a range of rents.
114	<b>Fund Electric Circulator Buses:</b> To alleviate Downtown congestion, create a "Circulator" bus system that runs continuously through high-pedestrian seasons, linking the South Franklin tram area, Transit Center, and Willoughby District/ SLAM. (Circulator might work in conjunction with a new parking garage).
80	<b>Funds for the New JACC:</b> Provide funding assistance for the new JACC building and surrounding development for the arts district.
77	<b>Funds for Building Rehabilitation:</b> Establish a program to identify and help finance the rehabilitation and modernization of priority downtown properties. Funds could support both housing and business opportunities.
66	<b>Funds for Greater Police Presence:</b> Provide funding for a greater number of officers on the streets Downtown, and provide more permanent and accessible staffing at the downtown police satellite station.
59	<b>Fund a new Marine Park with Green Space:</b> Much of the open space downtown is used for summer-focused tour bus staging. Construct a new people-focused park on the waterfront that provides year-round recreational and relaxation opportunities, capitalizing on view and waterfront linkages.
55	<b>Fund Covered Walkways linking Downtown to SLAM /JACC:</b> Design and construct a new covered canopy/walkway that provides an attractive and weather-protected pedestrian link between the Downtown core and the emerging Willoughby Arts District.
47	<b>Fund a new Parking Garage:</b> Fund needed steps to acquire property and build a new parking structure. Ideally, the garage would serve employees, shopping, and cultural events.

# Appendix D. Blueprint Downtown Visioning Report

## 5.3 Vehicle (and Bicycle) Access and Parking

### DRAFT GOALS

- Congestion** – Actively manage and reduce vehicle congestion in the Downtown through street design, transit, parking, and infrastructure decisions.
- Transit** – Increase the use of transit options, reducing congestion and the reliance on single-occupant cars to and from downtown. Implement a circulator transit system Downtown to facilitate cross-town movement.
- Parking** – Balance the need for increased Downtown parking, better utilization of existing parking, and parking demand management.
- Bicycle Commuting** – Reduce vehicular congestion by providing safe, connected, and adequate bicycle infrastructure, making bicycle commuting a viable alternative.
- Design and Maintenance** – Incorporate authentic, inviting, and innovative streetscape designs in Downtown. Improved street and sidewalk maintenance and snow removal will ensure infrastructure investments are safe and well-used.

VEHICLE (AND BICYCLE) ACCESS AND PARKING – ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Create an electric downtown Circulator Trolley to move people between South Franklin, the Transit Center, Willoughby District, and remote parking.	25	19	44
2. Use some of Downtown’s vacant lots to add more parking in beautifully-designed multi-level parking garages.	12	11	23
3. Create Park and Ride lots in the Valley and Douglas for transit and car-pools to and from Downtown; incentivize large employers to use.	5	25	30
4. Electrify both city buses and tour buses to reduce fumes in Downtown and at the Glacier.	6	19	25
5. Provide Downtown bike lockers, bike parking, a bike share program, more bike racks with tools, and dedicated interconnected lanes for bicycling to/from and around town.	5	16	21
6. In the long term, relocate AML and industrial truck traffic to an area outside of the Downtown Franklin Street bottleneck.	6	14	20
7. Stop investing in parking structures. Redevelop areas now used for surface parking lots, emphasizing transit, car pools, car-sharing, bicycling, and walking.	5	11	16
8. Improve Capital Transit bus stops/shelters to better meet year-round needs, including displays that show real time route status, security cameras, better snow removal.	8	6	14
9. Better manage congestion in the summer, especially along South Franklin Street – this discourages locals from coming to town.	4	8	12
10. Provide more capacity and route frequency for Capital Transit busses, especially in the summer to accommodate local use in combination with seasonal visitor use.	3	9	12
11. Involve managers of Downtown’s city, Native, university, school district, state and	4	6	10

VEHICLE (AND BICYCLE) ACCESS AND PARKING – ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
federal buildings in joint parking solutions. Identify public-private joint solutions.			
12. Install electric light rail transit system from rock dump dock to Glacier via the airport along Old Glacier Highway.	6	3	9
13. Better manage and enforce parking in both parking garages, including increased safety and supervision.	1	8	9
14. Ban vehicles, except the Circulator, during tourist season in defined Downtown areas to allow people to move more freely and create a plaza atmosphere.	1	7	8
15. Initiate an electric car-share program, emphasizing Juneau’s uniquely favorable conditions. Provide electric vehicle fast charging ports, and multiple pick-up locations for vehicles.	0	3	3
16. Reduce vehicle congestion and parking in residential neighborhoods caused by seasonal employees and tour vehicles. Set up a residential permit parking system.	1	0	1
17. Increase Downtown parking capacity in existing parking garages, and through enhanced on-street parking, serving residents, employees, and business patrons.	0	0	0

### Written Comments

- Create Park and Ride lots in the Valley and Douglas for transit and car-pools to and from Downtown; incentivize large employers to use.
  - “Take steps to move to bus rapid transit then fixed guideway starter system. This all may be influenced by a second crossing, loop configuration in the future.”
- Install electric light rail transit system from rock dump dock to Glacier via the airport along Old Glacier Highway.
  - “Use Walmart lot”

### Pop-Outs for Vehicle Access and Parking

#### Where are electric vehicle (EV) charging stations most important?

- “State Office Building, Federal Building, NOAA, major employee spots, schools should all have lots of 118v charge access, new multi-family housing should be required to have EV charger or wiring available, State lots (DEC, DNR, F&G)”



Marine Parking Garage EV Charging Station

#### Who pays for new electric vehicle (EV) charging stations downtown? Is charging free?

- “EV charging - why do EV’s pay when on street parking isn’t charged?”
- “EV should pay. We own an EV and sometimes we need a charge and will want to pay for it. More charging stations w payment via credit card.”
- “AELP/CBJ invest in stations, EV owners should pay to use”
- “Eventually should have pay for use chargers - when #s allow. In meantime, should have consistent CBJ and private fee system/ free or small fee”
- 2 votes for: “People who have EV should pay a fee and have a limited time to charge so others can use also”
- 2 votes for: “Have annual sticker, modest fee paid by EV owners”



# Appendix D. Blueprint Downtown Visioning Report

- 3 votes for: "User fees"



### Why did you mark your line where you did?

- "It's unrealistic to expect to force people to give up all gas powered individual cars in the next 15 years at least - so we need to continue to improve reasonable options for parking cars"
- "ALL great cities I know of have good public transportation, useful to visitors and residents alike. (I don't consider LA a great city, for example and contrast). Thinking holistically, if shopping needs can be met downtown, along with work and recreation, then "needing" to drive to 3 or 4 places to get it all done is eliminated."
- "Parking is needed. People in the valley need to drive"
- "Open up available spots, find ways to add more, utilize quick transit circuits"
- "More tourism DT = more seasonal employees that report to work DT/non-regular hours would make ride-share options unattractive. More parking is needed."
- "Parking garage (joint use state, city, fed). W Willoughby area. shifting all day parking away from core...and encouraging Willoughby"
- "Need more parking options near downtown and not have to Pay as that discourages locals from coming downtown"
- "I live downtown w no off-street parking and sometimes have to park far away, when people use our street for event/work parking. I would like "local" permits to limit people parking on residential streets and encourage use of parking lots on the edges of town for commuters and shoppers."
- "Population center is in the valley - need to accommodate those citizens and encourage coming downtown"
- "Downtown is not designed for high traffic in summer. Keep cars out of town. Use a circulator to move people in summer. fall - winter might be ok"

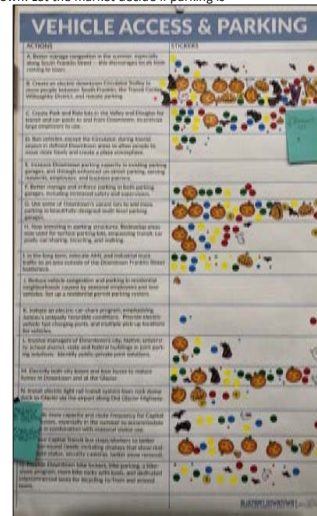
10



- "A solution is needed for the locals who work at the cruise ship docks. their vehicle is their "office," but there's nowhere to park. Could provide park and ride and a place for them to keep their belongings safe."
- "I don't feel parking is a problem or that making room for more cars is a priority. More mass transit, biking, walking, shuttle space and opportunities"
- "Downtown spaces are too valuable to be used for parking. Create more housing and public spaces instead."
- "Valley to Downtown \*10 min\*, Parking downtown \*15 min\*\*"
- "There's only so much more room for parking. So much of downtown is already paved for parking"
- "midway to right. Circulators, park n ride, improved bus (e.g. all the way on riverside)"
- "We need to do more to encourage less car usage, make it easier to live in Juneau w/o cars. Downtown Juneau in summer especially would be much more enjoyable with fewer cars or more pedestrian spaces."
- "Driving sucks! Make downtown walkable/bikable. emphasize public transit/increase service frequency"

### Should new condo/apt housing in downtown require parking? Why or why not?

- Build state office buildings in the valley so people don't have to drive downtown to work. Quit building cities around cars. Time for a paradigm shift!
- No parking in-house. Should be rigid. We need housing downtown. Let the market decide if parking is necessary. It is an extra cost that makes housing expensive. 1 parking spot = \$45,000
- Condos and apartments - yes, some parking should be required. Possible to give residents a choice to pay for spots or not? Possible to sell/rent spaces to public not used by residents?
- No, don't require. We need to encourage less use of cars and not everyone needs or wants a car. Better transit options so people don't need cars. Maybe have a few spaces available but not one for every unit
- No, don't require parking. Parking requirements: drive up costs of development; free/subsidized housing for cars but not people? ; makes downtown less walkable and affordable; people like living near amenities, people don't like commuting and driving; people like walking
- We need \*better public transit so that people may be able to get along without a car. But as long as cars are needed to get to trails, etc, parking should be required. \*better=more frequent and more routes out the road
- New residences should not require lots of parking so we encourage more people to walk and encourage bus use and businesses to serve downtown - like we used to do!
- Residential development should go together with a joint use garage in Willoughby area. Then parking with development may not be required
- We waste too much valuable property to store cars for 8 hours/day. Let the market determine if parking is needed. Stop Californiaction!



11



# Appendix D. Blueprint Downtown Visioning Report

- Yes- still at this time. New housing units must have a reasonable amount of spaces provided by developers - maybe not 1 for each housing unity, but some reasonable number
- Yes! even if people walk downtown will have cars that need places near core

Sticker Voting on Priority Actions

## 5.4 Sustainability and Capacity

### DRAFT GOALS

1. Manage the impacts of large scale tourism on downtown Juneau.
2. Increase electric vehicle use for personal and public transportation.
3. Develop more sustainable waste management practices, decrease pollution, and increase food security.
4. Explore ways to address climate change through adaptation and mitigation as a city.
5. Promote and incentivize the adoption of renewable energy heating solutions, like District Heating and residential heat pumps.

SUSTAINABILITY AND CAPACITY – ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Use electric vehicles for all public transportation including a Downtown circulator.	15	25	40
2. Incentivize the installation of renewable energy heating systems, such as heat pumps, in residential and commercial buildings.	6	31	37
3. Require cruise ships to utilize on-shore power.	13	13	26
4. Work with business owners to develop more practical recycling & packaging practices for tourists & locals.	6	19	25
5. Develop community bike paths into a clear network that encourages cycling as a means of transportation.	9	14	23
6. Develop a "Food Security" initiative; support local growers and community gardens.	8	11	19
7. Determine sustainable visitor capacity and set a limit on cruise ships and cruise ship passengers.	5	13	18
8. Prioritize climate change mitigation and adaptation in all future city planning.	5	12	17
9. Increase hydroelectric energy usage, including District heating.	9	6	15
10. Foster greater support for the Juneau Commission on Sustainability to implement adopted sustainability plans.	1	14	15
11. Provide more litter pickup and more bear-proof garbage cans downtown that are easy to operate.	3	4	7
12. Identify and protect downtown Juneau's most important scenic viewsheds.	3	4	7
13. Develop more eco-tourism and associated independent travel options.	3	4	7
14. Halt investment in infrastructure for personal vehicles and begin recovery of large land areas now buried under parking lots.	1	6	7
15. Implement a smoking ban in downtown Juneau.	1	3	4

12



16. Create a large community garden park space in downtown Juneau.	1	3	4
17. Incentivize electric vehicle ride sharing for downtown residents.	0	1	1

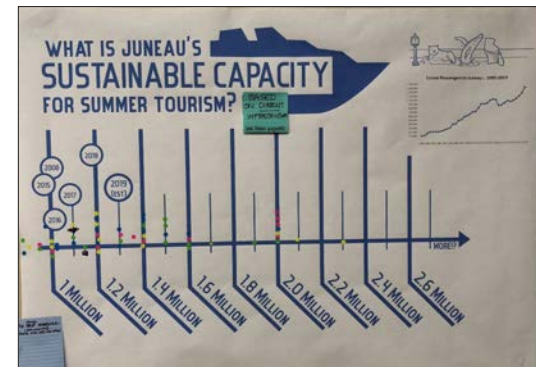
### Written Comments

- "Regarding increase of electricity demand for EV (including busses?) etc, also heat pumps replacing oil furnaces/heat. How do we avoid increasing cost of electricity (cost of increasing elect. production will be expensive i.e. new dam) such that average consumer doesn't experience huge increases in electric bill? Thanks"
- "Sustainability and food security and climate change considerations must include discussions on our falling fish management and declining herring and salmon as competition demands for sport and guided fishing increase."
- "Utilize indigenous knowledge and wisdom to implement goals, as they've sustained these lands since time immemorial"
- "Juneau would starve if the barges were interrupted. We need a serious food bank plan."
- "Add bike 'sharrows', not just paths!"

### Pop-out Question for Sustainability and Capacity

#### What is Juneau's Sustainable Capacity for Summer Tourism (based on current infrastructure)?

Each participant was invited to place a sticker on the chart at the number of tourists they felt best answered the question. The graphic shows the number of tourists in Juneau in recent years, the highest being 1.2 million in 2018.



### Results:

- 52% of stickers were placed at 1.2 million and below.
- 76% of stickers were placed at 1.6 million and below.
- The highest vote was for 2.3 million, the lowest votes were for less than 1 million.

13



# Appendix D. Blueprint Downtown Visioning Report

## Written Comments

"The more tourist companies and tourists we have the more they define and manipulate our community. They could even sue us!!!"

"Fix cruise ship schedule (balanced). Avoid high and low days."

## 5.5 Public Safety

### DRAFT GOALS

1. Create a welcoming, clean, and well-lit Downtown
2. Incentivize building upkeep and cleanliness
3. Increase winter activity with local businesses, walkable areas, and public events
4. Reduce problematic alcohol and drug use
5. Provide solutions to decrease Downtown homeless
6. Increase police presence, as well as treatment options for individuals with behavioral or substance-abuse problems

PUBLIC SAFETY – ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Create more treatment centers and services for individuals with mental, drug, or alcohol behavioral problems	40	20	60
2. Incentivize building maintenance, and the upgrade of dilapidated buildings and facilities.	12	24	36
3. Regulate and limit cruise ship emissions for health & safety of residents	8	23	31
4. Increase winter activities in Downtown, thereby increasing public street presence, and decreasing vagrancy.	12	18	30
5. Provide improved and attractive sidewalks and street lighting	5	24	29
6. Improve bicycle safety with separated bike lanes	2	22	24
7. Relocate the Glory Hall to a location further away from liquor stores and bars	6	13	19
8. Add more police presence downtown to help resolve safety concerns	2	9	11
9. Make downtown more beautiful, with greater sense of pride to help lessen safety concerns	2	9	11
10. Add video surveillance on Downtown streets	1	7	8
11. Improve traffic intersections for the safety of pedestrians	1	7	8
12. Provide improved parking garage safety and supervision	1	6	7
13. Limit the number of liquor stores in the Downtown area	0	6	6
14. Require closed seasonal shops to have attractive window décor and security systems in winter months	1	2	3
15. Create neighborhood watch programs, with links to help enforcement of	0	1	1

14



## identified problems

## Written Comments

4. Increase winter activities in Downtown, thereby increasing public street presence, and decreasing vagrancy.

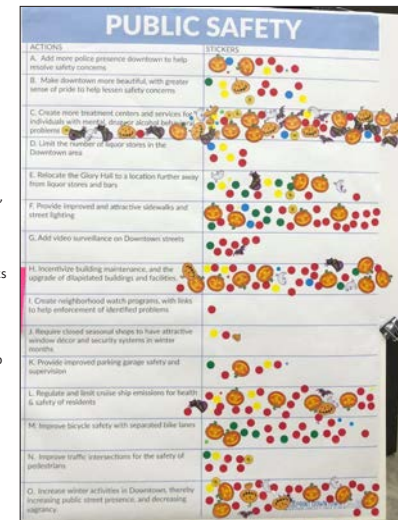
- "More year-round housing opportunities create community and public safety"

2. Incentivize building maintenance, and the upgrade of dilapidated buildings and facilities.

- "And/or penalize building owners who fail to adequately comply to safe building standards"

On Public Safety in general

- "More Public Restrooms"
- "When working towards public safety, keep gentrification and housing costs in mind. I can't afford to live in a perfectly pristine and pure neighborhood. Most cant."
- "Penalize/enforce alcohol sales to inebriated individuals. Fine/shut down businesses that consistently sell alcohol to inebriates."
- "Paris has warm, insulated "sleeping tubes," for the homeless, Housing cubicles"
- "Public bathrooms need more and longer open hours"
- "limit alcohol establishments"
- "limit buying of alcohol"
- "Look into what "works" for non-troubled youth. Check out the Detroit mode online. They got crime down from 80% to 20% by providing safety and good experiences for youth"
- "Pay phones available year round"
- "Bathrooms which city cleans and checks"
- "Blanket goals like "keeping drunks off the street" and creating more treatment facilities provide and illusion of action w/o solving a fundamental problem. Partner with community orgs and tribes to educate officials on the causes of this problem. Mandatory training for police, etc."



15



Sticker Voting on Priority Actions

# Appendix D. Blueprint Downtown Visioning Report

## 5.6 Pedestrian Access and Experience

### DRAFT GOALS

1. Encourage pedestrian movement and infrastructure to create a healthier community and economy.
2. Emphasize Juneau as a “Destination” capital city, well-known for its pedestrian-friendly infrastructure and successful long-term planning.
3. Use smart designs for the local climate to create safe and inviting pedestrian access and movement in any weather.
4. Prioritize beautiful and clean city streetscapes and public spaces.
5. Pedestrian routes should link well-kept parks, seating, and indoor-outdoor gathering places throughout downtown.

PEDESTRIAN ACCESS AND EXPERIENCE – ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Complete the Sea Walk from the AJ Dock to the Whale.	30	20	50
2. Provide adequate, safe, clean, and well-labeled public restrooms.	11	25	36
3. Improve and expand sidewalk canopies and ensure that walking routes are accessible and passable year-round (i.e., clear of ice and snow).	12	17	29
4. Create a pedestrian-only destination area in the Downtown core.	11	10	21
5. Add more historic info signage and Tlingit/Haida place-name signs along streets.	6	14	20
6. Support the creation of more indoor/outdoor dining and shopping experiences.	3	14	17
7. Provide seating throughout Downtown for pedestrians to comfortably rest and take in the scene.	0	14	14
8. Build in more green space, art installations, and pedestrian amenities	1	12	13
9. Improve and maintain pedestrian access to trail systems.	1	12	13
10. Improve or build comfortable bus shelters at every bus stop to protect transit users from the elements.	1	11	12
11. Emphasize waterfront access, drawing Sea Walk users into Downtown at multiple points, and encouraging visiting Downtown via boat.	1	8	9
12. Prohibit smoking on all Downtown sidewalks.	3	3	6
13. Widen sidewalks at congested areas, and link safely to the waterfront dock.	1	5	6
14. Provide better weather protection for pedestrians walking from neighborhoods to Downtown, such as windbreaks along Egan Drive.	1	5	6
15. Encourage buskers to perform in downtown public spaces, such as public plazas or extra-wide sidewalks and corners.	1	4	5

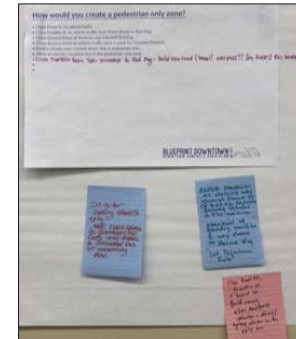
### Written Comments

9. Improve or build comfortable bus shelters at every bus stop to protect transit users from the elements.
  - “Add bicycles to consideration of access”

## Pop-out Questions for Pedestrian Access and Experience

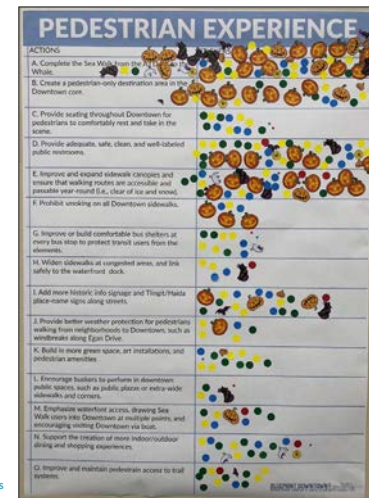
### How would you create a new pedestrian-only zone downtown?

- “Close Franklin from Taku Smokeries to Red Dog. Build new road (tunnel?! Overpass?! Sea walk?!) for traffic”
- “Public restrooms that are open year round”
- “I’d go for closing Front street only - still need access to downtown for cars until there’s a circulator bus or something else”
- “Close Front Street, Franklin Street, and Seward Street. Build canopy, allow emergency vehicles and delivery/garbage early in the morning”
- “Close Franklin at Marine way through Front Street at 9 am to allow delivery vehicles in the mornings. Franklin at red dog would be 1 way north to marine way. Let pedestrians rule!”



### What kind of gathering spaces do you want to see developed?

- 3: “Covered area for performances, like marine park used to have”
- “Archipelago lot”
- “Bring back the old marine park”
- “Covered outdoor playgrounds for kids”



Sticker Voting on Priority Actions



# Appendix D. Blueprint Downtown Visioning Report

## 5.7 Natural Environment

### DRAFT GOALS

1. Protect and enhance viewsheds. Preserve the natural beauty of our city setting.
2. Promote engagement with and access to the waterfront, emphasizing easy access across Downtown.
3. Reduce and prevent pollution by addressing air quality, waste management, and clean energy.
4. Provide beautiful green spaces and open spaces for public use.

NATURAL ENVIRONMENT ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Complete the Seawalk across the waterfront	26	18	44
2. Require cruise ships to plug in to shore power while in town to reduce air pollution	18	22	40
3. Build the proposed Ocean Center to emphasize our connection to the water	8	24	32
4. Electrify the public bus fleet, and incentivize tour groups to use electric vehicles	4	25	29
5. Reduce litter, and improve waste collection Downtown, with improved garbage, recycling, and compost containers	9	18	27
6. Build a park with green space along the sea walk, capturing views and marine experience.	12	13	25
7. Reward businesses that participate in compost and recycling programs	5	14	19
8. Identify Juneau's most valuable scenic viewsheds, and develop guidelines to protect them.	3	11	14
9. Develop free short-term skiff parking and a kayak launch from downtown. Explore water taxis for cross-channel and waterfront transit.	3	8	11
10. Relocate fuel tanks away from the Rock Dump area for improved waterfront	3	7	10
11. Close Basin Road to commercial vehicles (i.e., tour buses), and emphasize pedestrian use.	4	4	8
12. Enhance Rainforest Trail (in Cope Park) with boardwalks	0	8	8
13. Bring back Gunakadeit Park as a green space	1	4	5
14. Install rapid charging stations for electric vehicles at high density parking lots, and on-street in residential areas.	1	4	5
15. Make downtown Juneau a smoke free area to provide clean air and reduce cigarette butt litter	1	3	4

### Written Comments

- C. Enhance Rainforest Trail (in Cope Park) with boardwalks
- "Would be helpful to engage parks and rec so we can get correct trail names and respond to comments"
- D. Close Basin Road to commercial vehicles (i.e., tour buses), and emphasize pedestrian use.

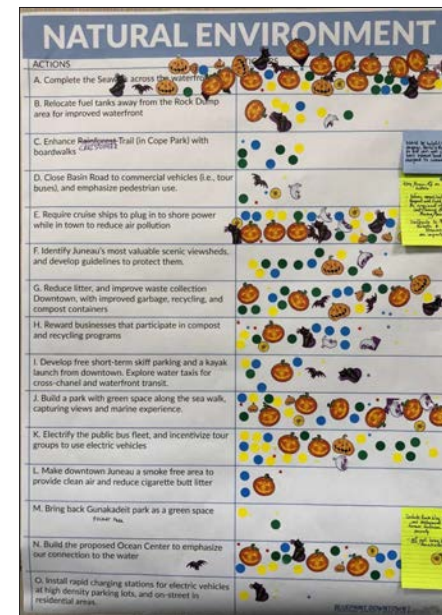
- "Keep Basin Road as "historic." Enforce speed limit of 10mph. Respect well field. Be cognizant of Last Chance Basin Mining Museum. Trailheads to Mnt Roberts and perseverance are important."

M. Bring back Gunakadeit Park as a green space

- "Include Rawn Way stair and development of former Gastineau apt property, not just bring back Gunakadeit"

### General Comments

- "Find way to open up access to Lemon Creek (Lemon River Valley) to all for hikers and bikers on North side. Perhaps Sundays when they aren't blasting. This is a pristine, glacier fed river and there is a road. Access should belong to all!"
- "Behrends Avalanche path - seasonal trails/community garden? - the history of avalanches in Juneau"
- "Close basin road to all but essential vehicles!"
- "Consider: adding H2O refill stations @ cruise dock/downtown area. Could be a help in reducing plastic waste. Vandalism prevention needs to be considered."



Sticker Voting on Natural Environment Actions

# Appendix D. Blueprint Downtown Visioning Report

## 5.8 Identify and Culture

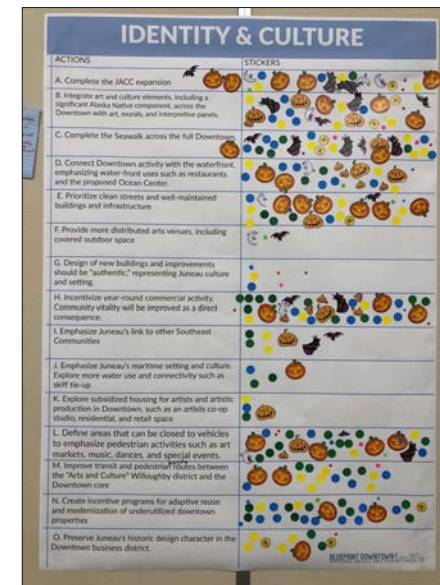
### DRAFT GOALS

1. Downtown Juneau should be beautiful and inviting, with year-round community vitality.
2. Juneau's culture and visual identity should be authentic, derived from a local emphasis, and with less focus on tourism.
3. The Downtown and identifying elements should be arts-focused, showcasing our Alaskan Native, mining, Filipino, and multi-cultural arts and heritage.
4. Downtown Juneau should be accessible, accommodating, and a celebration of our natural setting.

IDENTITY AND CULTURE ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Incentivize year-round commercial activity. Community vitality will be improved as a direct consequence.	12	27	39
2. Complete the Seawalk across the full Downtown.	10	20	30
3. Define areas that can be closed to vehicles to emphasize pedestrian activities such as art markets, music, dances, and special events.	9	21	30
4. Create incentive programs for adaptive reuse and modernization of underutilized downtown properties	3	27	30
5. Integrate art and culture elements, including a significant Alaska Native component, across the Downtown with art, murals, and interpretive panels.	14	13	27
6. Prioritize clean streets and well-maintained buildings and infrastructure	10	13	23
7. Connect Downtown activity with the waterfront, emphasizing water-front uses such as restaurants and the proposed Ocean Center.	9	14	23
8. Complete the JACC expansion	12	9	21
9. Improve transit and pedestrian routes between the "Arts and Culture" Willoughby District and the Downtown core	2	16	18
10. Preserve Juneau's historic design character in the Downtown business district.	3	7	10
11. Emphasize Juneau's link to other Southeast Communities	3	4	7
12. Design of new buildings and improvements should be "authentic," representing Juneau culture and setting.	0	6	6
13. Emphasize Juneau's maritime setting and culture. Explore more water use and connectivity such as skiff tie-up	1	3	4
14. Explore subsidized housing for artists and artistic production in Downtown, such as an artist's co-op studio, residential, and retail space	1	3	4
15. Provide more distributed arts venues, including covered outdoor space	2	1	3

### Written Comments

- "Spinets, street pianos to be placed in public building. Whitehorse has it!"
- "Beautify our blank building walls and cement along roads"
- "Let's create a park, sculpture for honoring Filipino Community, they give us soooo much!"
- "Engage local artists and community in outdoor community art projects - ie murals, vibrant colors on buildings, public art"
- "Normalize Alaska native languages by incorporating the local language on signage downtown"
- "Better funding for city museum, our municipal source of cultural preservation and resource."
- "Use [cultural] appropriately and with sensitivity"



Sticker Voting on Identity and Culture Actions

# Appendix D. Blueprint Downtown Visioning Report

## 5.9 Housing and Neighborhoods

### DRAFT GOALS

1. Increase services and sheltering options to meet the needs of Juneau's Homeless population. A roof over every head.
2. Develop diverse housing options in downtown Juneau and surrounding neighborhoods to support a wide range of ages and income levels.
3. Create a more attractive environment for development and maintenance of aging and under-utilized buildings.
4. Invest in a Downtown that is safe and inviting for all ages.

HOUSING AND NEIGHBORHOODS ACTIONS (In Priority Order)	VOTES		
	Top Priority	Other	Total
1. Fund and construct the second phase of Housing First	25	22	47
2. Create more affordable entry level housing for young people	20	21	41
3. Find a new location for the Glory Hall where they can still achieve their mission of providing food, shelter, and compassion to those in need	15	21	36
4. Provide incentives for building owners who have underutilized or poorly maintained buildings to provide more housing	8	22	30
5. Prioritize year-round downtown housing over seasonal rentals	6	15	21
6. Provide an improved safe campground, including services and transportation for the homeless	3	17	20
7. Change zoning to accommodate higher residential density in Downtown housing districts	4	15	19
8. Root out dangerous criminal activity in residential areas and increase police presence downtown	3	12	15
9. Create more pathways for locals to own and invest in downtown property	6	8	14
10. Empower a public economic development corporation for financing bonds focused on housing and public facilities.	5	7	12
11. Develop a plan and location for a flourishing houseboat community	2	10	12
12. Reduce public inebriation and panhandling by reducing access to alcohol while strengthening public health services	1	9	10
13. Determine the impact of AirBnB style rentals and seasonal rentals on downtown housing options	2	5	7
14. Create programs to support more employee and worker housing options in downtown Juneau	0	5	5
15. Provide and support for robust neighborhood associations that work to develop their distinct neighborhood identities	0	3	3

### Written Comments

9. Create more pathways for locals to own and invest in downtown property

- "Heavily subsidize housing for lower income folks (remove profit factor from construction/management of housing - now profits/co-ops"

6. Provide an improved safe campground, including services and transportation for the homeless
  - "What services and transportation?"

### Housing and Neighborhoods in General

- Create more affordable housing in Lemon Creek"

### What are we missing?

- "Invest in constructive activities for residents and in housing, prevention and treatment programs. Just as you can't cut your way out of a budget deficit in the long-term, you can't enforce your way out of a housing and homelessness problem"
- "Get city offices out of the marine view building"
- "Clean up derelict homes and junkyards in homes in valley and Lemon Creek. Hold folks accountable"
- "More transient housing?"
- "Rent controls"
- "Extend Gastineau Ave to Thane road for more housing sites. Sell telephone hill property for more housing construction, and multi-family. Don't allow existing downtown apartments to be unused (Gross theater)"
- "We have been "solving" the "affordable" housing crisis for 50 years or more. The early mid-80s \$10 pbl oil solved it for a year or two. But, no, we need to get the "profit" motive out of housing - for lower income folks. Ticking (a specific developer named) "greed gland" does not work. Devil is (of course) in the details."



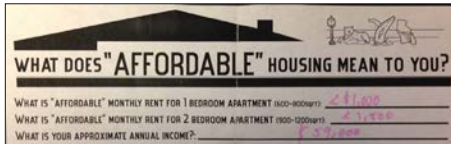
Sticker Voting for Priority Actions

# Appendix D. Blueprint Downtown Visioning Report

## Housing and Neighborhoods Pop-Out Question

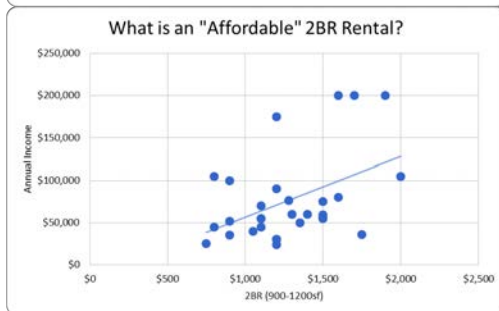
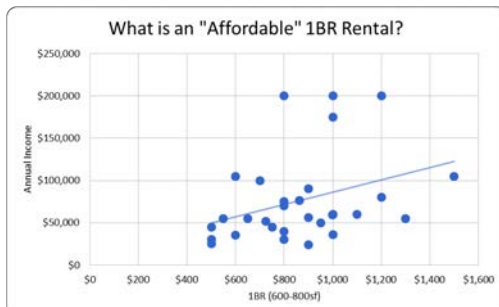
### What Does "AFFORDABLE HOUSING" Mean to you?

Participants were invited to fill out an anonymous survey describing what affordable housing means to them.



Here are the averages of the 31 responses:

- "Affordable" monthly rent for a 1 bedroom apartment (600 – 800 sf): \$864
- "Affordable" monthly rent for a 2 bedroom apartment (900 – 1200 sf): \$1,662
- What is your approximate annual income: \$77,310



## 5.10 Business Vitality

### DRAFT GOALS

1. Create a vibrant, lively, welcoming Downtown area that caters to locals foremost, and then appeals to seasonal visitors.
2. Develop an atmosphere and hub of activity that all locals feel welcomed and drawn to, pulling residents from the Valley and Douglas to their "Downtown."
3. Incorporate steps to emphasize a safe and friendly pedestrian experience for shoppers, including families.
4. Promote more breadth of opportunity, including new and alternative commercial offerings.

BUSINESS VITALITY ACTIONS (In Priority Order)	VOTES		Total
	Top Priority	Other	
1. Identify underutilized properties, and promote redevelopment through meaningful tax benefits and/or cash incentives	18	27	45
2. Create a multi-vendor marketplace for local businesses, including food trucks	18	17	35
3. Limit the number of seasonal jewelry stores downtown, possibly by block or area	8	24	32
4. Incentivize mixed-use developments, including zoning flexibility to bring businesses into some neighborhoods	5	23	28
5. Require, or strongly incentivize, a focus on year-round local businesses	12	15	27
6. Encourage independent travelers (as they typically spend more time and money locally)	7	17	24
7. Explore options, such as a West Douglas deep water port, to reduce industrial truck traffic crossing Downtown	7	16	23
8. Do a study to determine Juneau's sustainable carrying capacity for cruise ship visitors, and then limit the number of visitors accordingly	14	7	21
9. Build new dock to house transient yacht traffic Downtown	4	9	13
10. Create a "Downtown App" and map, separate from the cruise industry, to connect locals and visitors to local eateries, art, culture, history, and special events	1	11	12
11. Identify and help promote businesses and activities that are missing from downtown	2	8	10
12. Limit the number of, or better regulate, retail outlets for addictive substances like alcohol and marijuana	0	4	4
13. Establish and enforce policies against aggressive vendors "barking" at pedestrians to make predatory sales	0	4	4
14. Create a business start-up incubator, and a "Chamber of E-commerce" to support businesses	1	2	3
15. Create a second city center for locals, away from the downtown tourist center	1	1	2
16. Build more cruise ship docks, or otherwise expand cruise ship visitor capacity	1	1	2

### Written Comments 1<sup>st</sup> Goal Statement

# Appendix D. Blueprint Downtown Visioning Report

- Insert the word "year-round" into the first goal statement

1. Identify underutilized properties, and promote redevelopment through meaningful tax benefits and/or cash incentives

- Add: or penalties for underutilized prime real estate, greater than or equal to incentives

10. Create a "Downtown App" and map, separate from the cruise industry, to connect locals and visitors to local eateries, art, culture, history, and special events

- Integrate with trails map/app to connect visitors to nature and local attractions

Business Vitality in general

- Build youth hostel, open all day for independent travelers

### Pop-Out Questions for Business Vitality

#### What businesses are missing from Downtown?

- "More kid friendly activities/businesses"
- "Trader Joes"
- "Ocean Center with local seafood sales and education"
- "A coffee shop with wifi and wine and homemade baked goods that is open until 10pm every night with nice lighting and good social nooks"
- "I think there's a difference between businesses that would be great to have added in Juneau and those that specifically fit downtown"
- "Ocean center, expanded arts venue, there are many "wants", year round vitality is the number one issue. wants will survive"
- "clothing store, esp mens"
- "an attractive place to hold events, such as weddings"



#### What properties do you want to see redeveloped?

- "Glory Hall"
- "Gross Theater, Gastineau Apts, Subport, AEL&P Dock"
- "Rock dump neighborhood is home to 3 thriving businesses and 3 soon to be developed boat condo areas, can't really be developed more. It's quite nice, actually."
- "Gastineau apartments, Gross building, Bergman, Subport, Burned buildings"
- "Gross, Ah"
- "Marine Park"
- "Archipelago, Front and 2nd streets"
- "Redevelop Elks, preserve territorial hall"
- "Bergman and AIT"
- "Bill Ray lot"



## 6. Next Steps for Blueprint Downtown

The "Visioning" phase of Blueprint Downtown (July 2018- January 2019) is 75% complete. After the "Visioning" phase, the consultant team of MRV, Lucid Reverie, and Sheinberg Associates will turn the project over to the steering committee, who will continue to work with the CDD for the next year to draft and publish the new Downtown area plan. The steering committee, made up of 13 members, is listed at the end of this report.

In the weeks between the October 30<sup>th</sup> Open House, and the third public meeting on January 24<sup>th</sup>, the Blueprint downtown team will be working hard to set the steering committee up for success by completing these tasks:

- Reviewing existing plans related to the downtown area and incorporating past work into their recommendations to the steering committee.
- Continuing to reach out to interest groups and inviting them to use the "Meeting to Go" resource to provide input.
- Meeting with the steering committee to discuss major themes, likely during a walking tour of the downtown area.
- Drafting recommendations to the steering committee explaining the public vision for the future of downtown at a broad level, and providing specific action items that have received public support.

The third meeting will be January 24<sup>th</sup>, details TBA. The public is invited to attend this presentation of the results of the "Visioning" phase, and to provide their feedback and input for the project as it moves forward.

The 13 Blueprint Downtown Steering Committee members, selected by the Planning Commission after an application process, are as follows:

Betsy Brenneman  
Kirby Day  
Michael Heumann  
Wayne Jensen  
Laura Martinson  
Lily Otsea  
Karen Perry  
Jill Ramiel  
Meilani Schijvens  
Patricia (Patty) Ware  
Christine Woll  
Ricardo Worl

# Appendix D. Blueprint Downtown Visioning Report

## Appendix C.



### PAY WITH YOUR PENNIES

- 

**1st Place, 170 pennies: Services and Housing for Homeless** - Provide funding for increased services and housing with the goal of eliminating homelessness in downtown Juneau.
- 

**2nd Place, 140 pennies: Fund the Seawalk Completion** - A critical gap exists in the Seawalk between Merchant's Wharf and Gold Creek. Fund property acquisition and construction to complete the Seawalk link.
- 

**3rd Place, 115 pennies: Fund new Affordable Housing** - Either funded by the CBJ directly, or through a public/private partnership, construct additional new Downtown Housing. Housing would be focused on year-round vitality, and cover a range of rents.
- 

**4th Place, 114 pennies: Fund Electric Circulator Buses** - To alleviate Downtown congestion, create a "Circulator" bus system that runs continuously through high-pedestrian seasons, linking the South Franklin tram area, Transit Center, and Willoughby District/ SLAM. (Circulator might work in conjunction with a new parking garage).
- 

**5th Place, 80 pennies: Funds for the New JACC** - Provide funding assistance for the new JACC building and surrounding development for the arts district.
- 

**6th Place, 77 pennies: Funds for Building Rehabilitation** - Establish a program to identify and help finance the rehabilitation and modernization of priority downtown properties. Funds could support both housing and business opportunities.
- 

**7th Place, 66 pennies: Funds for Greater Police Presence** - Provide funding for a greater number of officers on the streets Downtown, and provide more permanent and accessible staffing at the downtown police satellite station.
- 

**8th Place, 59 pennies: Fund a new Marine Park with Green Space** - Much of the open space downtown is used for summer-focused tour bus staging. Construct a new people-focused park on the waterfront that provides year-round recreational and relaxation opportunities, capitalizing on view and waterfront linkages.
- 

**9th Place, 55 pennies: Fund Covered Walkways linking Downtown to SLAM /JACC** - Design and construct a new covered canopy/walkway that provides an attractive and weather-protected pedestrian link between the Downtown core and the emerging
- 

**10th Place, 47 pennies: Fund a new Parking Garage** - Fund needed steps to acquire property and build a new parking structure. Ideally, the garage would serve employees, shopping, and cultural events.



# Appendix D. Blueprint Downtown Visioning Report

BLUEPRINT DOWNTOWN, GALLERY WALK  
DECEMBER 7<sup>TH</sup>, 2018

## Table of Contents

1. What is Blueprint Downtown?.....	1
2. Gallery Walk Event.....	1
3. Results.....	3
3.1 Pay With Your Pennies.....	3
3.2 Draft Vision Statements.....	4
3.3 Affordable Housing Survey.....	5
3.4 Pop- Out Questions.....	5
4. Next Steps for Blueprint Downtown: Working with the Steering Committee.....	11
5. Opportunities for the public to stay involved:.....	11

### 1. What is Blueprint Downtown?

Blueprint downtown is a planning effort of the City and Borough of Juneau’s Community Development Department, currently lead by the consultant team of MRV Architects, Lucid Reverie, and Sheinberg Associates. The mission of Blueprint Downtown is to create a long term area-plan for the Downtown Juneau area that reflects current public desires and incorporates past work from relevant existing plan. Right now, Blueprint Downtown is in its Visioning stage. Our team has been working hard to connect with the community and listen to your ideas and concerns. With your help, we are working towards drafting a core Vision that will help guide the steering committee through the remainder of the planning process. The Blueprint Downtown steering committee was appointed by the Planning Commission in mid-October.

### 2. Gallery Walk Event

On December 7<sup>th</sup>, 2018, during the annual First Friday Gallery Walk, we set up a booth on the third floor of the Senate Building with the goal of continuing to engage the public. We invited the public to stop by, learn about the project, and actively engage in public process by giving their input on a number of topics. It was an abbreviated version of our October 30<sup>th</sup> open house, with space for only a few interactive stations. With so many people enjoying Gallery Walk, the hope was to reach an audience who doesn’t necessarily live or work downtown. Here is an over-view of what gallery walkers had access to:

- Printed copies of our October 30<sup>th</sup> Meeting Report to peruse\*
- Flyers advertising our upcoming Walking Tours\*
- Comment forms to fill out
- An anonymous survey on “What Affordable Housing Means to You”
- Pay with your Pennies
- Draft Vision statements
- 4 “pop-out” topic questions

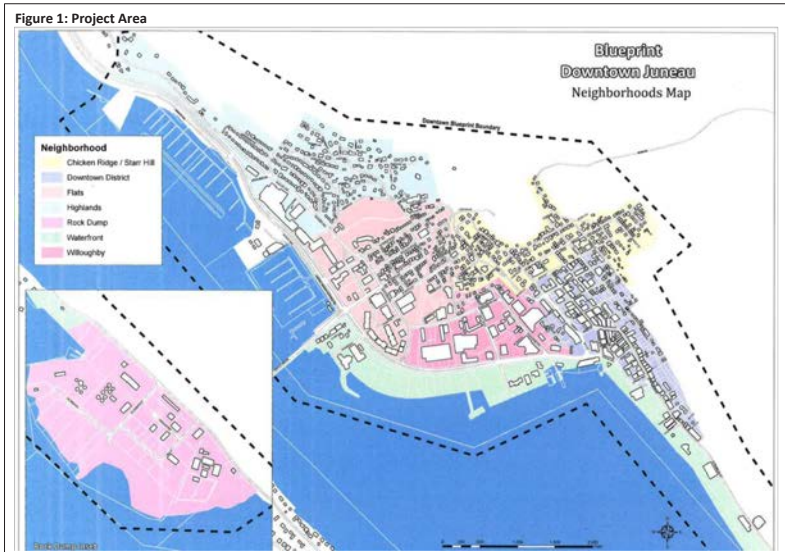
*\*Also available online at [blueprintdowntown.org](http://blueprintdowntown.org)*

## Appendix D.



# Appendix D. Blueprint Downtown Visioning Report

To learn about the public input that informed the creating of these activities, and to see what other stations were available at our last meeting, visit [blueprintdowntown.org](http://blueprintdowntown.org) and check out our October 30<sup>th</sup> Meeting Report.



## 3. Results

It is estimated that upwards of 130 individuals visited Blueprint Downtown during Gallery Walk.

### 3.1 Pay With Your Pennies

Each person who walked through was given 10 pennies to spend however they wanted among 10 hypothetical CBJ funded projects. The results are listed in the table below in percentages, and compared to the results from the same activity at the October 30<sup>th</sup> event which had roughly 100 attendees. While the three most popular action items didn't change, affordable housing and the Seawalk swapped places in the priority ranking after the votes from Gallery Walk were tallied. Actions that **GAINED** votes at Gallery Walk are highlighted in Green, while those that **LOST** votes are highlighted in Red.



% of Votes Gallery Walk	% of Votes October 30 <sup>th</sup>	% of Votes Combined	Project Options to Fund
20%	18%	20%	<b>Services and Housing for Homeless:</b> Provide funding for increased services and housing with the goal of eliminating homelessness in downtown Juneau.
15%	12%	15%	<b>Fund new Affordable Housing:</b> Either funded by the CBJ directly, or through a public/private partnership, construct additional new Downtown Housing. Housing would be focused on year-round vitality, and cover a range of rents.
12%	15%	14%	<b>Fund the Seawalk Completion:</b> A critical gap exists in the Seawalk between Merchant's Wharf and Gold Creek. Fund property acquisition and construction to complete the Seawalk link.
9%	12%	11%	<b>Fund Electric Circulator Buses:</b> To alleviate Downtown congestion, create a "Circulator" bus system that runs continuously through high-pedestrian seasons, linking the South Franklin tram area, Transit Center, and Willoughby District/ SLAM. (Circulator might work in conjunction with a new parking garage).
9%	9%	9%	<b>Funds for the New JACC:</b> Provide funding assistance for the new JACC building and surrounding development for the arts district.
8%	7%	8%	<b>Funds for Greater Police Presence:</b> Provide funding for a greater number of officers on the streets Downtown, and provide more permanent and accessible staffing at the downtown police satellite station.
8%	6%	8%	<b>Fund a new Marine Park with Green Space:</b> Much of the open space downtown is used for summer-focused tour bus staging. Construct a new people-focused park on the waterfront that provides year-round recreational and relaxation opportunities, capitalizing on view and waterfront linkages.
6%	8%	7%	<b>Funds for Building Rehabilitation:</b> Establish a program to identify and help finance the rehabilitation and modernization of priority downtown properties. Funds could support both housing and business opportunities.
5%	5%	5%	<b>Fund a new Parking Garage:</b> Fund needed steps to acquire property and build a new parking structure. Ideally, the garage would serve employees, shopping, and cultural events.



# Appendix D. Blueprint Downtown Visioning Report

3%	6%	4%	<b>Fund Covered Walkways linking Downtown to SLAM /JACC:</b> Design and construct a new covered canopy/walkway that provides an attractive and weather-protected pedestrian link between the Downtown core and the emerging Willoughby Arts District.
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### 3.2 Draft Vision Statements

Five Downtown Vision Statements were presented for review. They were developed based on all the public input received August-October 2018.

#### Authentic Character and Culture – 9 Stickers

Juneau’s appeal flows from the richness of our shared culture, and the opportunity to showcase our complex and compelling story. The real connection between our people, cultures, water, and land provides and authenticity that differentiates Juneau from other communities. This Authenticity should be emphasized in all design and planning activities.

#### Vibrant and Locally Focused – 27 Stickers

Public investment in housing initiatives, cultural offerings, and business opportunities should focus on improving Juneau as a year-round destination for locals and visitors. Increased opportunity to expand on our pedestrian scale, rich cultural offerings, and locally-focused businesses, will be self-reinforcing, creating greater vitality.

#### Accessible and Walkable – 25 Stickers

Pedestrian routes should be improved to flow smoothly and safely, linking the waterfront and various Downtown destinations. Canopies and improved streetscapes should provide comfortable routes in all weather and times of year. Pedestrian opportunities should be cultivated and emphasized, including the potential of closed street areas for pedestrian activities.

#### Beautiful and Clean – 30 Stickers

The location and scale of Juneau offers an unrivaled opportunity to emphasize our setting between the mountains and sea, wrapped in an unspoiled and pristine environment. A community focus on sustainable practices can make Juneau a leading showcase for the quality-of-life benefits that flow from sustainable environmental choices.

#### Safe and Community Oriented – 25 Stickers

Public safety and community vitality will improve, hand in hand. An improved year-round business climate, coupled with greater housing density, will create a cycle of greater public safety, sense of community, pride of place, and economic opportunity.

At this station, each participant received two stickers and invited to vote for the vision



Draft Vision Statements, photo from October meeting

statements that were most important to them. They could vote for two or put both their stickers on one, unlike at other stations. If they had suggested edits or amendments they were welcomed to write them on a sticky note and place them on the poster as well.

Comment	In Response To
Improve education, healthcare, housing for homeless, activities for youth, NOT JUST tourism	Vibrant and Locally Focused
No more tourists, at max capacity	Vision Statements
Smoke-free downtown	Safe and Community Oriented

### 3.3 Affordable Housing Survey

#### What Does "AFFORDABLE HOUSING" Mean to you?

Participants were invited to fill out an anonymous survey describing what affordable housing means to them.



	"Affordable" monthly rent for a 1 bedroom apartment (600 – 800 sf)	"Affordable" monthly rent for a 2 bedroom apartment (900 – 1200 sf)	What is your approximate annual income?
December Gallery Walk Average from 14 Responses	\$745	\$1,113	\$78,600
October 30 <sup>th</sup> Meeting Averages from 31 Responses	\$864	\$1,662	\$77,310

### 3.4 Pop-Out Questions

**Question One:** Should we have more parking or less parking in downtown? Where is the balance point?

Gallery walkers were asked to draw a line on a balance beam/continuum between creating more parking and reducing parking by creating alternative solutions. They were also asked to write WHY they put their line where they did and add a sticky note to the poster. A photo shows the range of responses, and the table below shows the comments written on the sticky notes.



# Appendix D. Blueprint Downtown Visioning Report

## Gallery Walk Responses

Written Comments (from sticky notes on poster): Why did you leave your mark where you did?

More parking: unfortunately most people prefer to drive themselves
More parking: baby it's cold outside!
More parking: I don't come downtown during tourist season because of parking
More parking: I don't come downtown during tourist season because of parking
More parking to promote downtown businesses. no parking = no money spent
More parking: we never come downtown because of no parking
More parking: Have to hunt for parking for a quick lunch stop is seemingly impossible
Somewhat more parking: electric rail like in airports
Somewhat more parking: more parking
Somewhat more parking: more free parking for cars, less space for busses
Somewhat more parking: more electric car chargers, free small electric cars for use downtown, free bikes, light rail, expand bus service
In the middle: No more free parking
Somewhat less parking: more hop-on hop-off bus service for locals too
Somewhat less parking: more hop-on hop-off bus service for locals too
Somewhat less parking: more hop-on hop-off bus service for locals too
Somewhat less parking: Park and ride from the valley and Douglas
Somewhat less parking: park and ride
Somewhat less parking: park and ride
Somewhat less parking: make legislature pay for parking, save some for locals, too!
Somewhat less parking: Get cars out of downtown
Somewhat less parking: Get cars out of downtown
Somewhat less parking: take a bus or ride a bike
Somewhat less parking: slightly more parking
Somewhat less parking: fewer cars = healthier environment. More livable downtown for everyone.
Somewhat less parking: No more parking downtown. Potential parking garage at federal building with shuttle to downtown core offices. Shuttle important.
Somewhat less parking: Expand public transit to the public ferry system
Somewhat less parking: Expand public transit to the public ferry system
I think the dog should decide

Less Parking: Electric rail
Less Parking: Electric rail
Less Parking: Electric rail
Less parking: park and ride
Less parking: park and ride
Less Parking: stop burning oil/ gasoline
Less parking: yes park and ride frequent transit, like Seattle every 5-20 minutes



October 30<sup>th</sup> Responses, for comparison

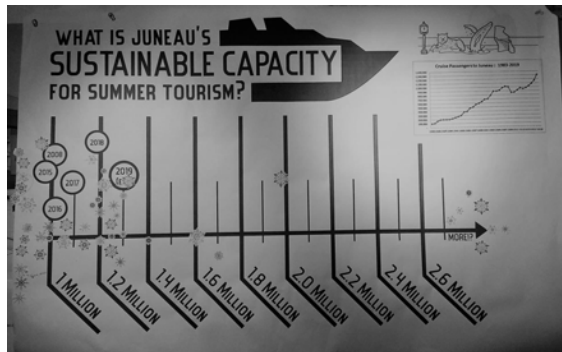
**Question 2:** What is Juneau's Sustainable Capacity for Summer Tourism (based on current infrastructure)?

Each participant was invited to place a sticker on the chart at the number of tourists they felt best answered the question. The graphic shows the number of tourists in Juneau in recent years, the highest being 1.2 million in 2018.

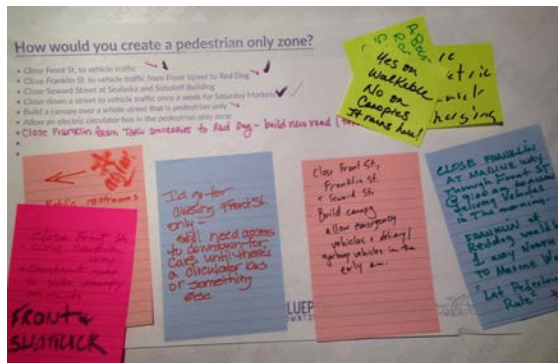
**Results:**

December Gallery Walk Results	October 30 <sup>th</sup> Results
31% of stickers were placed at 1 million and below	52% of stickers were placed at 1.2 million and below
48% of stickers were placed at 1.2 million and below	76% of stickers were placed at 1.6 million and below
77% of stickers were placed at 1.6 million and below	15% of stickers were placed above 2.7 million
15% of stickers were placed above 2.7 million	The lowest vote was for 500,000
The lowest vote was for 500,000	The lowest votes were for less than 1 million
The highest vote was off the scale, above 2.7 million	The highest vote was for 2.3 million

# Appendix D. Blueprint Downtown Visioning Report



Question 3: How would you create a pedestrian-only zone?



Responses:

- Yes on walkable, no on canopies, it rains here!
- Above road sky bridges and cat walks
- More electric vehicle charging
- Close front street to vehicle traffic
- Close front street to vehicle traffic
- Close Franklin St. to vehicle traffic from front street to red dog

- Close Franklin St. to vehicle traffic from front street to red dog
- Close down a street to vehicle traffic once a week for Saturday markets
- Close down a street to vehicle traffic once a week for Saturday markets
- Build a canopy over a whole street that is pedestrian only
- Close Front St. Close Shattuck way. Construct side to side canopy on each
- Front and Shattuck

Question 4: What businesses are missing from Downtown?

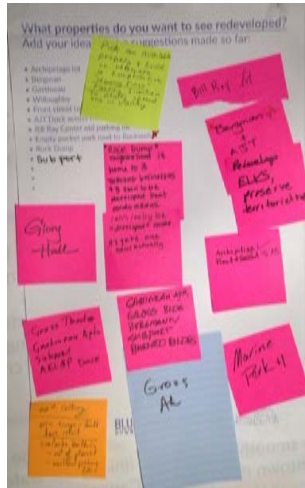


Responses:

- Salad Shop, Activity Center to keep families busy in cold weather, dog park, outdoor chess and jenga games
- Too many businesses downtown already - more community space for people to share w/out spending money. Free showers, open restrooms
- Ocean Center
- expanded arts venue
- Trader Joes
- piano sidewalk
- trampoline park
- "Fast" food that's healthy and approachable, not a chain.
- Aquarium
- Ocean enviro education facility
- ocean environmental education facility
- a place for coffee after the movie (9:30pm)
- food after 9pm
- Denny's, or equ.
- roller rink
- Trader Joes
- Trader Joes
- a dog park, simple park to enjoy the view of the channel and place for teens to do activities - rec center
- A coffee shop with wifi and wine and homemade baked goods that is open until 10pm every night with nice lighting and good social nooks

# Appendix D. Blueprint Downtown Visioning Report

Question 5: What properties would you like to see developed?



Responses:

Pick and available property and build or renovate a comprehensive "housing first" facility similar to the newly opened one in the Valley
20th Century, DTC Garage should have retail. Sealaska building out of place and wasteful parking lot
Marine Park

## 4. Next Steps for Blueprint Downtown: Working with the Steering Committee

The "Visioning" phase of Blueprint Downtown (July 2018- January 2019) is 75% complete. After the "Visioning" phase, the consultant team of MRV, Lucid Reverie, and Sheinberg Associates will turn the project over to the steering committee, who will continue to work with the CDD for the next year to draft and publish the new Downtown area plan.

The steering committee had their first meeting in December, to begin or organize and prepare to take on their task. Their second meeting, in January, will include a discussion with the consultant team. The goal will be to familiarize the steering committee with the project thus far, and discuss the best approach to passing on recommendations. The steering committee along with the public are invited to attend one or more of the three walking tours, also in January. Information on these, and registration, can be found at [blueprintdowntown.org](http://blueprintdowntown.org). On January 24<sup>th</sup>, at the third public meeting, the consultant team will present their recommendations to the public, and gather their feedback. That will lead to another round of editing and finally the completion of the Blueprint Downtown Vision Report, likely in February.

The thirteen Blueprint Downtown Steering Committee members, selected by the Planning Commission after an application process, are as follows:

Betsy Brenneman	Karena Perry
Kirby Day	Jill Ramiel
Daniel Gildmann	Meilani Schjivens
Michael Heumann	Patricia (Patty) Ware
Wayne Jensen	Christine Woll
Laura Martinson	Ricardo Worl
Lily Otsea	

## 5. Opportunities for the Public to Stay Involved

- Visit the Website – [blueprintdowntown.org](http://blueprintdowntown.org)
- Join the e-mail list – [blueprintdowntown.org](http://blueprintdowntown.org)
- Follow Social Media - #blueprintdowntown, Facebook and Instagram
- Sign up for a Walking Tour – [blueprintdowntown.org](http://blueprintdowntown.org)
- Attend a presentation to the Juneau Assembly on January 14<sup>th</sup>
- Attend the Public Meeting – January 24<sup>th</sup>, 6:30-8:30pm, Centennial Hall, 101 Egan Drive.

# Appendix D. Blueprint Downtown Visioning Report

## Blueprint Downtown - Walking Tour Comments & Notes

The following comments are summarized from participants in the three January walking tours organized to traverse different parts of downtown, and focus on relevant thematic issues for those varied downtown components.

### Business Vitality - 1/5/2019 (walking focus in the traditional core, corresponding with the Historic District)

- Dismay at lack of winter activities downtown.
- Concerned about effect of visible homeless population.
- Concern for safety.
- Trash cans aren't available year round which creates the perception that part of town is closed to locals during the off season. Please don't wrap them in plastic. Provide service or remove.
- It feels like the goal is to make the town better for tourists, not locals.
- Need more year round housing downtown.
- Need more places to buy groceries.
- Need tax breaks for year round businesses.
- How much is rent for these stores in the summer (jewelry stores) and how can they be closed in the winter?
- Positive feedback on the covered transformers. One is aged and peeling by Caribou Crossing.
- There should be more Thane attractions to draw tourism the other direction.
- Are streets cleaned in the winter? (depends on weather.)
- Liked historic photos.
- Liked the year round section of town.
- Glory Hall provides food, shelter & compassion for the homeless.
- Interactions with police force are down.
- Need phase II Housing First.
- Need greater density downtown to increase activity.
- There's a perception that anyone noisy or drunk downtown is a result of the Glory Hall being downtown.
- Wants an open, vibrant well-lit space.
- Don't pander towards visitors. Give them an authentic, genuine experience.
- Tourists don't come here for tanzanite.
- Think what factors prevent antisocial behavior and have an actual dialogue with homeless citizens. Have service recipients give more direct feedback to the city. Filtered through too many layers.
- The most aggressive people aren't from the Glory Hall.
- Pioneer's Home isn't in a social location but they provide transportation which is the key to being where they are. Re: Glory Hall.
- We don't want to put people where they are lonely or isolate or create ghettos.

## Appendix E.

E



## Appendix D. Blueprint Downtown Visioning Report

- Is Juneau becoming a service magnet? Are we growing our population of the needy? (I believe there are studies that refute this notion. At any rate, I think it's better to be on the compassionate end of the spectrum rather than the austere. If every community lowered services in a race to the bottom, it wouldn't solve anything.)
- Downtown has a concentrating effect on homeless and misperceptions run rampant.
- More attention to rehabilitating lots.
- City can't allow character to go. (what is our character?)
- City provide incentives and disincentive to keep our character. (what is our character?)
- (Someone mentioned a cigar factory was downtown once. Is that a real thing?)
- Charming downtown.
- Authentic downtown.
- Bergman, Rockwell & Gross Alaska need to be priorities for renovation and rescue before they're lost.
- State fails on public / private partnership. Burnt developers in the past.
- The state must be enlisted in the downtown Juneau discussion.
- Mixed use across from Foodland needs to be developed. (JEDC, Bowling Alley)
- Airbnb / VRBO rentals cut into seasonal and long term rental opportunities.
- Finance & Real Estate rules surrounding mixed use are complicated.
- Waterfront access is a mandate.

### Vehicles, Parking and Pedestrian Access - 1/12/2019 (walking focus in the traditional core, and extending down to the cruise docks south of the Library)

- Independent parking observations revealed summertime vacancies in the low 100's and they are almost always on the top floor of parking garages. (Could electronic signage with number of available spaces get cars into the garage?)
- Mural project for deteriorating walls.
- Crosswalks confusing to tourists at Red Dog intersection.
- (Homeless populations) are our neighbors and we have a responsibility to people who we share a community with.
- No delineation of crosswalks. Level plaza creates challenges. (For intersection in Manilla Square.)
- Appreciate that the city plowed the dock.
- Frustrated that city plowed the dock when it goes unused in winter.
- Doesn't like fences by Heritage intersection.
- Likes fences and wants them to be used to contain tourists at Manilla / Library intersection. Too many in traffic there.
- Wharf property subject to new construction constrictions but actively working with city on seawalk connection.
- Light rail on waterfront? Move seasonal visitors out of downtown. It's horrible to be downtown with all those people.

- Walking canopies. In snow it's even more important because it prevents ice.
- Make sure business owners comply with snow removal. (Do businesses understand their sidewalk obligations? Maybe an annual check in with small business owners on obligations and services.)
- Consider heated sidewalks to remove snow.
- We had 360 more housing units downtown in the 80's (Did we?)
- People living downtown is what brings vibrancy.
- Emphasize housing prospects, workforce housing downtown, and 120 day leases for seasonals.
- We need to keep up with what's gone away -- we haven't been making meaningful progress on housing inventory. (Referring to Bergman & Gastineau apts)
- Frustrated by priority of homeless issue. It shouldn't be the first priority.
- Supporting communities to make it less visible. We provide solutions for people rather than helping them find solutions for themselves.
- Problem with perception of safety.
- Thin shell concrete domes for the homeless. Better than tents. Hose them out.

### Cultural Identity, Sustainability, and Environment. 1/19/2019 (walking tour centered in the Willoughby District, with loop over to the Coast Guard waterfront).

#### 1. WHAT WAS MOST SURPRISING THING TODAY?

- Maybe not surprising, but was interesting to get updates on DOT project, heating project plans, teardown of public safety building.
- Sustainability: Transportation is 44% of energy. Heating is 21%. I would've thought it was just the opposite. So, if we want to be sustainable, transportation has a lot of potential.
- Pedestrian, Walkability: Difficulty of crossing Egan. Not a good way to get across at Willoughby. New pedestrian islands will be good.
- Sustainability I didn't know that the heating district was still a go. I thought it had permanently stalled. I like the idea of moving the municipal building.
- Cultural Identity: That people don't know the history of Willoughby and the Indian village.
- Business Vitality: All the fun opportunities.
- Business Vitality: Thinking about how to "celebrate" the working waterfront.
- Waterfront accessibility: Possibility of improving the waterfront accessibility by the US Coast Guard.
- Business Vitality: Learning about Delancey Street project and Tlingit & Haida vision for arts and culture district.
- Pedestrian, Walkability: Consider overpass at Sheraton -Centennial Hall-Coast Guard.
- Business Vitality: Surprised that anyone is considering relocating City Hall, which would only create more space that is only occupied in the summer and would become another



# Appendix D. Blueprint Downtown Visioning Report

empty area rest of year - thus moving the winter brown-paper district line north several blocks. Add year-round magnets to the south. Don't remove the year round magnets that we have.

- Sustainability: The name Heat Street implying that Hydro one will succeed in developing district heat.
- Misc: Just how complicated and multifaceted the issues in the proposals are.
- Waterfront accessibility: Federal security needs along the waterfront.
- Business Vitality: Tlingit & Haida ideas and mission.
- Cultural Identity, History: Surprising what was NOT covered today - Gold Creek power plant and its history, Gold Creek – Juneau's primary water supply and its history.
- Design: Critical for highest and Best use of Waterfront. Actually being on the waterfront and seeing how ugly and poorly designed, poorly used it is.

## 2. WHAT NEW INSIGHTS DID YOU GET FROM WALKING THE AREA?

- Waterfront accessibility: The possibility of opening up the waterfront at the Coast Guard complex.
- Cultural Identity, History: Parts of the Indian village next to Fireweed.
- Sustainability: The energy plans for the area.
- Business Vitality: Demolition of the public safety building is a good opportunity.
- Pedestrian, Walkability: The whole area is not pedestrian friendly.
- Misc: More understanding over how complicated and multifaceted the issues and the proposals are.
- Cultural identify, Business Vitality: How important the new JACC to the vitality of Juneau.
- Surface parking: It's an empty sea of parking lots with nothing to do between monoliths. When I walk through to Foodland or the JACC I don't notice, but just walking around I can see there's nothing here.
- Pedestrian, Walkability: There are zero awnings over sidewalks. Build on the great model on the other side of Telephone Hill and make it walkable.
- Pedestrian, Walkability: Lots of barriers to pedestrians.
- Cultural Identity, History: Need to rename Willoughby to the Arts District.
- Coordination: The strength of the power of unifying other efforts the bear on this locale.
- Pedestrian, Walkability: How disconnected the district is from the various elements of the downtown core, need to improve connectivity.
- Cultural Identity, History: So many opportunities to turn the arts District into an authentic celebration of our history.
- Utilities, Sustainability: Insight I did NOT get from walking the area: We need to underground utilities & related boxes here, and reduce noise and light pollution.
- Cultural Identity: The Seawalk should be renamed it to include word Culture, that way it will be a plus that it diverges away from the coast as it weaves inland to include cultural opportunities.
- Cultural Identity, History: This got me thinking about how to link places and tell the story of Juneau.

- Sustainability: How few people understand interruptible power and the stresses on the power grid.
- Surface Parking: The epicenter of the district is a parking lot!
- Business Vitality: People who live outside of downtown (i.e. who do not walk here) just drive, park, and do their own thing (go to an event or work)

## 3. WHAT IS YOUR TOP PRIORITY FOR FUTURE IMPROVEMENT?

- Business Vitality: Activities/events on the street, liveliness!
- Cultural Identity, History: Tell the story - such a rich complicated fascinating Intersection of past and future, indigenous and those who came to settle, also geological stories of glaciers, salmon etc. Really interesting to visitors and vital for residents to know.
- Culture: City Museum had developed, with Marc Whitman, a walking tour of the original shoreline of Juneau. A starting place for good cultural introduction.
- JACC: We don't need a new JACC. It's very expensive and we have other priorities for that money. I'm a huge supporter of the arts (having appeared in to plays and a choir concert in the last year) but lack of facilities is not the main barrier to more arts in town.
- Transportation, Parking, Sustainability: To have better sustainability for transportation to and from and within downtown. We have too many parking issues and too much valuable space downtown taken up by parking. Also the carbon footprint of all those cars is high. It is much easier to electrify 5 buses then to electrify 100 cars. How can we incentivize our citizens to ride the bus to the State Office Building (and other places downtown)?
- Facilities: We need a Centennial Hall remodel.
- Design: Provide artistic integrated design, do it well.
- Sustainability: Insure development that lowers the carbon footprint.
- Pedestrian, Walkability: Build the next piece of boardwalk on Heat Street
- Cultural Identity, History: Incorporate Tlingit & Haida culture.
- Pedestrian Connections: Creating links between the different unique spaces in Juneau both cultural recreational etc.
- Cultural Identity, History: Decolonize our history – utilize the oral history project to talk about the Native Alaskan history of the area.
- Pedestrian Connections: Figuring out a way to connect core downtown-seawalk-Franklin Street etc. with this art/culture district.
- Business Vitality: Come up with a multi-use idea that will serve year-round businesses and public in the soon-to-be-demolished DPS Building.
- Pedestrian, Walkability: Benches.
- Design: Provide cultural and architectural integrity.
- Surface Parking: Get state to rebuild state office building parking garage and add two floors to free up land around Centennial Hall.
- Housing: Need more housing downtown. All types. More. The area needs people living in it.
- Gateway: Let's make the JD bridge the gateway not Whittier Street.

## Appendix D. Blueprint Downtown Visioning Report

- Business Vitality: Create small opportunities: like shops, artist galleries, designers, whatever. If you must have \$15 million to do something here, nothing will happen for the next decade.
- Business Vitality: build on the success of the Seongs/Coppa/Salt Cave building between and among the monoliths.
- JACC: Build the New JACC
- Business vitality, Waterfront appearance: Improve the use and appearance of the waterfront. Finish the seawalk, consolidate the industrial equipment (tanks, vans, junk). Crab Shack - really??
- Pedestrian, Pocket Parks: More pedestrian connections and small park areas.
- Pedestrian, Transportation: Focus on pedestrian, bicycle, electric vehicle charging, decreased parking garages, increase transit for state and feds.
- Sustainability: Develop/build own alternative energy (tidal wave)?
- Sustainability: Build electric light rail.
- Sustainability: Install electric chargers for electric vehicles.
- Housing: More housing and incentives to fix up historic or even "charming" houses with character.
- Housing: Diverse residential development and density.
- Transportation: Provide public transit nodes, time to transfers.
- Transportation, Parking: Replace fed/ state/CBJ parking in the contract with option for using public transit, maybe increased pay.

## Appendix F.

F





## Appendix D. Blueprint Downtown Visioning Report



**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN

Neighborhood  
Chicken Ridge / Star Hill  
Downtown District  
Flats  
Highlands  
Rock Dump  
Waterfront  
Willaughty

**FINAL PUBLIC MEETING**

**VISIONING PHASE,  
DOWNTOWN AREA PLAN**

*August 2018 - February 2019*

CBJ Community Development; MRV Architects, Lucid Reverie, and Sheinberg Associates

## Appendix F.

F



## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



**PROCESS AND MILESTONES**

- August 30<sup>th</sup> - Public Meeting
- Interviews, On-line Input, Analysis
- October 30<sup>th</sup> - Public Meeting
- Review of Past Plans
- December - Gallery Walk Outreach
- January - Three Walking Tours
- January 17<sup>th</sup> - Steering Committee
- January 24<sup>th</sup> - Final Public Meeting
- February 15<sup>th</sup> - Study Complete

Walking Tour pauses in Heritage Square.

Photo by Shannon Crossley

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



**HOW MANY PARTICIPATED?**

- Public meetings: 220 attendees
- Online Survey: 425 responses
- On the Street: 430 interviews
- Meeting to Go: 40 participants
- Gallery Walk: 130 participants
- Walking Tours: 105 participants
- Comment Forms: 55 submitted

**800-900+ individuals!**

October 30<sup>th</sup> Open House.

## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN

Neighborhood  
Chicken Ridge / Barr Hill  
Downtown District  
Flats  
Highlands  
Rock Dump  
Waterfront  
Village

### EXTRACTING THEMES

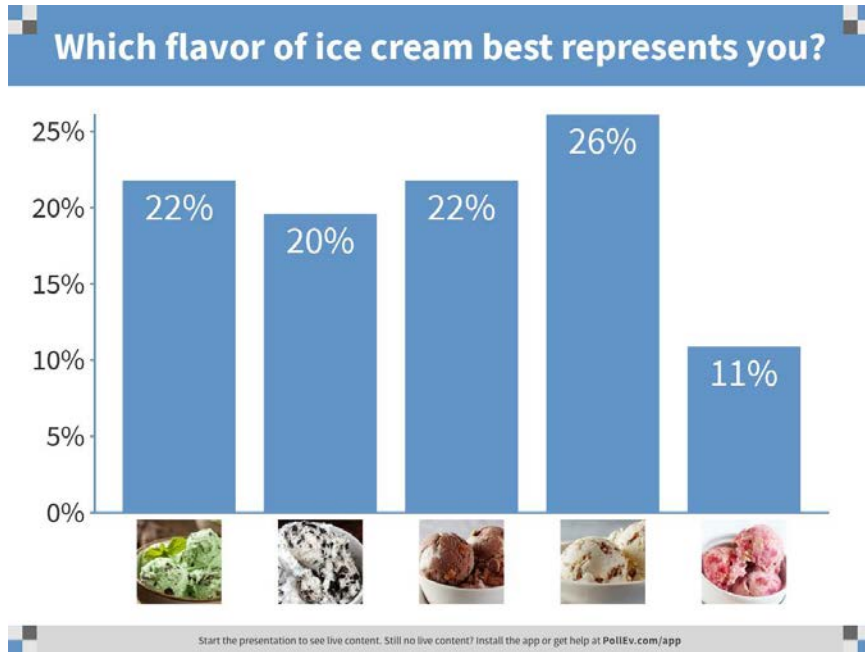
- 9 themes emerge, based on public comment.
- Themes echo focus of past plans. Identify what's been done, where gaps remain.
- From public input, prepare draft vision, goals, and possible actions for each theme.
- Gather public reaction and continue to refine.
- Conversations continue!

**What will the weather be like this summer?**

🔒 Poll locked. Responses not accepted.

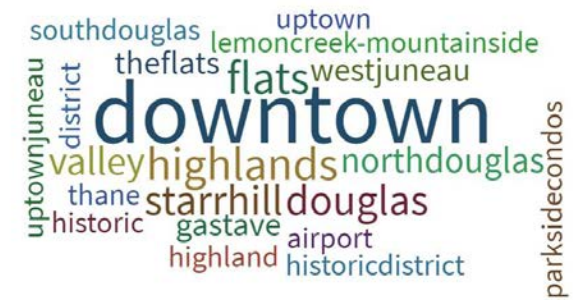
deluge boating snow  
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great  
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tropical  
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spectacular  
pure  
mixed  
totally  
cool  
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dreary  
warm  
nice  
fair  
wily

## Appendix D. Blueprint Downtown Visioning Report



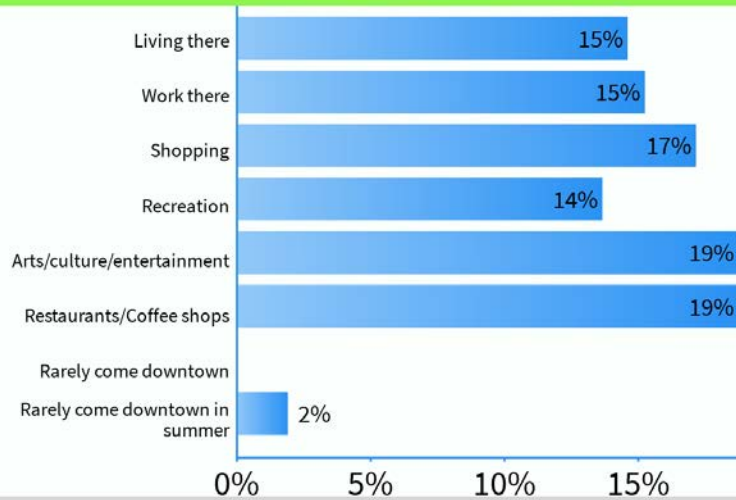
### 1. What part of Juneau do you live in?

Text JUNEAU to 22333 once to join, then text your message



## Appendix D. Blueprint Downtown Visioning Report

### 2. WHY DO YOU COME DOWNTOWN? (text each letter that applies, 1 at a time)



Start the presentation to see live content. Still no live content? Install the app or get help at [PollEv.com/app](https://www.pollEv.com/app)

## BLUEPRINT DOWNTOWN DOWNTOWN JUNEAU'S AREA PLAN

Neighborhood

Chicken Ridge / Star Hill

Downtown District

### Theme: Business Vitality



#### VISION

- Juneau is a bustling year-round commercial center for all Juneau residents and visitors.
- Private and public investment in downtown is thriving.
- Businesses are locally focused capturing and building upon Juneau's history, culture, environment, and scale.



## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN

Neighborhood  
Chicken Ridge / Star Hill  
Downtown / Center

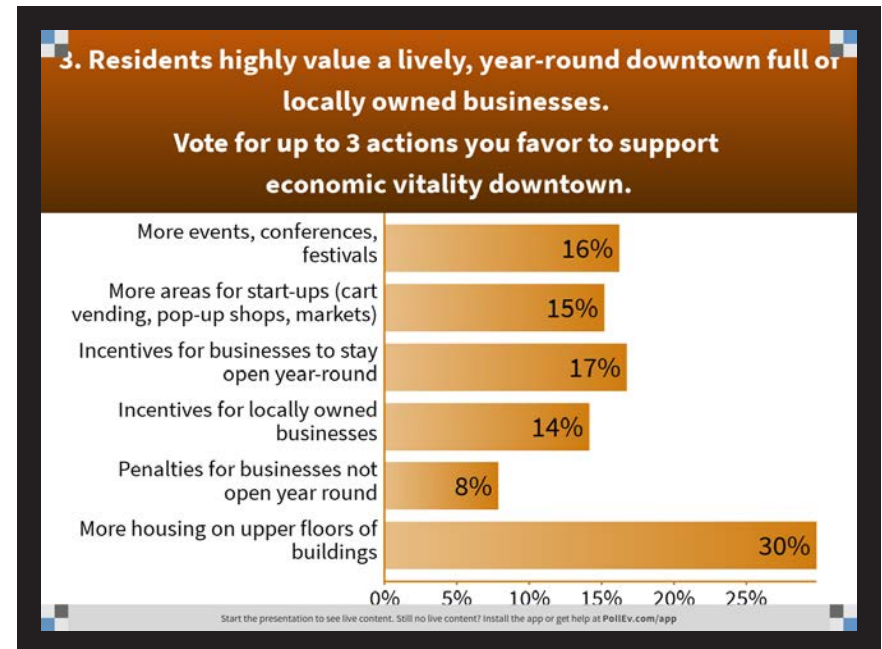
**Theme: Business Vitality**

Some Emergent Discussions...

- Encourage year-round business through many options
- Ways to encourage "Next Generation" Juneau business-owners
- Solve what's stopping redevelopment of vacant and underused properties
- More housing = more customers

**PUBLIC'S MOST FAVORED ACTIONS**

1. Identify underutilized properties and promote redevelopment through meaningful tax benefits and/or cash incentives.
2. Create a multi-vendor marketplace for local businesses, including food trucks.
3. Limit number of seasonal jewelry stores downtown.
4. Incentivize mixed-use developments, including zoning flexibility to bring businesses into some neighborhoods.



## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood  
Chicken Ridge / Star Hill  
Downtown District

### Theme: Identity and Culture



**VISION**

- Juneau's appeal flows from the richness of our diverse cultures, our status as Alaska's Capitol, and the opportunity to showcase our compelling history.
- The real connections between people, cultures, water and land provides an authenticity that differentiates Juneau from other places.
- Our unique story is emphasized in art, planning, buildings, and street details.

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood  
Chicken Ridge / Star Hill  
Downtown District

### Theme: Identity and Culture

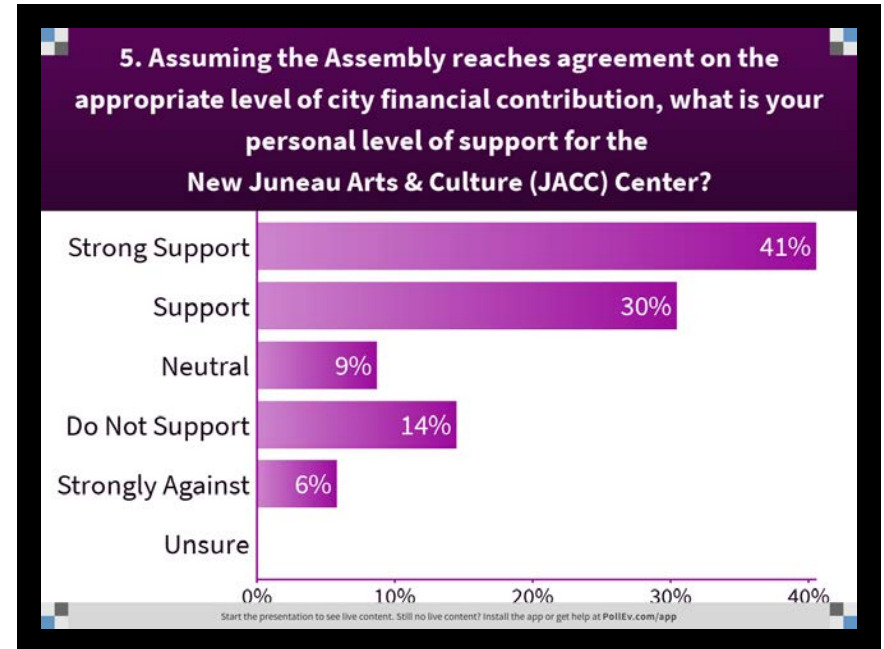
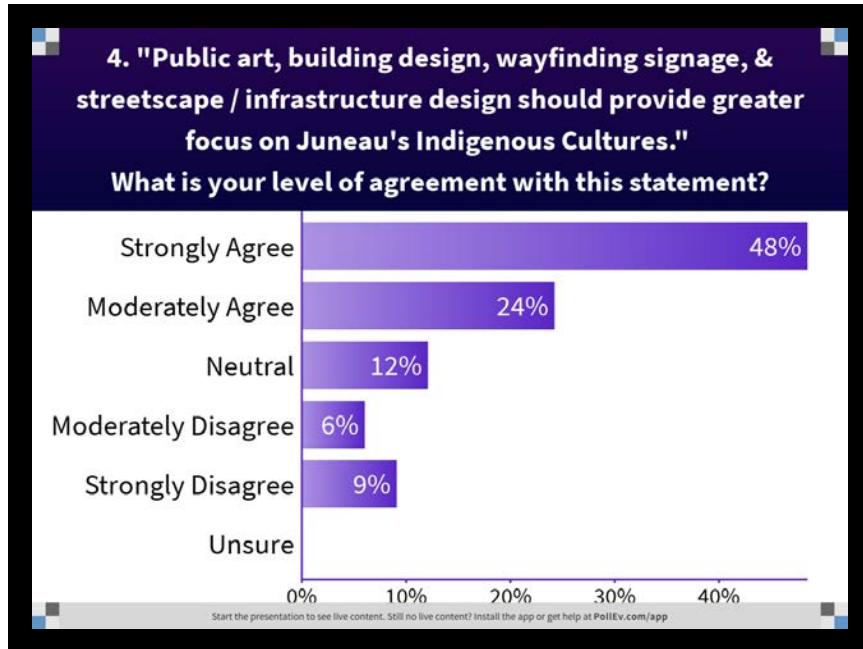
Some Emergent Discussions...

- Historic downtown shouldn't just be about mining history. Downtown should reflect Juneau's diverse cultures and histories.
- Building design, infrastructure, lighting, signage, storefronts all tell a story

**PUBLIC'S MOST FAVORED ACTIONS**

1. Incentivize year-round activity, with a focus on authenticity.
2. Complete the Seawalk across the full Downtown.
3. Define areas that can be closed to vehicles to emphasize pedestrian activities such as art markets, music, dances, and special events.
4. Create incentive programs for adaptive reuse and modernization of underutilized downtown properties.

## Appendix D. Blueprint Downtown Visioning Report





## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN




### Theme: Housing and Neighborhoods



**VISION**

- Increased downtown housing results in more business customers, better ability to attract workers, enhanced public safety, and a boost in overall vitality.
- Increased housing includes units that are affordable for young people and new families, those for seasonal workers, and those that are attractive for down-sizing adults.
- CBJ incentives help revitalize underutilized inventory.

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



### Theme: Housing and Neighborhoods

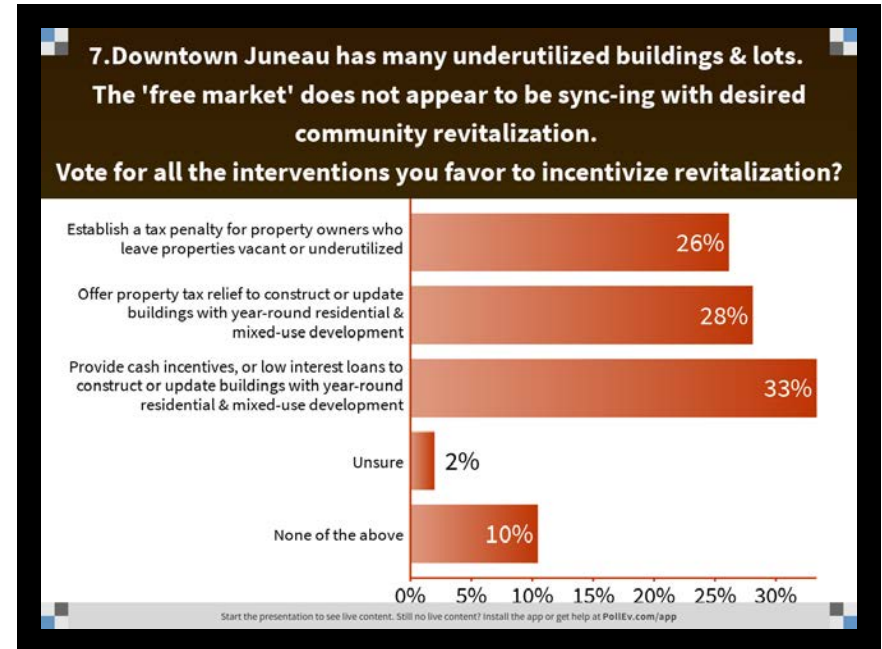
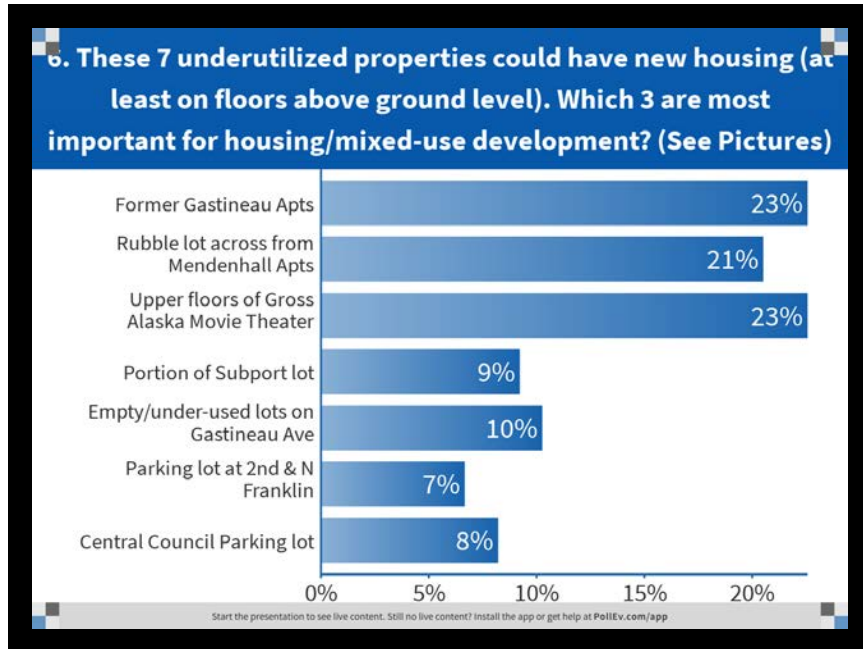
Some Emergent Discussions...

- More housing = more vitality
- What is preventing housing from being built in vacant lots and 2<sup>nd</sup>-3<sup>rd</sup> floors?
- Capital Avenue is a key link between downtown and residential areas. It needs an inviting and safe sidewalk and roadway.

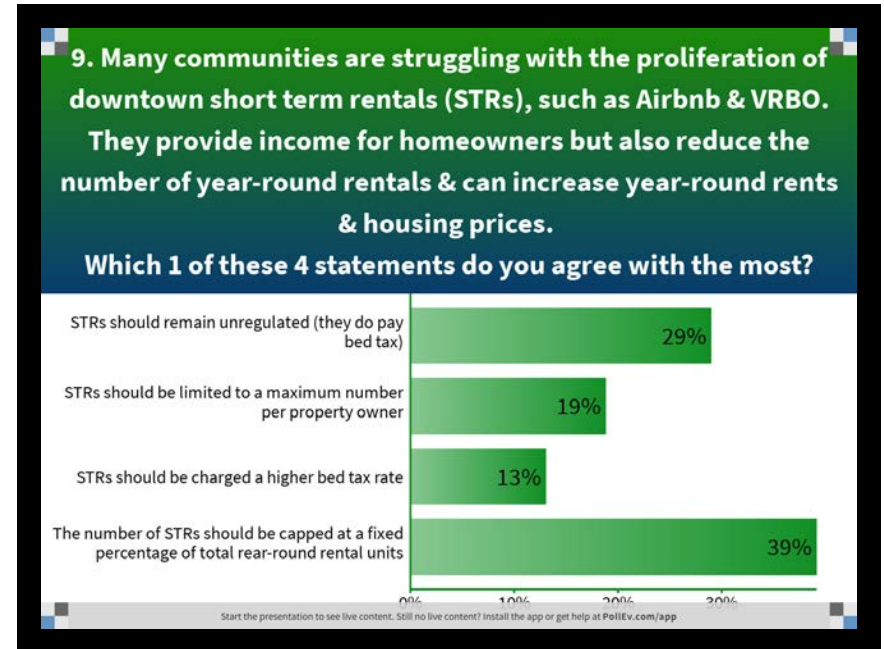
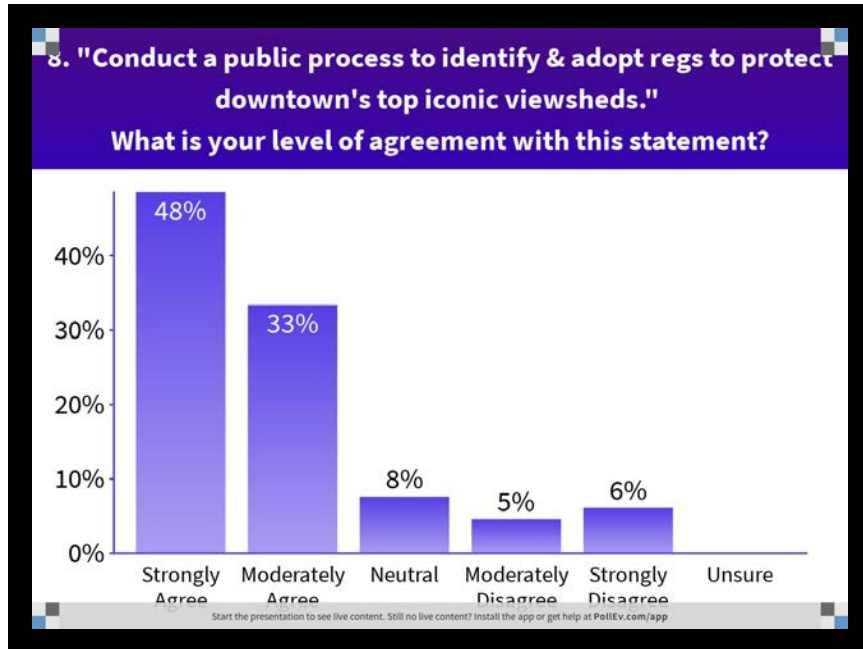
**MOST POPULAR ACTION ITEMS**

1. Fund and construct the second phase of Housing First.
2. Create more affordable entry level housing for young people
3. Find a new location for the Glory Hall where it can still achieve its mission to provide food, shelter, and compassion to those in need.
4. Provide incentives for building owners who have underutilized or poorly maintained buildings to provide more housing.

## Appendix D. Blueprint Downtown Visioning Report



## Appendix D. Blueprint Downtown Visioning Report



## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood  
Chicken Ridge  
Downtown District  
Flats  
Highlands  
Rock Dump  
Waterfront

### Theme: Vehicle Use and Parking, including Bicycles

**VISION**

- Improved vehicle movement through downtown enhances business vitality and growth.
- Innovative ways to provide passage for buses, trucks, and autos address downtown's limited space for roadways and sidewalks.
- A downtown transit "circulator" helps the movement of people and reduce the demand for downtown parking.



**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood  
Chicken Ridge  
Downtown District  
Flats  
Highlands  
Rock Dump  
Waterfront

### Theme: Vehicle Use and Parking, including Bicycles

Some Emergent Discussions

- Should we build more parking in downtown, **OR** make cars less necessary?
- Auto, bus, people, and bike movements are severely constrained by Merchant's Wharf and by the Library. Solving this would reduce congestion of all types.
- Downtown's limited space will require innovative ways to move buses, trucks, autos and pedestrians.
- Should new apartments and condos in downtown require new parking, or can housing counts increase while parking stays the same?
- Why don't more drivers use the parking garages?
- What's missing that could convert drivers to cyclists?

## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN

Neighborhood  
Chicken Ridge  
Downtown District  
Flats  
Highlands  
Rock Dump  
Waterfront  
Willoughby

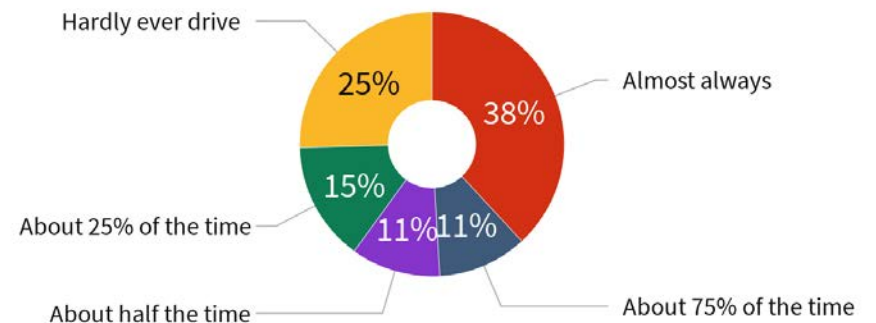
### Theme: Vehicle Use and Parking, including Bicycles

**MOST POPULAR ACTION ITEMS**

1. Create an electric downtown Circulator to move people between S. Franklin, Transit Center, Willoughby District, and remote parking.
2. Use some of Downtown's vacant lots to add more parking in beautifully-designed multi-level parking garages.
3. Create Park and Ride lots in the Valley and Douglas for transit and carpools to and from Downtown; incentivize large employers to use.
4. Electrify both city buses and tour buses to reduce fumes in Downtown and at the Glacier.

### 10. When you come downtown, about how often do you drive a car?

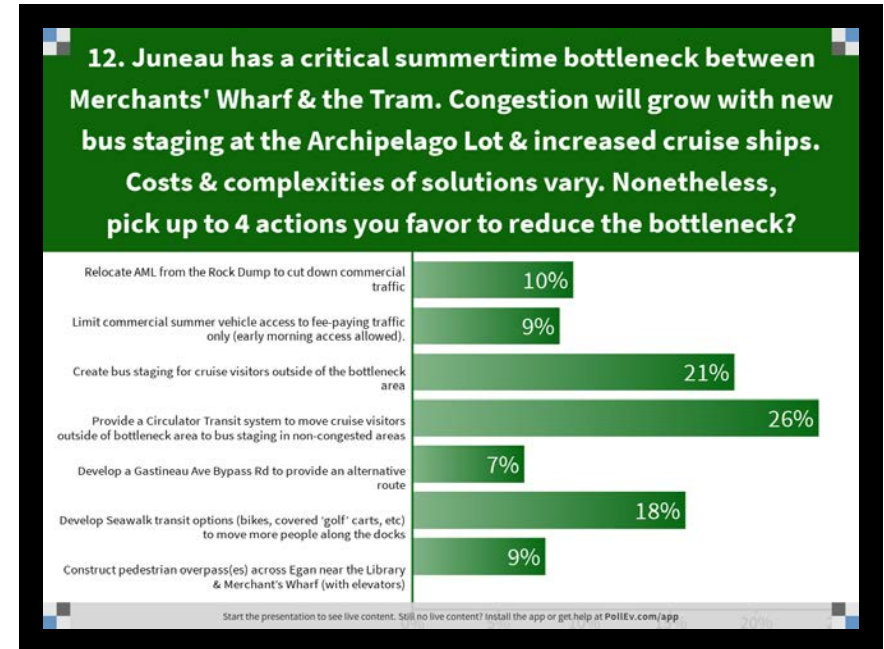
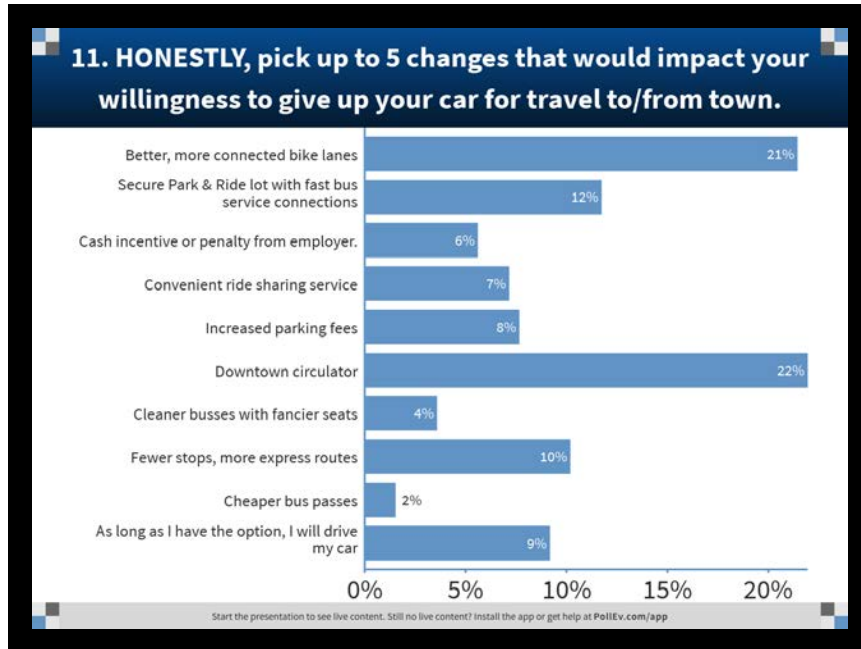
Almost always **A**   About 75% of the time **B**   About half the time **C**  
About 25% of the time **D**   Hardly ever drive **E**



Start the presentation to see live content. Still no live content? Install the app or get help at [PollEv.com/app](https://www.pollEv.com/app)



## Appendix D. Blueprint Downtown Visioning Report



## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



**Theme: Pedestrian Access and Experience**




Photo from Juneau Empire

**VISION**

- Pedestrians can walk easily and safely.
- Paths clearly link the waterfront and downtown destinations.
- Canopies and streetscapes result in comfortable walking in all weather and times of year.
- Pedestrian-only areas for special activities and events create fun, business activity, and reduce congestion.

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



**Theme: Pedestrian Access and Experience**

Some Emergent Discussions:

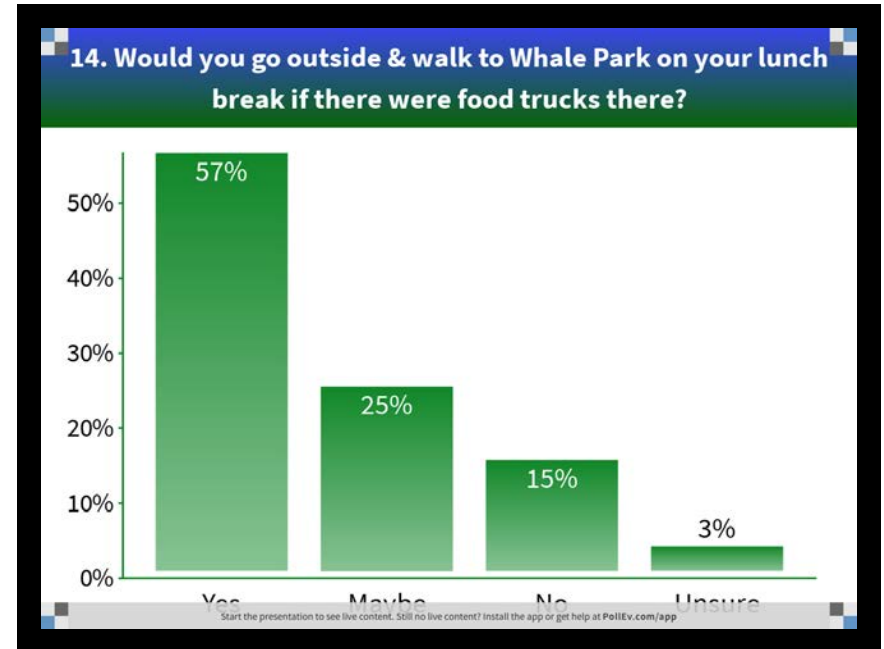
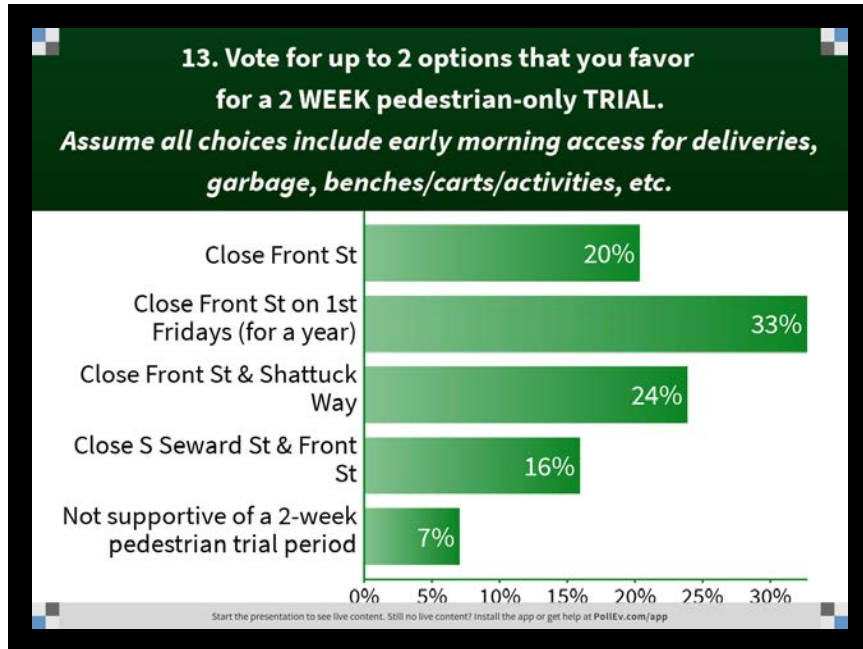
- The community would like all the regions of downtown to be connected and easy to navigate, both for locals and visitors. Where are the opportunities for connection?
- The Alaskan public owns the tidelands. How can we get the public out on the waterfront more?
- Some sidewalks are impassable in the summer due to high use and narrowness.

**PUBLIC'S MOST FAVORED ACTIONS**

1. Complete the Seawalk from the AJ Dock to the Whale.
2. Provide adequate, safe, clean, and well-labeled public restrooms.
3. Improve and expand sidewalk canopies and ensure that walking routes are accessible and passable year-round (i.e., clear of snow).
4. Create a pedestrian-only destination area in the Downtown core.




## Appendix D. Blueprint Downtown Visioning Report



# Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN




**Theme: Sustainability**

**VISION**

- We continue moving forward to achieve the Year 2045 adopted CBJ goal of 80% energy provided by renewable sources.
- Juneau is a show-case for best practices, including transitioning from fossil fuel to renewable energy powered transportation and heating.
- Cruise industry impacts are mitigated, maintaining the intrinsic beauty and quality of place for both residents and visitors.

**Juneau Renewable Energy Strategy**  
Setting the scene and priority actions




Stantec

City of Juneau 2000  
2000-2017

City of Juneau  
1000-2017

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



**Theme: Sustainability**

Neighborhood  
Chicken Ridge / Star Hill  
Downtown/Jigfish

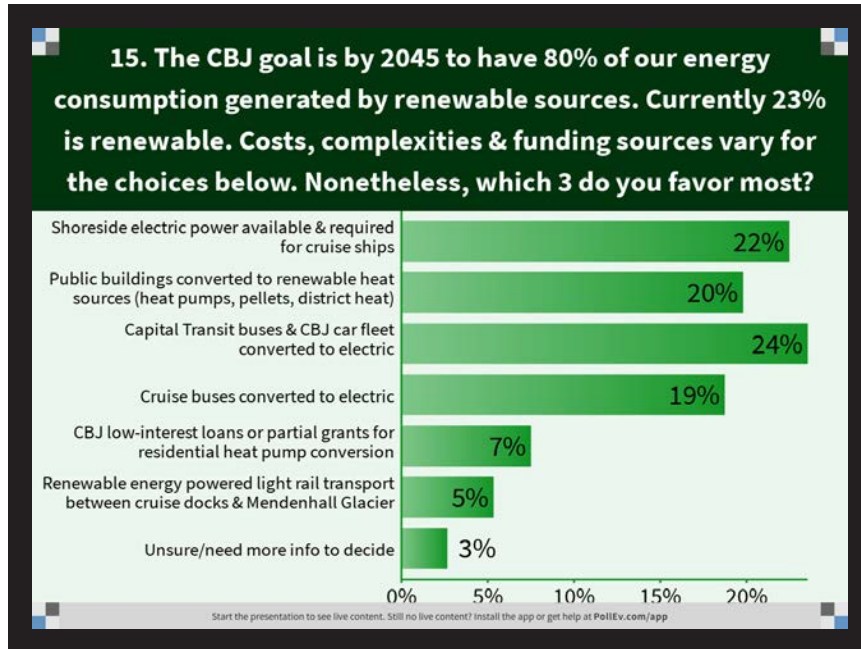
**Some Emergent Discussions...**

- How do we increase Juneau's resilience, including food security?
- What are the qualities of a business that is sustainable year-round? How do we encourage these downtown?
- How can we adapt to and mitigate climate change as a city, starting now?

**PUBLIC'S MOST FAVORED ACTIONS**

1. Use electric vehicles for all public transportation including a Downtown circulator.
2. Incentivize the installation of renewable energy heating systems, such as heat pumps, in residential and commercial buildings.
3. Require cruise ships to utilize onshore power.
4. Work with business owners to develop more practical recycling & packaging practices for tourists & locals.

## Appendix D. Blueprint Downtown Visioning Report




### BLUEPRINT DOWNTOWN DOWNTOWN JUNEAU'S AREA PLAN

Theme: Carrying Capacity

**VISION**

- Smart growth downtown balances the needs of visitors and Juneau residents alike.
- Juneau remains a top-choice destination because the experience is locally-rooted and comfortable.
- Visitors have a world class experience because infrastructure, especially transportation, works efficiently with the number of visitors.

## Appendix D. Blueprint Downtown Visioning Report



Neighborhood  
Chicken Ridge / Star Hill  
Downtown Juneau

### Theme: Carrying Capacity

Some Emergent Discussions...

- Does our current infrastructure sustain our current level of tourism?
- What would it look like to limit tourism by capping ship or visitor numbers?
- Does significant growth projected over the next few years still work?
- Local perception for many is that Juneau has not balanced local needs with visitors.

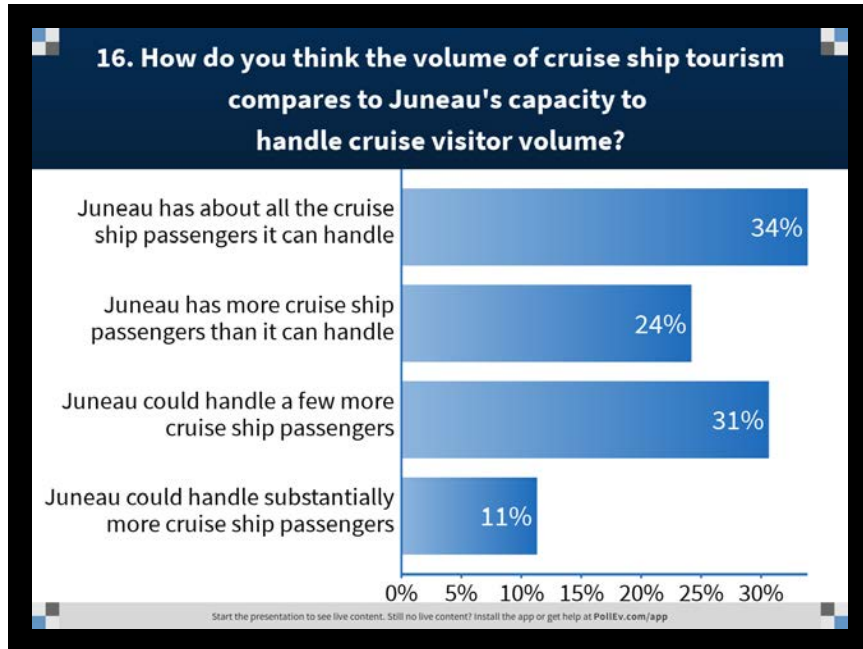
**POTENTIAL ACTIONS FROM PUBLIC**

1. Reduce congestion by developing more infrastructure like Seawalk and street improvements.
2. Increase bus staging to locations outside the bottleneck
3. Connect Gastineau Ave to Thane as a bypass
4. Relocate/Rezone Rock Dump industrial area to reduce traffic

Considering the way cruise ship arrivals are currently configured (that is their location, infrastructure, timing, organization, etc.)....

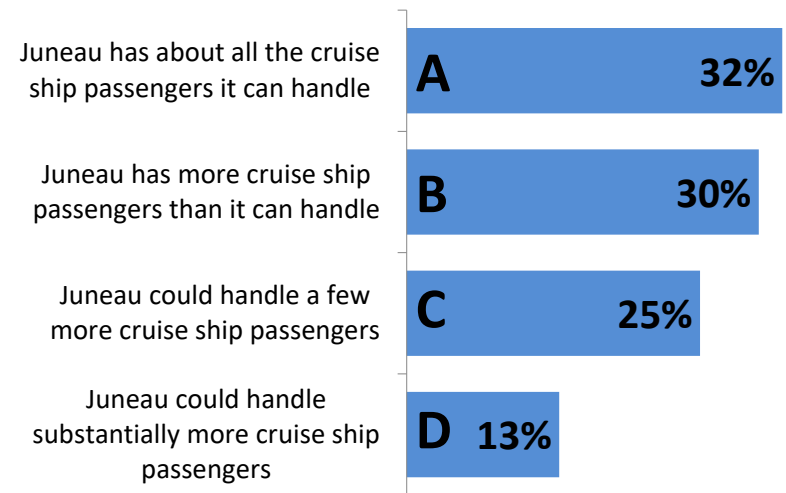


## Appendix D. Blueprint Downtown Visioning Report



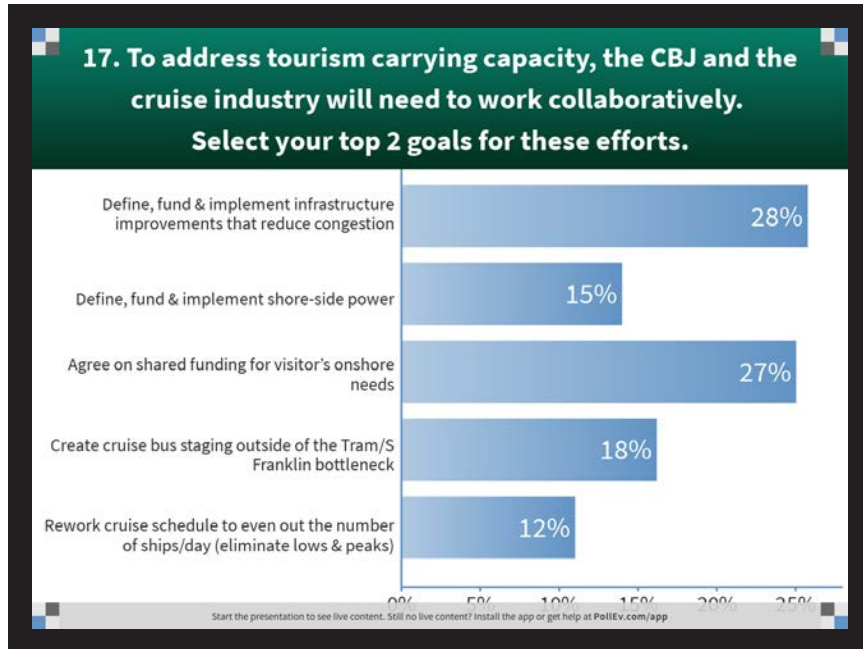
### 2002 RESULTS - SAME QUESTION

(CBJ Tourism Management Plan, web poll of 1511 residents)





## Appendix D. Blueprint Downtown Visioning Report



### BLUEPRINT DOWNTOWN DOWNTOWN JUNEAU'S AREA PLAN


#### Theme: Natural Environment, Recreation

#### Vision

- Juneau's location between the mountains and sea coupled with its history, size, and facilities offer an unrivaled opportunity for those "8 to 80" to explore and enjoy a deeply beautiful place.
- Juneau is a lead city to showcase the quality-of-life benefits that flow from sustainable environmental and business practices.

## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



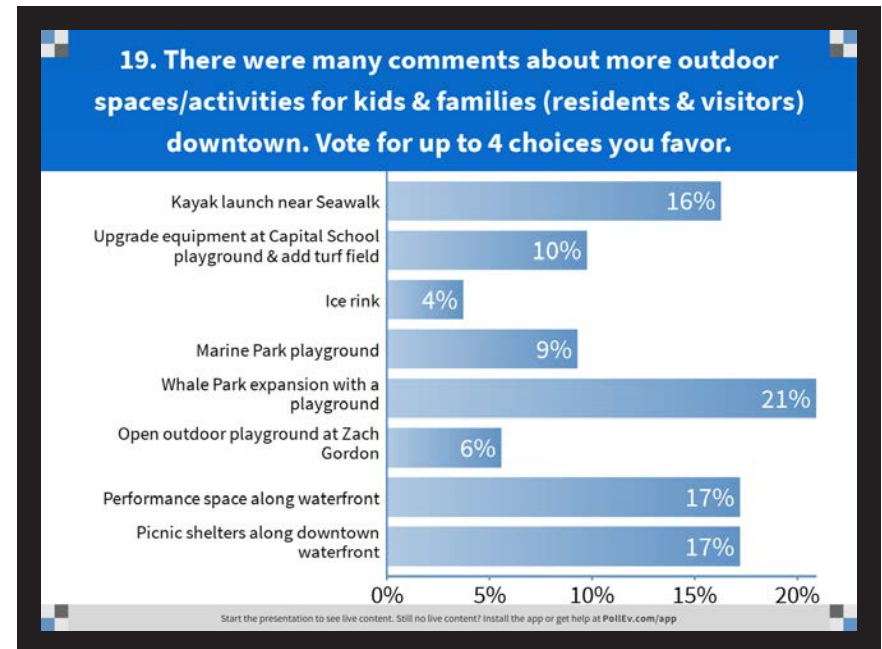
### Theme: Natural Environment, Recreation

Some Emergent Discussions...

- We want spaces that are indoor/outdoor for all seasons
- Views of the water, and water access, are important to residents and visitors
- Downtown recreation should be accessible to those age 8 to 80

**MOST POPULAR ACTION ITEMS**

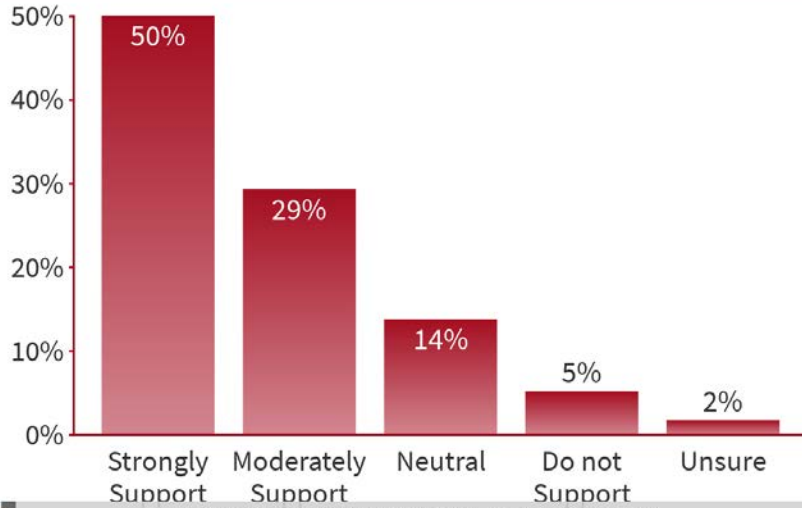
1. Complete the Seawalk across the waterfront
2. Require cruise ships to plug in to shore power while in town to reduce air pollution
3. Build the proposed Ocean Center to emphasize our connection to the water
4. Electrify the public bus fleet, and incentivize tour groups to use electric vehicles





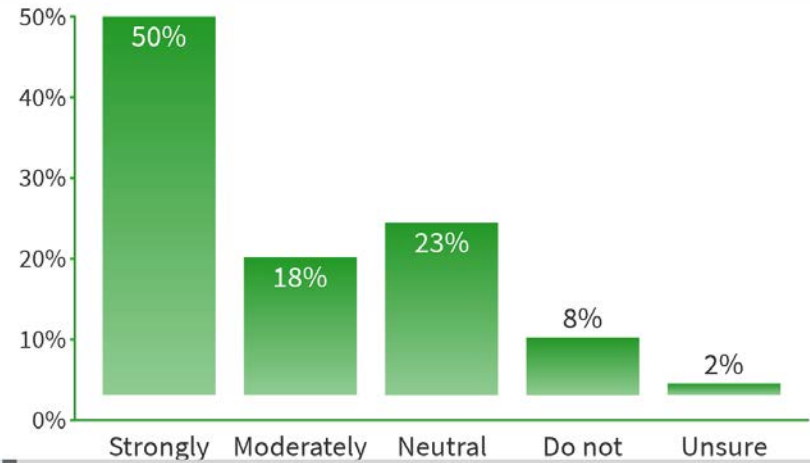
## Appendix D. Blueprint Downtown Visioning Report

20. What is your level of support for more indigenous plants in downtown? (spruce, blueberries, raspberries, devil's club...)



Start the presentation to see live content. Still no live content? Install the app or get help at [PollEv.com/app](https://PollEv.com/app)

21. Do you support restoring Gold Creek to create a more natural habitat with a true stream bed, salmon habitat, & walking path where possible?



Start the presentation to see live content. Still no live content? Install the app or get help at [PollEv.com/app](https://PollEv.com/app)

## Appendix D. Blueprint Downtown Visioning Report

### BLUEPRINT DOWNTOWN DOWNTOWN JUNEAU'S AREA PLAN

#### Theme: Public Safety

##### VISION

- Downtown is safe and vital.
- CBJ emphasis on neighborhood policing
- Improved solutions for the Homeless, together with more housing downtown, foster community pride and year-round economic opportunity.



Photo by Zoe Grueskin/KTOO

### BLUEPRINT DOWNTOWN DOWNTOWN JUNEAU'S AREA PLAN

##### Neighborhood

Chicken Ridge / Star Hill

Downtown District

#### Theme: Public Safety

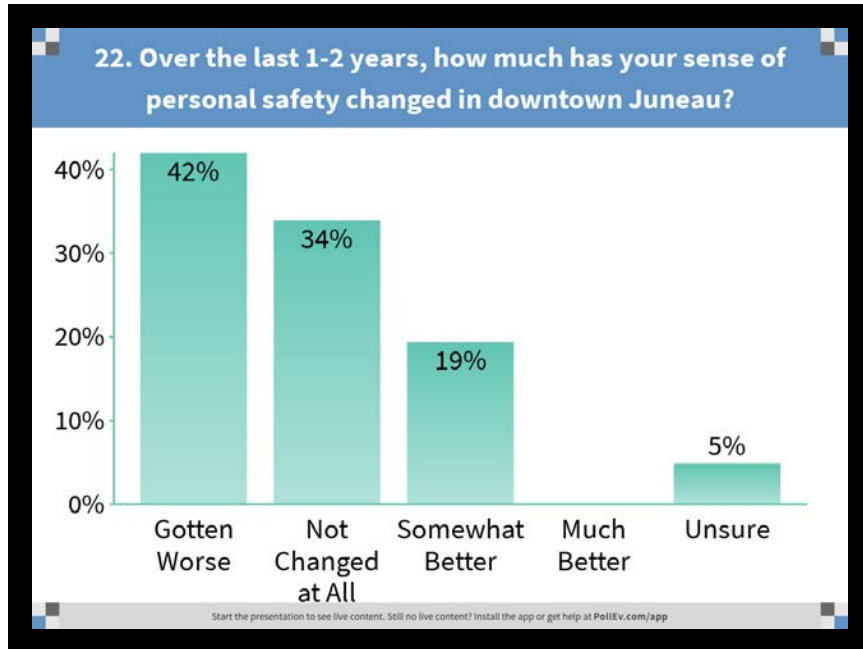
##### Some Emergent Discussions...

- As a community, how can we better support those affected by the opioid epidemic?
- Activating spaces in cities decreases crime because there are more people around. How can we activate downtown Juneau?

##### PUBLIC'S MOST FAVORED ACTIONS

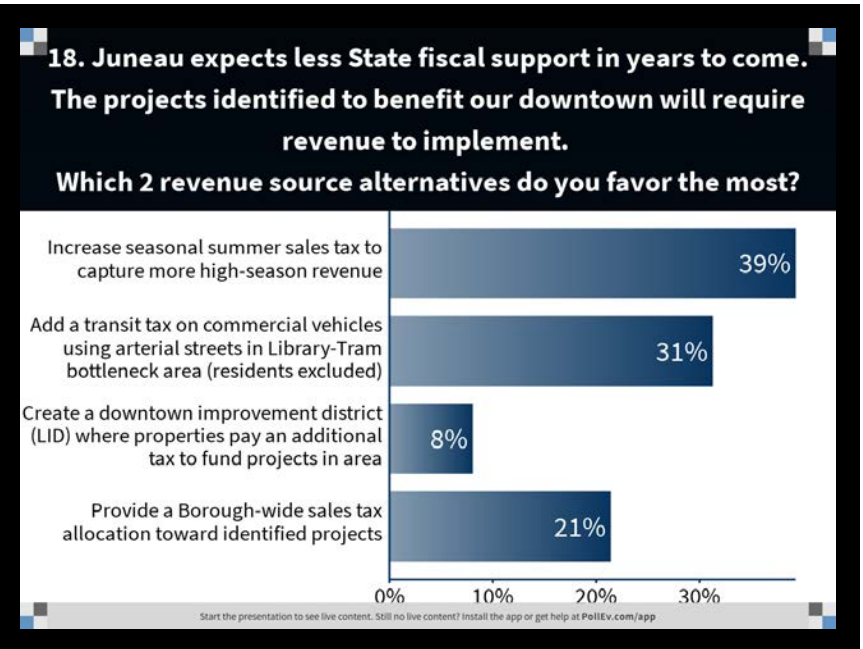
1. Create more treatment centers and services for individuals with mental, drug, or alcohol behavioral problems
2. Incentivize building maintenance, and the upgrade of dilapidated buildings and facilities.
3. Increase funding for police and safety personnel.
4. Increase winter activities in Downtown, thereby increasing public street presence, and decreasing vagrancy.

## Appendix D. Blueprint Downtown Visioning Report



## Appendix D. Blueprint Downtown Visioning Report

What about the Money?



# Appendix D. Blueprint Downtown Visioning Report

## BLUEPRINT DOWNTOWN DOWNTOWN JUNEAU'S AREA PLAN

### Understanding Fiscal Priorities

The Public "Paid With Pennies" to Fund Hypothetical Capital Projects

Pay with Pennies station

230 Participants	Hypothetical Projects to Fund
20%	Increase Services and Housing for the Homeless
15%	Fund new Affordable Housing
14%	Fund the Seawalk Completion
11%	Fund Electric Circulator Buses for Downtown
9%	Funds for the New JACC, Arts District
8%	Funds for Greater Police Presence Downtown
8%	Fund a new Marine Park with Green Space
7%	Funds for Existing Building Rehabilitation
5%	Fund a new Parking Garage
4%	Fund Covered Walkways linking to SLAM /JACC

## 24. Several potential projects are popular with the public. The difficulty is prioritizing the cost & effectiveness of projects.

### Which 5 projects do you believe are most critical?

Project	Percentage
Restore Gold Creek to a functional stream with habitat for salmon	6%
Provide electrical hook-up for all cruise ships (possible cruise tax funding)	15%
Acquire properties & widen bottleneck street between Merchant's Wharf & the Tram to 2 lanes each direction	5%
Run a frequent downtown Circulator/Transit to lessen traffic impacts	16%
Construct a new parking garage in the greater Willoughby District	4%
CBJ funds &/or tax relief to renovate buildings to add year-round housing	15%
Help fund a new Glory Hall out of downtown	7%
Extend Gastineau Ave to the Rock Dump, creating a vehicle & pedestrian alternative to Franklin St.	11%
Construct pedestrian bridges over S Franklin & Egan near the Library & Merchant's Wharf to ease congestion	5%
Complete full Seawalk (Rock Dump to Whale)	17%

Start the presentation to see live content. Still no live content? Install the app or get help at [PollEV.com/app](http://PollEV.com/app)

## Appendix D. Blueprint Downtown Visioning Report

**BLUEPRINT DOWNTOWN**  
DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood  
Fish

### What's Next?

- Assembling results of this meeting
- Final Vision Study Submitted
- CDD/Steering Committee Develops Area Plan
- Finished Plan to Planning Commission and Assembly for Review, Adoption



Amalga Distillery co-owner, Brandon Howard, hosting tour on Business Vitality.

# Appendix E. Focus Group Report



## Focus Groups Final Report

January 2020

### Table of Contents

Overview.....	2
Focus Group Discussion Results.....	5
<i>Transportation &amp; Infrastructure</i> .....	5
<i>Natural Resources and Recreation</i> .....	7
<i>Health and Human Services</i> .....	8
<i>Business and Economic Development</i> .....	9
<i>Arts, Culture &amp; History</i> .....	10
<i>Neighborhoods &amp; Housing</i> .....	11
<i>CBI Departments</i> .....	12
Summary of Staff Findings.....	13

*Report prepared by:*

Beth McKibben, AICP, Senior Planner, Community Development Department



# Appendix E. Focus Group Report

## Overview

As a key component for the update to the Blueprint Downtown Juneau Area Plan, a series of focus groups were conducted with individuals in the community about specific planning related topics. The focus groups gathered technical and professional input from those who have particular knowledge on these topics. They included professionals in transportation and infrastructure, natural resources and recreation, human services, business and economic development, arts, culture, and history, as well as from CBI departments. CDD conducted seven focus group meetings in 2019 and 2020. The results of the focus groups will supplement the community input gathered from the visioning process to formulate draft goals and objectives for the plan update.

Each focus group was asked specific questions regarding their knowledge about an identified topic. Focus group meetings were held in an interactive forum setting where participants were able to speak openly with fellow focus group members. The discussion topics and data gathered were used to further inform a wide variety of area plan topics.

The following questions were discussed by Blueprint Downtown area focus groups, as they relate to the focus are being discussed:

- What are Downtown Juneau's strengths and opportunities (S, O)?
- What are Downtown Juneau's weaknesses and threats (W, T)?
- What do you hope to see in the future, both short and long term?

## SWOT ANALYSIS



### Why use Focus Groups?

A focus group provides insightful understanding of complex issues and situations which cannot be gathered from standard multiple choice surveys or large public meetings. Focus groups provide an opportunity for individuals to express their views in detail, to hear the opinions of others, and to collectively develop resolutions to problems. Both technical and anecdotal information can be presented and debated, which can lead to creative problem-solving and broad community support. Information collected through focus groups augments the information gathered during the survey and community meetings. Since focus groups are based on open communication and critical deliberation, they can lead to improved community relations and trust, and a sense of ownership in the process and outcome.

# Appendix E. Focus Group Report

## What are the Limitations?

There are several limitations to using a focus group. First, focus groups can require a great deal of time and other resources in preparation, information processing, and reporting. Second, selection of the participants, creation of the discussion guide, and choice of an effective facilitator can be significant challenges. Third, focus group findings are often difficult to capture, analyze, or accurately summarize. Finally, because focus groups involve such a small number of participants, it is often difficult to generalize the findings to the larger population.

Focus groups are an opportunity to get expert feedback from individuals with a particular knowledge of a given area or subject. Focus group feedback provides an in-depth supplement to the issues raised by broader public feedback and can provide deeper insight into issues and potential solutions.

## Focus Group Discussion Results

### Transportation and Infrastructure

*The Transportation and Infrastructure Focus Group met on August 7, 2019. Their charge was to identify Strengths, Weaknesses, Opportunities and Threats for the Blueprint Downtown Juneau planning area. There were also asked to identify any current or future projects that may affect the planning area.*

**Focus Group Participants:** Red Langel, Scott Hinton, Bob Dilley, Lindsey Foster, John Bohan, Alec Mesdag

**Facilitators:** Beth McKibben, Tim Felstead

### *Summary of Discussion*

**Strengths:** Walkable, ability to live downtown without a car, the Seawalk, transit system, docks and other infrastructure, knowledgeable staff, adaptable staff, compact area makes parking enforcement manageable.

**Weaknesses:** Lack of central management for parking, limited staff resources dedicated to parking, new parking systems are expensive, 2-hour parking limit is challenging to enforce, poor public perception of parking management, increased traffic uses JPD resources, seasonal increase of tourists and workers who don't know the rules, confusing and inconsistent signage, Franklin Street congestion/size, right-of-way width limits, non ADA compliance, street design, winter maintenance, unrealistic expectations in street design.

A pay and display machine is a type of ticket machine used for regulating parking in urban areas or in car parks. It relies on a customer purchasing a ticket from a machine and displaying the ticket on the dashboard, windscreen or passenger window of the vehicle.

**Opportunities:** Change in parking allocation, pay and display, park and ride, bike parking, become more ADA accessible, replace aging infrastructure during construction/reconstruction, expand the docks, expand/complete Seawalk, management of loading zones, planning to accommodate electric vehicles (EVs); improve pedestrian and vehicle flow; and reduce congestion.

# Appendix E. Focus Group Report

Threats: Gridlock, declining government budgets, commercial traffic, challenging weather, topography, limited right-of-way widths, world events affect cruise ships, pedestrian overcrowding, derelicts, outside interests (such as outside business owners/operators, land owners etc.).

Current and future projects: Phase 2 of Franklin Street, wayfinding signage project, Archipelago site development will add more bus parking, restrooms, year-round space for events/programming, Seward Street, Marine Way, Capital Avenue reconstruction projects, new signage in the parking garages, 2<sup>nd</sup> Street substation, Support cabinets, pocket park cabinets.

Discussion: Plans and visions for streetscapes can make street maintenance difficult, particularly in winter. Plans and visions for streetscapes don't include increased cost of time and equipment needed to maintain them. Parking management needs to be more holistic, be better-funded, and include a public education campaign.

## Natural Resources and Recreation

*The Natural Resources and Recreation Focus Group met on July 30, 2019. Their charge was to discuss the open space, recreational and natural resources of the Downtown area, and ways in which these resources can be created, enhanced, and preserved.*

**Focus Group Participants:** Tom Mattice, Teri Camery, Carl Uchytíl, Michele Eifers, George Schaaf, Erik Boraas

**Facilitators:** Beth McKibben, Alix Pierce

### *Summary of Discussion*

**Strengths:** Walkable, access to trails, parks, open space, Port, harbors, water access, cultural resources, growing retail and restaurants, Tourism Best Management Practices (TBMP).

**Weaknesses:** Aging infrastructure, seasonality, homelessness, need for more housing, empty buildings, traffic/congestion, parking and parking management.

**Opportunities:** Economic development and business opportunities, programming, partnerships, improved trail access, sustainable tourism, improved infrastructure, redevelopment of the AJ dock, better coordination/communication between city departments, relocate fuel farm. Addressing uses such as Ebikes, skateboards, kayak rentals, etc.

**Threats:** Crowding, impacts on quality of life from increased tourism, erosion, natural hazards, decreased government budgets for funding.

**Current and future projects:** Perseverance bridge replacement, P&R overhauling commercial use permitting system, Mount Roberts Trail.

**Discussion:** Reminder that harbors are recreational facilities. Homelessness is a challenge and active programming of public spaces can help address undesirable behavior.

# Appendix E. Focus Group Report

## Health and Human Services

*The Health and Human Services Focus Group met on August 7, 2019. Their task was to discuss issues related to human services in Downtown. One of the primary tasks of the group was to examine Juneau's human service situation and provide insight into how to improve coordination to meet future needs.*

**Focus Group Participants:** Maria Lovischeck, Talia Eames, Karen Perkins, Brad Perkins, Irene Gallion, Hazel LeCount, Claudette Thor, Joe Mishler, Mandy Cole, Jorden Nigro, Beth McEwen

**Facilitators:** Beth McKibben, Tim Felstead

### *Discussion Summary*

**Strengths:** The People, people living downtown, collaboration among service providers, culture and tradition, natural beauty, high volunteerism rates, CBJ offices are downtown and visible, community support for services including Housing First, new businesses.

**Weaknesses:** Drugs, alcohol, poverty, lack of housing, burn out for social service providers, gaps in services, lack of funding, lack of activity during winter.

**Opportunities:** Collaboration between service providers and business operators to create/renovate housing, cultural knowledge, the subarea of the Willoughby District known as "the village," the perception that all of Juneau values downtown, better communication of successes, access to services, cultural tourism.

**Threats:** Pollution, income inequity, decreased funding, increased violence, perception of crime, lack of shelter, congestion, concentration of drug users downtown.

**Current and Future Projects:** Phase 2 of Housing First, cold weather shelter move, new management of sleep off center.

**Discussion:** As the "easier" to house population is housed, the more difficult, violent, drug addicted remain unhoused. There is a perception of those that "have" and those that "have not." Downtown needs to remain available to all. Keep in mind that not everyone is able to make choices about their behavior.

## Business and Economic Development

*The Business and economic development Focus group met on August 22, 2019. They discussed issues related to economic development and business vitality.*

**Focus Group Participants:** Craig Dahl, Carl Uchytel, Brian Holst, Bruce Denton (Several others committed but were unable to attend)

**Facilitators:** Beth McKibben, Tim Felstead

### *Discussion Summary*

**Strengths:** Walkability, engaged business operators, beautiful setting, hub of city government, First Fridays, new local businesses, vibrant summer season, engaged DBA, tourism revenue.

**Weaknesses:** Loss/move of State jobs, derelict buildings, vagrancy, drugs/crime, winter vacancies, small population does not allow for economies of scale, bottleneck/congestion, lack of housing, need for more mix of retail, limited hours of operation, parking mismanagement.

**Opportunities:** Unique art and culture, continued momentum of reinvestment downtown, using seasonal vacancies, expand to "shoulder season," diversity of businesses, more events programming, proximity to waterfront, a community that wants to buy local, more year round business activity.

**Threats:** Vacant storefronts, high rents, competition with the internet, freight costs, "over focus" on tourism, the movement to relocate the Capital elsewhere in the state, inclement weather, decline in cruise industry, perception of unsafe, not family friendly.

**Current and Future Projects:** Archipelago site; NCL, Sealaska Heritage Sobeloff expansion

**Discussion:** Noted opportunity for better coordination/communication/cooperation between the various entities focusing on downtown – this could allow for more efficiency. Perceptions of an unsafe downtown and the need for better parking management.

# Appendix E. Focus Group Report

## Arts, Culture, and History

*The Arts, culture and history focus group met on January 9, 2020. They were asked to discuss issues related to culture, historic preservation, and the arts in the Downtown planning area.*

**Focus Group Participants:** Nancy DeCherney, Chuck Smyth, Gary Gillette, Edric Carrillo, Niko Sanguinetti, Allison Eddins

**Facilitators:** Beth McKibben

### *Discussion Summary*

**Strengths:** Historic and cultural institutions downtown, walkability, community desire and support for growth of arts and culture, diverse community, rich history, young artists, young entrepreneurs.

**Weaknesses:** Limited space, outdated facilities, geography (land constrained), diverse community isn't always represented, historic district guidelines are weak/unenforced, deteriorated buildings, empty storefronts, seasonality, diamond district (the area of downtown with seasonal jewelry shops), transportation, public parking, restricted seasonal and hourly availability.

**Opportunities:** Development of second-level residential spaces, cultural tourism, creative population, artists in residence program, diverse geography, cultural events bring residents downtown, use Mainstreet to revitalize downtown, lots of "blank canvases," Juneau's cultural diversity, NW Coast Art.

**Threats:** Decreased government funding, limited land/space for growth, expanding tourism threatens Juneau's character, seasonality of businesses, lack of commitment for historic preservation, transportation issues, development means moving those with less economic means out of downtown (in general not specific to arts and culture), misinformation.

**Current and Future Projects:** Sobeloff Center expansion to parking lot, discussion of city museum moving, new JACC campaign.

**Discussion:** Concern about homelessness and perceptions of personal safety. How to get people more tuned into what is going on, the opportunities for programming to include artists.

## Neighborhoods and Housing

*The Neighborhoods and Housing focus group met on October 8, 2019. They discussed issues related to neighborhoods and housing in the Blueprint Downtown planning area.*

**Focus Group Participants:** Scott Ciambor, Mary Grant, Andy Hemenway, Bob Sylvester, Kay McCarthy, Jessica Geary, Molly Keisel

**Facilitators:** Beth McKibben, Tim Felstead

### *Discussion Summary*

**Strengths:** Many well-cared for homes, historic character, proximity to jobs, walkability, diversity of housing types, amenities for residents, access to nature, city services, recent reinvestment, desirable location, sense of community, strong neighborhoods, value per square foot.

**Weaknesses:** Limited space, high prices/rents, parking, lack of affordable housing, aging infrastructure, absent landlords, low vacancies/housing inventory, lack of green space, provincial mindset, difficulty of reconstruction/repair of dilapidated buildings.

**Opportunities:** Infrastructure improvements, prioritizing housing, zoning changes, public/private collaboration, community willingness to help, underuse of land for infrastructure (high density), and improve transit.

**Threats:** Reduction in year round jobs, influx of tourists, safety/security, underutilized properties, lack of housing, homelessness, topography/avalanche/landslide, climate change, land value is high, parking lots.

**Current and Future Projects:** Glory Hall move, warming shelter

**Discussion:** Appreciation for historic homes and character but some would prefer any rehabilitation over none, even if that means giving up character. Some feel the current political climate is not friendly to small cities. Discussion about adding housing downtown can stimulate other reinvestment and increase safety.

# Appendix E. Focus Group Report

## CBJ Departments

*The City & Borough Departments Focus group met on June 18, 2019. They did not undertake the SWOT analysis as the other focus groups did. Instead the leadership team was asked to identify any recent, current, or future projects, plans, or developments that their respective departments were responsible for that affected the Blueprint planning area.*

**CBJ Focus Group Participants:** Mila Cosgrove, Carl Uchytel, George Schaaf, Greg Chaney, Jill Maclean, Robert Barr, Alex Pierce, Beth McEwen

**Facilitators:** Beth McKibben, Tim Felstead

Current and Future Projects:

- Mental Health Trust land at the Subport. At the time of the focus group, CBJ was bidding to purchase (note: Norwegian Cruise Lines was successful bidder). CBJ owns adjacent tidelands.
- Archipelago Project
- Sealaska Heritage project
- Demolition of former Public Safety building. The site is now temporary parking, allowing for future development of the Aak'w Kwáan Village District
- Wayfinding signs
- Possible reconstruction of the State's north parking structure
- Seawalk extension from AJ dock to Franklin dock
- Downtown circulator
- Small cruise ship infrastructure study
- The downtown library limited Wi-Fi; there is now unlimited Wi-Fi at Marine Park
- Parks and Recreation vendor regulations/process
- CCFR taking over operation of Rainforest Recovery
- Making Warner's Wharf pedestrian friendly
- Relocation of the City Museum
- Cruise ship electrification
- Small business incubators in village district?

Discussion: Focused primarily on CBJ projects planned for Downtown

Page 12 of 11

## Summary of Staff Findings

The following staff findings were generated as a result of the discussions at the various focus group meetings.

- All focus groups expressed concerns about homelessness
- Participants understand the nexus between programming and activity, and perception of safety
- Need for better parking management was identified by most focus groups
- Vacant/underutilized buildings/storefronts were identified by most focus groups, both as a threat and an opportunity

Generally, input gathered from the focus groups parallels, and reinforces, input gathered through the community-wide visioning process. Focus group discussion refined and informed aspects of the planning process by providing differing perspectives on the same topic, as well as reinforcing areas of concern that cross all focus areas. Discussion with subject matter experts also helped to identify knowledge gaps of the planning team, so they could be adequately addressed in the plan document. Working with the diverse focus groups also highlighted differences of opinion regarding how some issues might be addressed, which enabled the planning team to explore and present options to the Steering Committee, and develop a balanced narrative.

Page 13 of 11

# Appendix F. Historic Preservation Grant Opportunities



30 September 2019

NorthWind Architects has compiled the following information for business owners on the tax incentives and grant opportunities available to historic buildings listed on the National Register of Historic Places with the U.S National Park Service. To be eligible for the Register the property has to be historically significant and generally built more than 50 years ago. According to the National Park Service, the Criteria for Evaluation is as follows:

The quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:

- A. That are associated with events that have made a significant contribution to the broad patterns of our history; or
- B. That are associated with the lives of significant persons in our past; or
- C. That embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction; or
- D. That have yielded or may be likely to yield, information important in history or prehistory.

#### Criteria Considerations

Ordinarily cemeteries, birthplaces, graves of historical figures, properties owned by religious institutions or used for religious purposes, structures that have been moved from their original locations, reconstructed historic buildings, properties primarily commemorative in nature, and properties that have achieved significance within the past 50 years shall not be considered eligible for the National Register. However, such properties will qualify if they are integral parts of districts that do meet the criteria or if they fall within the following categories:

- a. A religious property deriving primary significance from architectural or artistic distinction or historical importance; or
- b. A building or structure removed from its original location but which is primarily significant for architectural value, or which is the surviving structure most importantly associated with a historic person or event; or
- c. A birthplace or grave of a historical figure of outstanding importance if there is no appropriate site or building associated with his or her productive life; or

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d. A cemetery that derives its primary importance from graves of persons of transcendent importance, from age, from distinctive design features, or from association with historic events; or

e. A reconstructed building when accurately executed in a suitable environment and presented in a dignified manner as part of a restoration master plan, and when no other building or structure with the same association has survived; or

f. A property primarily commemorative in intent if design, age, tradition, or symbolic value has invested it with its own exceptional significance; or

g. A property achieving significance within the past 50 years if it is of exceptional importance.

Once the property is listed on the National Register due to the historic, architectural, or archeological significance, the building owner has many different avenues of funding for historic preservation projects, listed in the attached document. The building owners are not prohibited from changing the building once on the National Register, and if the historic building is altered it can always be removed from the Register. Listing the property does not lead to public acquisition and the property owner has no obligation to restore, and there are many benefits of listing a property. Documentation of the historic property goes into the National Park Service national database, which is searchable and online. NorthWind Architects can provide services to property owners including:

- National Register nominations
- Determination of Eligibility (DOE)
- Communication with the State Historic Preservation Office (SHPO)
- Write historic preservation grants
- Assistance with the section 106 process
- Preparing a condition assessment documenting the building
- Recommendations on preservation, rehabilitation, restoration and reconstruction of a historic property
- Assistance in navigating the Interior Standard's for the Treatment of Historic Buildings and the Preservation Brief's pertaining to particular building materials published by the National Park Service

NorthWind Architects has years of experience in historic preservation work throughout the State of Alaska and a staff person with a master's degree in the Conservation of Historic Buildings from the University of Bath. Proper documentation of Historic Properties maintains that future generations will have access to information about our communities, and there are many cultural, economic, social, and educational benefits. Engagement with the State Historic Preservation Office in the initial stages of any historic preservation project is key for a project to be successful, and NorthWind has an excellent relationship with the State of Alaska's Department of Archeology. Please let us know if you have any questions about the following information on grants and historic tax credits.

Sean M Boily AIA  
Principal Architect

James Bibb AIA  
Principal Architect

E David Hurley III AIA  
Principal Architect

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181



# Appendix F. Historic Preservation Grant Opportunities

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## Tax Incentives and Grant Opportunities

Historic buildings are inherently valuable to the community by defining the City and Borough of Juneau's authenticity, diversity in development periods and accomplishments, and unique place in American history. Studies on historic preservation show that home values within historic districts rise more quickly than comparable areas, rehabilitation offers a high return on investment, and place-based economic development is provided through heritage tourism. Juneau is one of 14 Certified Local Governments (CLG) and because of that distinction CBJ can apply for federal historic preservation funds, can participate in National Register of Historic Places, and receive state and national grants for historic preservation work under the Secretary of the Interior's Standards for Rehabilitation. Juneau is also the only Alaskan city involved with the Main Street America program, which according to their literature is "one of the most powerful economic revitalization tools in the nation." Over a thousand programs are available to the Main Street communities that help improve local economies and businesses. Historic properties in Juneau are eligible for many avenues of funding for preservation projects, and NorthWind has collected a list for property owners.

### Tax Incentives

The Historic Tax Credit program gives a 20% credit to owners who rehabilitate a certified historic building in accordance with the Secretary of the Interiors Standards for Rehabilitation. A tax credit differs from an income tax deduction, because a dollar of tax credit reduces the amount of income tax owed. A dollar of tax credit reduces the amount of income tax owed by one dollar. For example, 20% of a \$75,000 rehabilitation that follows the Standards = \$15,000 in federal tax credits. The credit is claimed beginning the year the rehabilitation is completed but must be spread out over a 5-year period at a rate of 20% per year. There is a four-step process to receiving the credits.

Step 1: Determine if the building is listed individually in the National Register of Historic Places or certify that the building is a contributing building to a National Register listed historic district, or that the building is eligible for listing in National Register individually or as part of a potential historic district. If the building is not yet on National Register, it must be formally listed before you can claim the credit at the end of the project.

Step 2: Determine that the property will be used as an income producing property for five years, such as a hotel, office, retail, restaurant, bar, rental residential, etc. (Owner occupied residential properties do not apply.)

Step 3: Determine if the project is substantial. This means the amount spent on "Qualified Rehabilitation Expenditures" (QREs) must equal or be greater than the "Adjusted Basis" value of the property. Qualified Rehabilitation Expenditures (QREs) can be soft or hard project development costs, and not necessarily reserved for historic character defining features of a property.

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181

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Examples of qualifying cost are:

- repairing/upgrading windows
- façade improvements
- refinishing floors, handrails, etc.
- repairing or replacing roofs
- compatible new kitchens & baths
- reversing incompatible remodels
- repointing masonry
- reconstructing historic porches
- new furnace, A/C, boiler, etc.
- new floor and wall coverings
- electrical upgrades
- necessary architectural, engineering, and permit fees
- plumbing repairs and fixtures

Examples of non-qualifying cost are:

- Demolition costs
- Decks/porches not part of original building
- Signage
- Carpeting
- Cabinets

The purchase price of the building, site work (landscaping, sidewalks, fences, driveways, etc.), new additions, work on outbuildings, and the purchase of moveable furnishings or equipment (window coverings, refrigerators, etc.) also do not qualify for the credit. The Adjusted Basis value is an IRS term to determine the "value" of a historic property using this basic formula:

$A - B - C + D = \text{adjusted basis}$ , whereas:

A = purchase price of the property (building and land)

B = cost of land at time of purchase

C = depreciation taken for an income-producing property

D = cost of any capital improvements made since purchase

Step 4: Determine that rehabilitation work done to the Secretary of the Interior's Standards for Rehabilitation. The standards are as follows:

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a historic property shall be preserved.

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181

# Appendix F. Historic Preservation Grant Opportunities

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6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.
10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

The tax incentive program is administered by the National Park Service (NPS), Internal Revenue Service and State Historic Preservation Office (SHPO). The SHPO and NPS strongly recommend that you submit an application before starting work. Any work you begin without prior NPS approval is done at your own risk. Once you have begun work, changes to bring the project into conformance with the Secretary of the Interior's Standards for Rehabilitation can be difficult, expensive, or occasionally impossible to make.

If a property owner receives the tax credit and alters the work that was certified by the parties involved, sells the building, or if a partner's interest is reduced, the IRS will move to recapture a percentage of that rehabilitation tax credit if done within five years of receiving the tax credit.

The application is broken into three parts:

- Part 1: Evaluation of the building's significance through documentation presented
- Part 2: Description of rehabilitation and how it adheres to the standards
- Part 3: Request for certification of completed work through documentation presented. After NPS finds the project has proven to meet standards, it is a "certified rehabilitation."

#### Grant Opportunities

The State of Alaska Office of History and Archeology has two different grant opportunities available for historic preservation work. The first is a Certified Local Government Grant in which a Certified Local Government (CLG) can apply for a grant up to \$25,000, and it must be matched 40% in funds or contributive services. Alaska has 14 CLGs (City of Ketchikan, City and Borough of Sitka, City and Borough of Juneau, City of Cordova, City of Seward, City of Kenai, Municipality of Anchorage, Matanuska-Susitna Borough, City of

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181

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Fairbanks, Fairbanks NorthStar Borough, North Slope Borough, City of Nome, City of Dillingham, and City of Unalaska).  
Qualified projects include:

- Preparing documentation for the National Register of Historic Places
- Surveying and inventorying historic and archaeological resources
- Preparing preservation plans
- Developing local design guidelines
- Preparing historic structures reports
- Writing or amending preservation ordinances
- Testing archaeological sites to determine their significance
- Developing public education preservation programs
- Preparing exhibits and brochures about historic resources and the activities of the historic preservation commission
- Holding special events to educate the public about local history, resources, and historic preservation
- Developing local designation programs
- Rehabilitating a building listed in the National Register of Historic Places

The second grant is a Historic Preservation Fund Pre-Development/Development Grant to which the owners of properties listed in the National Register of Historic places can apply for funds for pre-development (i.e. planning studies, historic structures reports, architectural drawings) and development work (actual bricks and mortar work). The work must follow the Secretary of Interior's Standards for Treatment of Historic Properties. The owners of properties that receive development money must agree to a covenant to not knowingly destroy the historic character of the property and work with the SHPO on any proposed changes to the property for up to 10 years depending on the size of the grant. The grant awarded can be up to \$25,000. It must be matched with funds or contributive services. Contributive services can be hours of labor donated, personal services, or use of equipment.

CLG grants are typically awarded twice a year. Historic Preservation Fund grants are announced when funding is available.

The State of Alaska does have one more grant opportunity commemorating anniversaries of significant events in Alaskan History. The Alaska Historical Commission may have grants available for matching funds to plan and prepare for Alaska anniversary commemorations that contribute to understanding the history and significance of the Alaskan event to be commemorated.

The Save America's Treasures Grant is available through the National Park Service and the grants are awarded through a competitive process, require dollar for dollar non-federal match and can be cash or documented in kind. The City and Borough of Juneau would need to apply on the building owner's behalf. In 2018, projects were awarded up to \$500,000 for restoration work.

The Historic Revitalization Subgrant Program is a new historic preservation fund grant that supports the rehabilitation of historic properties and fosters economic

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181

# Appendix F. Historic Preservation Grant Opportunities

**NorthWind**  
Architects, LLC

development in rural communities. To be eligible for this grant the certified local government of Juneau could apply, and Juneau is considered rural under the area definitions of the Bureau of the Census because our population is less than 50,000 people. Grants are available between \$100,000 and \$750,000, and do not need to be matched dollar per dollar but providing matched funding will be considered in the application scoring process.

The Alaska Association for Historic Preservation awards ten most endangered properties preservation grants a year. These grants are available to properties that have been nominated and listed on their 10 Most Endangered Properties list the previous spring. Properties need to assist tourism, economic development and the cultural heritage of Alaska.

Juneau became a Main Street Community in April of 2019. The Main Street Program is intended to rejuvenate older, downtown business districts while retaining the character of the neighborhood. Small communities of less than 50,000 and are Main Street communities are eligible. The funds can be used to build new affordable housing or reconfigure obsolete commercial space into affordable housing units. The units have to be initially rented to qualified low income applicants, but after the initial tenant has moved out the space can be rented for market value. The grants are typically \$500,000 but can be up to \$1,000,000. Another opportunity available to Main Street communities is the Façade Improvement Program in which a property owner can borrow up to 10,000 dollars on a 0% interest loan for 3 years for façade improvement including replacing façade materials, improving signage, cleaning façade, and making the building handicap accessible.

Another loan available to facilitate preservation work is the 203(K) Rehabilitation Mortgage Insurance, and is available to mixed use properties and dwelling units. It can be used to purchase, maintain or prepare the property for market. Eligible improvements include plumbing, electrical, roofing, structural work, etc. Although NorthWind can't facilitate this preservation alternative, property owners should know of all avenues in which to secure funding for their projects.

## Summary

Grants	Applicant	Amount/Matched?	Due date
<u>Federal</u>			
Save America's Treasures Grant	CLG, Juneau	\$125K-500K Y	December
Historic Revitalization Subgrant Program	CLG, Juneau	\$100K-\$750K N	March
Main Street Program	CLG, Juneau	\$1,000,000 Y 5%	July
<u>State</u>			
Certified Local Government Grant	CLG, Juneau	\$25,000 Y 40%	TBD
Historic Preservation Fund			
Development Grant	Owner	\$25,000 Y 50%	TBD
<u>Private</u>			
National Trust for Historic Preservation	CLG, Main St.	\$2,500-5K Y	Feb, June, Oct
Ten Most Endangered Properties	Owner	\$3,000	October
<u>Loans</u>			
Main Street Historic Commercial			
District Revolving Fund	Owner	4,000-10,000 Y	September
Rehabilitation Mortgage			
Insurance Program	Owner	FHA 203k Loan +5k	N/A

126 Seward Street  
Juneau, AK 99801  
p.907.586.6150  
f.907.586.6181

# Appendix G. EDC FY2021 Status Report



## Juneau Economic Development Council Fiscal Year 2021 Report for the Operating Grant from the CBJ July 1, 2020 to June 30, 2021



### Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ July 1, 2020 to June 30, 2021

#### Financial Summary

The Juneau Economic Development Council's mission is to foster a healthy and sustainable economic climate in Juneau and throughout Southeast Alaska. JEDC's work plan stems from annual priorities set by the JEDC Board in alignment with the Juneau Economic Plan and any special initiatives identified by the Assembly/Manager's Office directed to JEDC.

The five areas of focus established by JEDC's board are as follows:

- Help Make Juneau a Great (Capital) City
- Strengthen Key Regional Industries
- Develop Talent
- Promote Entrepreneurship and Small Businesses
- Deliver Economic Development Services

Below is a summary of JEDC's expenditures by goal for FY21, supported by funds from the CBJ and other resources. In response to the COVID-19 pandemic, JEDC Board requested a lower amount be awarded to JEDC for FY21, of only \$325,000, versus the \$400,000 in the Manager's budget. Additionally, JEDC received \$10,000 to support the CBJ Juneau Coalition on Aging. Also, JEDC delivered significant amounts of COVID relief in the form of grants and we were paid for those efforts, which is included below.

	CBJ Operating Grant	Other Resources	Total Expenditures
<b>FY2021 Expenditures by Goal</b>			
Help Make Juneau a Great (Capital) City	\$ 51,000	\$ 132,158	\$ 183,158
Strengthen Key Regional Industries	\$ 116,000	\$ 109,708	\$ 225,708
Promote Entrepreneurship and Small Business	\$ 35,000	\$ 9,853	\$ 44,853
Develop Talent (Workforce)	\$ 65,000	\$ 86,133	\$ 151,133
Deliver Core Economic Development Services	\$ 68,000	\$ 55,790	\$ 123,790
COVID Relief Programs	\$ -	\$ 1,245,765	\$ 1,245,765
<b>Total Resources Used</b>	<b>\$ 335,000</b>	<b>\$ 1,639,407</b>	<b>\$ 1,974,407</b>



# Appendix G. EDC FY2021 Status Report

## Extraordinary Year due to COVID19

The activities of the Juneau Economic Development Council were dramatically impacted in FY21 by COVID 19. In March of 2020, JEDC implemented an emergency loan program with funds from the CBJ. By July, JEDC was assisting CBJ implement federally funded grant programs under the CARES Act to assist businesses in Juneau adversely impacted by the COVID19 pandemic. In August of 2021, we were contracted by the State of Alaska to assist in the implementation of their statewide CARES Act funding business assistance program. JEDC hired fifty additional staff, mostly part-time and almost entirely remote, to deliver these programs. Within FY21 alone, JEDC delivered over \$100 million dollars to approximately 1,800 businesses throughout Alaska through the State CARES Act program, while simultaneously delivering CBJ business grant programs exceeding another \$10 million. JEDC directly assisted through grants and emergency loans approximately 500 businesses in Juneau in FY21.

This report touches on some of that work. However, it primarily captures all the other, more typical, work that JEDC managed to continue to conduct while responding to the extra-ordinary needs of the pandemic and taking on huge additional responsibilities to the best of our ability under emergency conditions.

The staff of JEDC worked extra-ordinarily hard, driven by the keen interest to help businesses survive the severe economic downturn. The Board of Directors of JEDC showed great courage to take on massive commitments for the good of fellow Alaskans.

## Program Narrative

JEDC's goals, strategies, activities, and initiatives for FY21, along with accomplishments, are described in the following pages.

## Contents

- **Help Make Juneau a Great (Capital) City** .....5
  - Downtown Revitalization/Willoughby District.....5
  - Choose Juneau.....6
  - Housing.....5
  - Alaska Committee.....8
  - Juneau Commission on Aging.....8
- **Strengthen Key Regional Industries** .....8
  - Visitor Products.....8
  - Renewable Energy .....10
  - Research and Development .....10
  - Oceans Economy.....10
  - Maritime Festival .....10
  - Mining Service and Supply .....11
  - Arts/Creative Economy .....11
- **Develop Talent**.....11
  - Develop Future Workforce Through Skill Development in K-12 Science, Technology, Engineering and Mathematics (Stem) Education.....11
  - STEM.....11
  - Early Education .....12
  - University Education .....13
  - Business Education .....13
- **Promote Entrepreneurship and Small Business**.....15
  - Entrepreneurial Capacity.....15
  - Small Business Assistance.....15
  - Southeast Alaska Revolving Loan Funds .....16
- **Deliver Core Economic Development Services**.....18
  - General.....18
  - Innovation Summit.....18
  - Economic Research .....19



# Appendix G. EDC FY2021 Status Report

## Help Make Juneau a Great (Capital) City

JEDC activities support the following Juneau Economic Plan initiative areas:

- Build the Senior Economy
- Enhance Essential Infrastructure
- Protect and Enhance Juneau's Role as Capital City
- Revitalize Downtown
- Promote Housing Affordability and Availability

### JUNEAU COMMISSION ON AGING

Provide staff support to the Juneau Commission on Aging

- JEDC provided staff support to the Juneau Commission on Aging (JCOA) at all JCOA meetings, as well as subcommittee meetings. JEDC managed the minutes and agendas as well as content and speakers for meetings. JEDC was contracted to assist in completing the 2020 Senior Needs Survey and completed work in April 2021. The JCOA and JEDC presented their findings to the CBJ Assembly in May 2021.

### DOWNTOWN REVITALIZATION/WILLOUGHBY DISTRICT (Services to support DBA are compensated to JEDC by the DBA).

Support DBA through contracted services, including accounting, map support, board support, promotion, and other activities.

- An annual downtown business map includes the location of DBA members, leading downtown visitors to shops, restaurants, and local services. The 2021 map is a limited production countertop map distributed downtown and throughout Juneau at member locations.
- DBA provides a quarterly update on KINY updating the community on downtown activities, advocating for downtown businesses, and encouraging a consistent visitor base to the downtown core.
- Staff created and produced a video that highlights the history of downtown business ownership. The video connects the audience with the people behind the business, their families, and their connection to Juneau.
- Light Up Juneau for the Holidays pilot program launched in December 2020. DBA organized three featured light installations, including a 20' tree on Front and Franklin. In addition, the association increased marketing efforts coordinating messaging with the Juneau Radio Center, JAHC, membership, and online marketing through social media messaging and advertising.
- DBA raised \$15,000 dollars to support the installation of 5,000 linear feet of lights. Building owners showed support for lighting up downtown through the wintertime.

Promote and develop downtown Juneau through collaboration with DBA on Main Street America Program



- In March 2019, Juneau became the first community in Alaska with a Main Street America accredited downtown.
- JEDC assisted DBA in applying for a 2021 Main Street Resiliency Grant. The grant offered to support downtown revitalization efforts through COVID-19 by supporting creative approaches that build up the businesses' community. JEDC applied for a grant of \$8,500 to better develop a community-wide loyalty and reward program called Local Frequency.
- DBA participated in the annual Main Street NOW Conference held virtually. Over 100 hours of content was available to the DBA, covering downtown revitalization, rural entrepreneurship incubators, using data to support development, and the role of place in supporting a small business. All conference content has been archived and will be accessible up to a year after the event.

Maintain attention on previously identified goals of downtown stakeholders: Improve the Built Environment; Circulate People more effectively to/from/through downtown; and Increase housing density. To the degree possible, support these goals through other agencies/organizations.

- The community umbrellas have been replenished, and distribution will be made in FY22.

### CHOOSE JUNEAU

Maintain and manage a refreshed Choose Juneau campaign



- JEDC has shifted the main focus of Choose Juneau to Experience Juneau – Choose Juneau has been an effort to attract individuals to move to Juneau and make it their home. In contrast, Experience Juneau is an effort to attract remote workers and retired individuals to experience life here for an extended stay or "work-cation."
- Work-cations are opportunities to work remotely full time, explore Juneau on nights and weekends, stay approximately three weeks to three months. This enables visitors to 'experience' life as a local, engaging in local activities and supporting local businesses. It is longer than a vacation with no commitment to stay a trial run for living in Juneau.
- We hope this shift will attract visitors during the winter months and energize our off-season economy by filling empty vacation rental units, seasonally rented apartments, and houses.

# Appendix G. EDC FY2021 Status Report

- COVID-19 has impacted work across the world. 25-30% of workers will likely work remotely multiple days per week by the end of 2021. The median national remote job salary is currently \$66,000. Workers in large cities no longer need proximity to their work and are looking for outdoor opportunities.
- JEDC has met with CEOs and developers within the online vacation industry to find ways to streamline short term housing and transportation, is working with local businesses interested in expanding their off-season offerings, and is working with Alaska's Department of Labor and Workforce Development to ensure employees working remotely from Alaska can do so legally and easily.
- Experience Juneau aims to provide a welcome package including housing, transportation, shared workspaces, Local Frequency dollars, hiking trails guide, calendar of community events, and more!

## HOUSING

Continue to communicate the need and opportunity for more housing investment in Juneau through presentations and social media, including the economic case for senior housing.

- JEDC wrote a letter of support for the second phase of the Juneau Housing First Collaboratives' (JHFC) project, which would double the capacity of the Forget-Me-Not Manor.
- JEDC's Executive Director met with representatives of a potential assisted living facility investor, Bayshire, LLC.

Drive growth in membership and organizational capacity within the Southeast Alaska Building Industry Association



- JEDC administered the 2021 SEABIA election virtually due to COVID-19 in March 2021.
- JEDC continues to maintain SEABIA's website with updated membership.
- JEDC produces and distributes communications to members that include local, state, and national homebuilder association information.
- JEDC administered the 2021 SEABIA Scholarship for high school students pursuing further education at a two or four-year institution in a building-related program. The winner was chosen by the SEABIA Board during the May Board Meeting and publicly awarded later in May.
- JEDC administered the first annual Builder's Choice Awards for members of the public to nominate a licensed contractor they hired for a project in 2020. The two winners were

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 7

June 30, 2021



Alan Wilson for Best Energy Efficient Retrofit Remodel and Joshua Campbell for Best Bathroom.

- There was no Home Show this year due to COVID-19. However, we are planning for an event in the Spring of 2022.

## ALASKA COMMITTEE

Support Alaska Committee actions to support Juneau as a great capital city. Host meetings of the Alaska Committee at JEDC.

- JEDC's Executive Director serves as a voting member of the Alaska Committee. JEDC hosted meetings of the Alaska Committee and participated in several activities online this year due to COVID-19.

Present original research to Alaska Committee (and others) about needs/perceptions of Legislators and others doing government business in Juneau.

- For the start of the 2021 legislative session, JEDC helped deliver 60+ welcome bags to the Legislature. JEDC added a Local Frequency "\$5 Local Dollars" as part of the Legislative Welcome basket.
- Presentations from 2020 reports:
  - 3/10 – JEDC's Executive Director presented at ASCE Juneau Branch Meeting.
  - 3/11 – JEDC's Executive Director presented at WLEAD (Alaska Communications Women's Leadership Series) monthly meeting.
  - 3/15 – Presentation to Juneau Community Foundation on Juneau's economy.
  - 3/18 – Presentation at Chamber Luncheon on youth investments, with representatives of PBS's Sesame Street!

## Strengthen Key Regional Industries

JEDC activities support the following Juneau Economic Plan initiative areas

- Build on our Strengths
- Recognize and Expand Juneau's Position as a Research Center

## VISITOR PRODUCTS (received supplemental funding)

Support Visitor Products Cluster Working Group

- The Visitor Products Cluster Working Group (VPCWG) has been strengthened by developing successful cooperation based on local relationships. Facilitating this group for its eleventh year, JEDC supported six Visitor Products Cluster Working Group meetings in

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 8

June 30, 2021





# Appendix G. EDC FY2021 Status Report

Fiscal Year 2021. JEDC works with the group's co-chairs to set the agenda, arranges for guest speakers to provide updates, sends out Zoom meeting invitations and follow-up reminders, and hosts the meetings.

- **Increase Tourism Priority in National Forest Management:** The purpose of this initiative is to improve awareness and understanding among the public—including local, state, and federal officials—of the visitor and recreation industry's positive impact in local communities, its diverse assets, and the importance of the industry within the regional economy.
  - JEDC staff and a VPCWG subcommittee met with Regional Forester David Schmid and operators to draft and collect signatures for an open letter to Congress and Forest Service Leadership. This is an update to the 2018 open letter that spurred Senator Murkowski to invite initiative champion Dan Kirkwood to testify before the Senate Committee on Energy and Natural Resources in Washington, DC.
  - JEDC drafted a letter, implemented changes and suggestions from the group members and Co-Chairs, and sent the letter on behalf of VPCWG to the USFS. The letter advocated for changes to how Tongass National Forest permits are billed. Because of the group's advocacy, the USFS changed the billing structure so it is based on actual use. Previously, permits were billed in advance based on anticipated use. This shift allows businesses to move forward with operations this year without expending their limited cash flow prior to the season start and waiting to be refunded after the season.
  - JEDC staff facilitated signature collection for a letter requesting funds for recreation infrastructure from the State of Alaska.
- **Cultural Tourism Initiative:** The initiative's purpose is to better connect visitors to Alaska's Culture and to create networks allowing cultural leaders to be at the forefront of conversations about the tourism industry. JEDC staff and VPCWG co-chairs have met with individuals working in cultural tourism or "regenerative tourism" to understand previous efforts and fill in gaps as needed. We anticipate that creating cultural guides for non-native tourism industry workers may be a gap to fill. There is interest in connecting gift shops and tour operators with appropriate and relevant local cultural artists, storytellers, authors, etc.
- **Winter Tourism Product Development Initiative:** The goal of this initiative is to explore what tourism products could be offered and marketed in Juneau and Southeast from October through April. Building on previous conversations hosted by JEDC and Travel Juneau, JEDC hosted a virtual event on March 4 with business and community leaders to discuss what markets are most likely to come, overcoming roadblocks, and possible winter tour products.

## RENEWABLE ENERGY

- The strength of the Renewable Energy Cluster Working Group (RECWG) has been to provide education to the public on renewable energy applications and to provide a forum for community groups engaged in promoting the use of renewable energy to share

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 9

June 30, 2021



information. In FY21, JEDC released a survey to potential participants in the Renewable Energy Cluster Working Group to help us determine whether and how to restart the group.

- JEDC and SEABIA are coordinating with HeatSmart on an initiative to promote air source heat pumps in Juneau.
- Juneau School District is looking into the feasibility of electric buses. They are looking for partners in the community, including JEDC's Renewable Energy Cluster Working group, to provide support. The RECWG assisted the Juneau School District to be included in a grant application for electric buses for student transportation with partners throughout Alaska, coordinated by Alaska Energy Authority. The concept was approved, and a full proposal is being requested.
- JEDC's Executive Director wrote a letter of support for an FTA Low or No Emission grant for electric buses in Juneau.

## RESEARCH and DEVELOPMENT

*Support the Research and Development Cluster Working Group.*

- JEDC's Executive Director serves on the Alaska State Committee on Research (SCoR). JEDC organized the SCoR Alaska Innovators Hall of Fame awards at the 2021 Innovation Summit.

## OCEANS ECONOMY

*Position Juneau as a/the center of a growing mariculture industry in Alaska.*

- JEDC continued to monitor the work of the Governor's Mariculture Taskforce. The JEDC Board has passed three resolutions supporting House Bill 41, Senate Bill 64, and House Bill 115, all related to updating mariculture regulations. JEDC's Executive Director sent letters of support to the Alaska State House of Representatives and Senators.

*In the absence of a more formal industry working group, identify and pursue issues to develop our oceans economy.*

- JEDC's Executive Director met with researchers from Norway and Alaska on an Alaska-Norway research initiative focused on the Blue Economy. JEDC is a partner in the AlaskaNor research project.
- JEDC provided a letter of support to the US OMB for a feasibility study requested by the Port of Juneau for a floating wave attenuator in Auke Bay.

## MARITIME FESTIVAL

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 10

June 30, 2021



# Appendix G. EDC FY2021 Status Report

Execute the 11<sup>th</sup> Annual Juneau Maritime Festival, possibly in the Late Summer of 2021.

- JEDC organized a Steering Committee for the 2021 Maritime Festival. The venue was the new deck space behind the seawalk, adjacent to the downtown library. This location gave enough space for social distancing in a prime waterfront space relevant to the maritime theme.
- The event took place on June 19, 2021, with approval from the CBJ EOC (Emergency Operations Committee). JEDC safely resumed this exciting annual event following a lapse in 2020 due to COVID-19.
- The event had more vendors than ever before and an estimated three thousand attendees who enjoyed performances, games, raffles, harbor cruises, and sunshine. As the first large community event following COVID-19 shutdowns, many vendors reported their appreciation of connecting to the community again.

## MINING SERVICE AND SUPPLY

Refresh priorities/needs of the mining service sector.

- JEDC's Executive Director attended regular statewide weekly Zoom meetings of the Alaska Miners Association (AMA).

## ARTS/CREATIVE ECONOMY

Support implementation of the Any Given Child initiative to increase access to arts education experiences for Juneau's K-8 population.

- JEDC's Executive Director participated in meetings of the Any Given Child Steering Committee.

## Develop Talent

JEDC activities support the following Juneau Economic Plan initiative areas:

- Attract and Prepare the Next Generation Workforce.

## DEVELOP FUTURE WORKFORCE THROUGH SKILL DEVELOPMENT IN K-12 SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS (STEM) EDUCATION FIRST IN ALASKA

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 11

June 30, 2021



Oversee the FIRST in Alaska organization.



- JEDC maintains the role of Affiliate Partner for For Inspiration & Recognition of Science & Technology (FIRST) in Alaska. This was a particularly challenging year with the pandemic. Registration worldwide was much lower, but FIRST in Alaska supported 13 FIRST Lego League (FLL) Explore teams (Kindergarten through Fourth Grade Students), 61 FLL Challenge teams (Fourth Grade through Eighth Grade Students), and 34 FIRST Tech Challenge teams (Seventh Grade through Twelfth Grade Students). Many of these are new teams, and we added an entirely new region of the state. Tournaments were postponed from Fall 2020 and converted to remote events in Spring 2021. The World Festivals for both 2020 and 2021 were canceled due to the pandemic.
- JEDC ran four statewide remote FIRST LEGO League Challenge qualifying tournaments and one State Championship, with GCI providing Microsoft Teams for the judging sessions. JEDC ran three statewide remote FIRST Tech Challenge qualifying tournaments and a State Championship using a FIRST-provided platform.
- JEDC teamed up with UAA's College of Engineering to use UAA's Remo platform to create an interactive experience for the teams, bringing UAF and UAS in for an opportunity to connect with high school students and families during the FTC Championship celebration.
- In Juneau, the maturity of FIRST programs continues to show results. This year, both comprehensive Juneau high schools placed exceptionally well at the FIRST Tech Challenge State Championships, and a team from Thunder Mountain High School was the first robotics team from Southeast to win the Inspire Award, being judged as the top overall team in the state. If the World Festival had not been canceled, they would be proudly representing us as Alaska's Inspire Award winner there.

## STEM

Deliver high-quality STEM summer camp to Juneau youth.

- In June through August of 2020, JEDC ran four small in-person camps to provide STEM camp opportunities to students while at the same time being extremely cautious about COVID-19 mitigation and keeping Juneau families safe. Camp started with only five students to ensure reasonable safety practices, then increased capacity to nine. Camps were focused on robotics and supplemented by other STEM activities, with two EV3 camps for grades 4-8 and one WeDo camp for grades 2-4. At the end of the summer, a camp was held for the Gruening Park Affordable Housing Community residents that included a mix of STEM activities for a wide range of ages.

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 12

June 30, 2021



# Appendix G. EDC FY2021 Status Report

- In addition to the in-person camp, JEDC ran one *Advanced @ Home Summer Camp*, allowing older elementary and middle school students to keep an EV3 robot kit at home for two weeks and use provided curriculum to explore other resources on their own, with office hours provided by our camp staff to help them along. This provided a good option for families that were not comfortable having students in a physical camp setting this summer.

## EARLY EDUCATION

*Support the Juneau ROCK Collective Impact Initiative.*

- JEDC hosted monthly meetings of the Juneau ROCK (Raising Our Children with Kindness) Collective Impact Initiative. ROCK Juneau supports investment in early education and youth development programming.

*Increase the number of children in Juneau with access to high-quality childcare, Pre-K, and other family support services.*

- JEDC partnered with the Southeast Alaska Association for the Education of Young Children to develop the annual Juneau Child Care by the Numbers infographic. The publications were completed in January 2021 included the effects of the COVID-19 pandemic.
- JEDC included a question on the effects of COVID-19 on childcare in the business setting. About 40% of businesses reported lack of childcare impacted their ability to operate.

## UNIVERSITY EDUCATION

- JEDC's Executive Director serves on the UAS Campus Council and attends regular monthly meetings.
- JEDC's Executive Director serves on and attends monthly meetings of the Southeast Steering Committee of "65% by 2025" – an effort to increase the number of Alaskans with college degrees or other credentials.
- JEDC's Executive Director serves on the advisory committee for the UAS Master of Public Administration Program.

## BUSINESS EDUCATION

*Increase classroom reach in FY21 with Junior Achievement Program.*

- The Junior Achievement program was not given in classrooms in Juneau this year due to the pandemic. JEDC sent out emails to JSD teachers offering a virtual option, however, no

- teachers decided to implement the program. JEDC also sent fundraising emails in anticipation of in-person Junior Achievement programs being taught next year.
- JEDC hosted a booth at Junior Achievement's virtual career fair for students in March.

# Appendix G. EDC FY2021 Status Report

## Promote Entrepreneurship and Small Business

### ENTREPRENEURIAL CAPACITY (received supplemental funding)

Identify local "Angel" investors and business mentors and help connect to local entrepreneurs.



• JEDC participated in weekly teleconferences to help develop the 2021 Alaska Angel Conference (AAC). The purpose of the AAC is to increase the number of angel investors in Alaska's statewide startup ecosystem by pairing experienced angel investors with novice investors and leading them through a structured 12-week process of identifying, filtering, selecting, and managing a group angel investment. Entrepreneurs apply to participate in the conference. In the process, the AAC helps nurture the companies and mentor the founders who apply for funding. The end goal is to award a \$100k+ investment to one of the startups that apply. JEDC participated in the event and the investment. The recipient of the investment funds was Webbres, founded by Britton Webb.

Create networking opportunities for entrepreneurs, create more content for entrepreneurs in the Innovation Summit, and link entrepreneurs in Juneau to networks, programs, competitions, and resources across Alaska.



- The Juneau Economic Development Council and the Juneau Chamber of Commerce sponsored the Pitch Contest at this year's Innovation Summit. Five entrepreneurs pitched their businesses in front of a panel of experienced judges and the ultimate panel: Innovation Summit attendees. Two entrepreneurs were from Whitehorse, YT, one from Homer, one from Anchorage, and one based throughout Alaska. Winners of the Pitch Contest received funds raised by audience voting and donation.
- To promote exposure for regional entrepreneurs, JEDC arranged virtual tours of seven manufacturing enterprises. The tours were available for Innovation Summit participants to watch and connect to the business owners.

### Supporting Local Entrepreneurship

- JEDC activated the community around Global Entrepreneurship Week, taking place annually November 16-22. Staff coordinated with organizations statewide, including Alaska Tech Stars affiliates. Involvement in the event inspired and kicked off the "Capital City Behind the Business" video series.
- JEDC launched the "Capital City Behind the Business" video series in November 2020. This series highlights local entrepreneurs through filming three business profiles and building

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 15

June 30, 2021



a library of interviews. JEDC releases one episode monthly to give insight to individuals interested in starting up a business in Juneau.

### SMALL BUSINESS ASSISTANCE

Introducing the Local Frequency.



- JEDC, through a licensing agreement with Protegra, has brought the app *The Local Frequency* to Juneau! The Local Frequency is a mobile app that encourages customers to buy local first and keep dollars circulating in the local economy. It is a payment and loyalty program developed exclusively for local businesses.
- Buying local keeps money in Juneau. Local businesses keep 45-58% of earnings local compared to 13-33% for chain stores. Buying local stimulates Juneau's economy; each dollar spent at local businesses vs. chain stores stimulates 3x more local economic activity.
- COVID-19 has highlighted the importance of buying local. Business owners are our friends and neighbors. Supporting small businesses keeps the Juneau community alive.
- Juneau's Local Frequency region currently has fourteen (14) businesses and two onboarding.
- Local Change is an option for users to round up their spending to donate to local non-profits. Juneau's Local Change region currently has six local non-profits participating.

Assist small businesses through a CBJ/CARES Act funded grant program to help them survive a summer cruise season canceled due to COVID-19.

- In response to the COVID-19 pandemic, The City and Borough of Juneau (CBJ) allocated a total of \$14,000,000 in CARES Act funding to a Business Sustainability Grant (BSG) Program. The Juneau Economic Development Council was hired to administer Phases One, Two, and Three of the CBJ Business Sustainability Grant Program.
- In response to the COVID-19 pandemic, the City and Borough of Juneau (CBJ) allocated \$2,300,000 in CARES Act funding to an Extreme Hardship Grant Program for Juneau businesses. JEDC administered the Extreme Hardship Grant Program.
- In its role as grant administrator, JEDC oversaw the disbursement of \$13,388,261 to 443 unique Juneau businesses from June – December 2020 through the BSG.
- As grant administrator, JEDC oversaw the disbursement of \$2,300,000 to 92 unique Juneau businesses in December 2020 through the Extreme Hardship Grant program. Extreme Hardship grant criteria were designed to assist those businesses hit hardest by the ongoing COVID-19 pandemic.

### CBJ COVID-19 EMERGENCY LOANS AND SOUTHEAST ALASKA REVOLVING LOAN FUNDS

Fiscal Year 2021 Report for the JEDC Operating Grant from CBJ  
Page 16

June 30, 2021



# Appendix G. EDC FY2021 Status Report

- JEDC has 135 active loans, 123 of which are CBJ COVID-19 Emergency Loans.
- Of the \$3,051,750 disbursed through the CBJ COVID-19 Emergency Loan Program, \$1,621,909 has been paid back, leaving \$1,429,841 in funds\* outstanding\*\* (\*Principal only, not including interest. \*\*As of June 30, 2021).
- The Childcare RLF program has one loan out of the total of 135. This loan represents \$37,182.98\* in capital (\*As of June 30, 2021).
- The Haines Revolving Loan program has one loan out of the total of 135. This loan represents \$107,867.08\* in capital (\*As of June 30, 2021).
- The USDA IRP Revolving Loan program has four loans out of the total of 135. These loans represent \$289,403.79\* in capital (\*As of June 30, 2021).
- The Juneau Revolving Loan program has six loans out of the total of 135. These loans represent \$660,382.57\* in capital (\*As of June 30, 2021).



## Deliver Core Economic Development Services

### GENERAL

*Provide updates on the Juneau Economic Plan and JEDC activities to the CBJ Assembly.*

- JEDC provides updates as requested by CBJ.

*Represent JEDC in various forum/capacity.*

- JEDC facilitated a revival meeting for the Mendenhall Mall & Vintage Park community, helping focus the discussion on actionable steps for addressing crime and other shared problems in the area. As a product of these meetings, Vintage Park business owners are reestablishing an owner's association to facilitate future cooperation. Businesses are also working with Trail Mix to improve the path behind the businesses, which was identified as a shared problem area.
- JEDC's research team developed Economic Insights – a bi-weekly social media post series that gives the general public beneficial and relevant information on Juneau's economy.
- JEDC presented at the February Rotary Club Meeting, highlighting the upcoming Innovation Summit.
- JEDC collaborated with Yukon's Department of Economic Development to expand Canadian involvement with the 2021 virtual Innovation Summit.

### INNOVATION SUMMIT

*Organize, Host and Deliver the 2021 Innovation Summit on April 7 through 9 – virtually!*

- The Innovation Summit is Alaska's premier innovation conference and gathering for professionals across all disciplines. This year the theme was **Localization in a Global Economy**, with perspectives from consumers, businesses, investors, and policymakers about why strong local economies are important. The Summit is a venue for professionals to learn from experts and each other through networking, talks, and experiences.
- This year JEDC hosted four Summit keynote speakers.
  - Kimber Lanning is an entrepreneur, business leader, and community development specialist who works to cultivate strong, self-reliant communities and inspire a higher quality of life for people across Arizona. She is the founder and CEO of Local First Arizona Foundation, a statewide leader in innovative local economy work. Since 2003, Kimber has worked to build stronger local economies that provide opportunities for all. Her keynote discussed "Living Locally within a Globalized Economy."



# Appendix G. EDC FY2021 Status Report

- Michael Schuman is a lawyer, economist, and author. He has written five books on community economics, including his most recent one, *Put Your Money Where Your Life Is*. He is the Director of Local Economy Programs for Neighborhood Associates and Adjunct Professor at Bard Business School in New York City. His keynote addressed "How to Jump-Start Your Post-COVID Economy with Local Investment."
- Jason Soza is a public procurement expert, change agent, visionary, and former Chief Procurement Officer for the State of Alaska. He helps state and local governments across the country make the most of their procurement functions by driving efficiencies, realizing savings, and meeting socioeconomic goals through their procurement function. His keynote unpacked "Keeping it Local: Procurement's Role & Best Practices in Government Spending."
- Kristen Barker is the Co-Founder of Co-op Cincy and 1worker1vote. She spoke about creating a vibrant small business community and economy that works for all by helping to develop and support a network of worker-owned cooperatives in Cincinnati. Her keynote introduced "Community Power & Co-Ops."
- The Innovation Summit also provided three Innovation Shorts sessions, giving 30 Summit participants the floor for 10-minute innovation updates. In celebration of National Poetry Month and understanding that innovation requires art and creativity, the Summit also included readings from three regional poets. Two panel discussions were held – one with university leaders: UAS Chancellor Karen Carey, UAF Chancellor Dan White, and Yukon University President Maggie Matear, and the other about ownership structures, which featured Kristen Barker from Co-Op Cincy, Marsh Skeele from Sitka Salmon Shares, and Wadood Ibrahim from Protegra, and Moderator Yaso Thiru from Alaska Pacific University. The Summit also hosted an Entrepreneur Pitch contest, the Alaska Innovators Hall of Fame induction ceremony, and many networking opportunities.
- One hundred ninety-five participants registered for the event in 2021, including 100 from Juneau, 28 from Anchorage, 14 from Fairbanks, and 17 from Canada.

## ECONOMIC RESEARCH

### Produce 2020 Economic Indicators Report



- JEDC completed research and analysis for the 2020 Juneau and Southeast Alaska Economic Indicators Report during the summer of 2020 and published the final product available to the public online. This product provides a summary of the socioeconomic, demographic, and industry data impacting the economy of Juneau and Southeast Alaska and reports on employment, payroll, population, and cost of living information, contains overviews of the tourism, mining, seafood, and health care industries, and lists housing, transportation, business sales, student enrollment, and quality of life statistics. The publication can be found online at: <http://www.jedc.org/economic-indicators>.
- JEDC presented the findings of this research to the following organizations:

11/7 – CBJ Assembly Annual Retreat  
 12/5 – Greater Juneau Chamber of Commerce Luncheon  
 2/23 – Juneau Rotary Club Meeting  
 3/10 – ASCE Juneau Branch Meeting  
 3/15 – Juneau Community Foundation Board Meeting

### Provide monthly economic indicator for JEDC News.

- Each month in JEDC News, a new indicator is shared with the 5,000+ newsletter recipients. These newsletters and indicators are available for reading after the initial email send out at <https://www.jedc.org/newsletters>.

### Provide current economic statistics for presence on radio, meetings of Partners in Economic Development and other community group meetings when invited.

- JEDC provides economic statistics to the community during monthly radio interviews.
- JEDC secured a monthly slot on KINY Action Line with Pete Carran, giving updates on JEDC programs and Juneau's economy.
- JEDC secured a monthly slot on KTOO's A Juneau Afternoon, giving updates on JEDC programs and Juneau's economy.
- JEDC surveyed Juneau Businesses in September of 2020 to investigate the effects of the COVID-19 pandemic. The survey was available to businesses on the JEDC website and partner websites from September 10<sup>th</sup> – 30<sup>th</sup>. Two hundred forty-six businesses responded during the collection period.

## Appendix G. EDC FY2021 Status Report

- JEDC analyzed assistance programs available to individuals and households to identify what groups have been hit hardest by the COVID-19 pandemic and still have needs unmet by current assistance programs. The report and a short presentation of findings were given to the CBJ Assembly in late January.
- JEDC has started producing a series of Research Notes: easily digestible publications that provide a summary of current economic events or policies and their impact on Juneau's economy. Research Notes that have been produced:
  - Federal Individual Aid Estimate: An estimate of money going to Juneau citizens from the December 2020 Stimulus Bill and the 2021 American Rescue Plan.
  - American Rescue Plan Business Aid Estimate: An estimate of money headed to Juneau businesses from the 2021 American Rescue Plan and a few other funding sources.

*Provide updated economic figures on JEDC website.*

- JEDC maintains interactive charts and graphs on its website that give an annual snapshot of Juneau's economic indicators and historical trends. As new economic data becomes available, JEDC updates these charts and graphs to maintain this community resource for information on key economic indicators that affect jobs, income, and our community's general well-being. The web data is updated with current economic data as it becomes available.

*Gather data on trends in the local economy.*



- Every January, April, and July, JEDC researchers survey and compile price points on local goods and services for submission to the Council on Community and Economic Research's national Cost of Living Survey. The survey collects costs for 59 specific consumer items and classifies survey results in cost categories such as groceries, housing, utilities, transportation, health care, and miscellaneous goods and services. The data is then used to create the national Cost of Living Index. This tool provides a useful and reasonably accurate measure to compare cost of living differences among US cities.
- Cost data was collected in January, July and October of 2020, and January of 2021. The April collection period is currently underway.



# Appendix H. Main Street Technical Assistance Report 2016



## Downtown Juneau, AK

### Technical Assistance Visit Report

Oct 31- Nov. 2, 2016

Prepared by:

**Kathy La Plante**, Senior  
Program Officer and Director  
of Coordinating Program  
Services

National Main Street Center



## I. INTRODUCTION/BACKGROUND

The Juneau Downtown Business Association contracted with the National Main Street Center (NMSC) to provide a site visit to Juneau, AK. The visit included a tour of the district, media interviews, including two radio interviews, a visioning session, a workshop for businesses and a work plan workshop to begin the process of identifying the steps needed to implement some of the priorities determined at the Visioning session and to determine Juneau's interest and ability to hire a downtown director to manage a Main Street program.

The following report provides an overview of the Main Street America™ Program and how it is used to strengthen downtowns, a summary of observations from the visit and recommendations for moving forward with a more focused effort on downtown development, from Kathy La Plante, Director of Coordinating Program Services at the National Main Street Center.

## II. THE NATIONAL MAIN STREET CENTER

Over the past 35 years, the National Main Street Center has led the development of a national network of over 2,000 historic downtowns and neighborhood commercial districts – what we refer to as Main Streets - all united by these communities' tireless dedication to create vibrant, people-centered places to live, work, and play. The people who make up the Main Street network are passionate advocates, dedicated volunteers, influential stakeholders, and community organizers who work every day to turn the tide in their communities - catalyzing reinvestment, creating jobs, and fostering pride of place.

Main Street-style transformation is a combination of art and science: communities first need to learn about the local economy, its primary drivers, and its regional context (the science), but they also need to convey that special sense of place through storytelling, preserving the older and historic structures that set it apart, broad and inclusive civic engagement, and marketing (the art). To support this powerful network, the National Main Street Center has a revitalization framework – the Main Street Approach - that helps communities leverage both the art and science of downtown revitalization to create a better quality of life for all.

The Main Street Approach is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference. This approach works where existing assets – such as older and historic buildings and local independent businesses – can be leveraged. Throughout the country, both small-city downtowns and urban neighborhoods throughout the nation are renewing their community centers with Main Street methodology.

Ultimately, the result of these community-driven efforts are places with strong social cohesion and economic opportunity; they are places that support and sustain innovation and opportunity; places where people of diverse perspectives and backgrounds come together to shape the future.

# Appendix H. Main Street Technical Assistance Report 2016

## III. The Main Street Approach

### A. Identify the Community Vision for Success

The Main Street Approach begins with creating a vision for success on Main Street. Main Street promotes a community-driven process that brings diverse stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process. This essential step provides a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities. It also ensures that the vision is a true reflection of the diversity of the community. Whatever the vision, the goal is holistic transformation of Main Street, accompanied by rigorous outcome measurement to demonstrate results.

### B. Create Community Transformation Strategies

A vision of success alone is not enough. Communities must work together to identify key strategies, known as **Community Transformation Strategies** that will provide a clear sense of priorities and direction for the revitalization efforts. Typically, communities will address two to three Community Transformation Strategies that are needed to help reach a community vision. These strategies will focus on both long and short-term actions that will move a community closer to achieving its goals.

For example, if a Main Street decides that "aging in place" is a critical element of its community vision, the organization would develop a series of Community Transformation Strategies to help realize that vision. A short-term strategy could be to implement a special senior discount at cooperating businesses. A longer-term strategy could be to partner with other advocacy groups and the Department of Transportation to encourage Transit Oriented Development in the district.

Work on these strategies would align with the four key areas Main Streets have been using as a guiding framework for over 35 years: Economic Vitality, Promotion, Design, and Organization, known collectively as the Main Street Four Points.



## Economic Vitality

Revitalizing a downtown district requires focusing on the underlying Economic Vitality of the district. This work is rooted in a commitment to making the most of a community's unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment for small business owners and the growing scores of entrepreneurs, innovators, and localists alike. With the nation-wide growing interest in living downtown, supporting downtown housing is also a key element of building Economic Vitality.

## Promotion

Promoting Main Street takes many forms, but the ultimate goal is to position the downtown as the center of the community and the hub of economic activity, while creating a positive image that showcases a community's unique characteristics. This can be done through highlighting cultural traditions, celebrating and preserving important architecture and history, encouraging local businesses to market cooperatively, offering coordinated specials and sales, and hosting special events aimed at changing perceptions of the district and communicating to residents, investors, businesses, and property-owners that this place is special.

## Design

A focus on Design supports a community's transformation by enhancing the physical elements of downtown while capitalizing on the unique assets that set the commercial district apart. Main Streets enhance their appeal to residents and visitors alike with attention to public space through the creation of pedestrian friendly streets, inclusion of public art in unexpected areas, visual merchandising, adaptive reuse of older and historic buildings, more efficiently-designed buildings, transit oriented development, and much more.

## Organization

A strong organizational foundation is key for a sustainable Main Street revitalization effort. The focus is on ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement the Community Transformative Strategies. Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in downtown. This will allow the Main Street revitalization program to provide effective, ongoing management and advocacy of the commercial district. Diverse groups from the public and private sectors (city, property owners, bankers, business owners, community leaders, and others) must work together to create and maintain a successful program.

## IV. Juneau's Downtown Observations

### ASSETS

Downtown and community development success hinges on leveraging the assets of the city to create a destination, that separates the city from other competition, helps create a brand for a city, and helps guide further economic development. The NMSC observations about Juneau include:

- Juneau is unique in several ways, as the Capital City, its mining history, and that there is

## Appendix H. Main Street Technical Assistance Report 2016

- no road connection from the ALCAN to the city. Visitors must arrive by boat or air.
- The economy is tourist and government driven.
- The Downtown Business Association (DBA) and other organizations and businesses help host some very successful events in downtown.
- The natural setting of Juneau is outstanding with the mountains, ocean, a glacier and numerous outdoor activities for residents and visitors alike.
- The economy appears strong, even though there are seasonal economic changes that businesses adjust to.
- Downtown is made up of predominantly locally-owned businesses.
- Downtown's port welcomes tens of thousands of visitors by boat annually on large and smaller cruise ships.
- Government and tourism provide the greatest number of jobs in the city.
- The Alaskan is the state's oldest operating hotel.
- Based on the turnout at the Vision Session, there is great interest locally on building on downtown's success. The response of the to the survey and attendance at the visioning session proves that people are very interested in making things even better in downtown and Juneau.
- The DBA has a membership of approximately 100. Several events and activities are held annually, with assistance in part-time help of Dana Herndon, communications specialist from the Juneau Economic Development Council. There are additional events held by other organizations and businesses that also add to the promotional calendar for downtown. The DBA has a clear mission statement – which identifies supporting its businesses at its primary purpose.

### **Our Mission:**

*The purpose for which this Association is formed is to promote, foster, and encourage downtown businesses to act as an advocate on issues that affect downtown business. The DBA is the official marketing engine for downtown. The DBA*



*understands that downtown Juneau is a great place to live, work, govern, recreate and that we are stronger together.*

*Our members and Board of Directors work with policymakers and downtown stakeholders to advocate for a climate*

*where your business can thrive. With Downtown Revitalization efforts under way we strive toward a vision that Juneau residents utilize the downtown area as the primary year-round hub for living, leisure, government and business.*

- The community responded to a survey in advance of the NMSC visit and was asked what are the best assets of downtown. The following Word Cloud captures the most common responses. The top answers were: walkability, restaurants, scenery, local businesses, historic, and waterfront. Eight-three people participated in the survey.

5



### **CHALLENGES**

- The DBA is a volunteer-driven organization, with help available from Dana Herndon of the JEDC. Volunteers are donating a lot of time to the overall improvement and promotion of downtown but they are restricted in the number of projects that can be taken on due to limitations on resources (people and money). Some feel that the DBA may not be able to keep up the pace of its work, or to stimulate greater growth of the economy without creating a downtown management position.
- Funding for the position of a downtown manager is not currently available. A campaign to raise the funds would need to be conducted.
- The DBA has been promotionally focused and to also take on other broader economic development tasks may need additional skills from the board and any potential staff hired.
- There are some storefronts that are closed in the tourist off-season, making downtown look less than vibrant – and providing fewer reasons for people to come downtown.
- As cruise ships disembark, they first encounter businesses owned by the cruise lines, and then they make their way up into the heart of downtown Juneau. Attracting tourist to come all the way into downtown can be a challenge.
- Some people feel downtown is unsafe (with patrons from bars coming out on to the sidewalk - some smoking).
- Businesses felt a better connection should be made to residents throughout the area, that those in other neighborhoods don't feel compelled to shop downtown.
- Housing used by high-season workers is not available for housing during the off-season.
- Housing costs are high. There are spaces in downtown in upper stories that could be used for housing but is not. Costs, egress, and risk may be standing in the way of property owners doing upper story development.
- Residents and businesses were also asked what they felt the great liabilities are for downtown and the following Word Cloud shows their responses.

6



# Appendix H. Main Street Technical Assistance Report 2016

## SHORT-TERM STEPS

The DBA is the most likely partner to move the Main Street program initiative forward, though it will need strong partners like the city and JEDC to assist since the DBA is a volunteer-driven organization. There is an opportunity for the community (not just downtown businesses) to get more involved in the direction and development of downtown. Not just from a promotional perspective but from an economic development perspective – knowing that a healthy and successful downtown is a benefit to everyone living in Juneau. Thirty-three individuals signed up during the visioning session to get more involved by serving on a committee or downtown project.

- Ask the DBA if they wish to become the “Main Street” organization, or if a separate organization may need to be created. The DBA will play a critical role in either model (either as the lead organization, or perhaps becoming the Promotion Committee). Determine the new organization make-up. How will new board members be brought in that represent stakeholders from outside of downtown? The DBA can revise its bylaws which are already closely aligned with Main Street programming. Allowing community stakeholders, changing “memberships” to contributions or investors, organizing around the Four Points, etc. Some current board members may choose leave the board and take on a committee chair role to allow room for new board members.
- Review the proposed budget with the board (on the next pages). Make adjustments as the board chooses and that is appropriate for Juneau.
- Another option for the DBA is to set up a Main Street Task Force that would include some DBA board members with a majority of others serving to move this process forward. Who else should be involved? Below is a list of stakeholders in Juneau that could or should play a role in improving the downtown. Not all partners will participate in the same way, but they all need to be kept informed and asked to participate as they are able and that makes sense for the downtown. Some may serve in leadership roles, others might be funders, committee members, or volunteers. This list was compile through a survey in advance of the NMSC visit. The task force might decide that the DBA is part of the downtown effort but that a brand new organization should be formed. As noted above though, the DBA is the likely lead partner.



- Use the information from the NMSC site visit and visioning session to continue to build support and recruit new supporters. It can use that input as the message to potential

funders, sharing the scope of work – and hope for outcomes. 1) Put a poll on Facebook asking others if they agree to the outcomes reached by those who attended the visioning session. This will help gain more community participation, involvement and support. 2) Email everyone who attended to be sure they are Facebook followers and let them know that is where they will find updates on the projects they might be most interested in. 3) Invite them to join a committee, or attending a committee meeting to help plan a project or event. Keep them engaged and informed. 4) Have the committees development a list of projects they’d undertake IF funding were available so this can be used to approach the Assembly (and others) for funding.

- Prepare an information session and pitch for funding from the City Assembly. Municipalities across the country, typically contribute 30-50% of a total Main Street program operating budget, most often directed to the salary of the downtown director. Keep in mind the downtown director is doing work on behalf of the city – as an economic develop expert, and thus any funding should be seen an investment in the economic growth of the city and should not be looked at as money being spent on another nonprofit. Nationally, the average return on investment in Main Street programs is \$1 to \$30. Meaning that for every \$1 a city invests in a Main Street program, the return on invest by the private sector is \$30 – making the Main Street program one of, if not the best, economic development program in the country. Share this information and the history of the NMSC and results, so they connect financial support to a Return On Investment.
- Approach JEDC for their commitment of support. In kind support for administrative operation of the program is important too.
- A funding pitch to the city and other supporters is that Juneau could set the standard in the state for a successful downtown program – one to emulate.
- Put together a draft fundraising plan (the NMSC can assist with this) to support a budget for a full time downtown director. A budget of \$100,000 - \$200,000 would be appropriate for a city the size of Juneau. (A sample budget for \$150,000 is below.) Included in this plan would be methodology of how each potential funding groups. Keep in mind funding for a program should come from multiple sources, some in-kind but mainly in cash. As mentioned earlier cities are the largest funder, followed by corporations, downtown property and business owners, business located outside the district, residents, civic organization and residents. Fundraisers can also be held to complete the budget (dinners, auctions, special events that raise money, etc.). When asking for businesses or the city, county or state for funding, it is best to ask for multi-year pledges to save time with annual fundraising activities. Grants may also be part of the budget but they are usually for project specific activities and for the initial budget, raising the funds for the administrative operation of the program should be raised first.

# Appendix H. Main Street Technical Assistance Report 2016

## Three – Year Proposed Budget

Expenses	2017	2018	2019
Salary	\$55,000	\$56,000	\$58,000
Benefits	\$12,000	\$12,500	\$13,000
Addl. Staff	\$0	\$5,000	\$5,000
Benefits	\$0	\$1,000	\$1,000
Travel	\$10,000	\$10,000	\$10,000
Professional Development	\$2,000	\$3,000	\$3,000
Rent	\$9,000	\$9,000	\$9,000
Equipment	\$2,000	\$1,000	\$1,000
Utilities	\$1,500	\$1,500	\$1,500
Professional Services (website, legal, accounting, consultants)	\$10,000	\$10,500	\$11,300
Phone	\$1,200	\$1,200	\$1,500
Office Supplies	\$3,000	\$2,000	\$2,000
Postage	\$500	\$500	\$500
Printing/Copying	\$3,000	\$3,000	\$4,000
Insurance & Bonding	\$1,000	\$1,000	\$1,200
Membership Dues and Subscriptions	\$1,000	\$1,000	\$1,500
Promotion Budget (DBA)	\$18,000	\$18,000	\$18,000
Design Committee (Infrastructure)	\$8,000	\$8,000	\$8,000
Economic Vitality Committee (business development)	\$5,000	\$7,000	\$7,000
Organization Committee (Membership)	\$4,800	\$4,800	\$4,500
Contingency	\$3,000	\$4,000	\$4,000
Other: Specify			
<b>Total</b>	<b>\$150,000</b>	<b>\$160,000</b>	<b>\$165,000</b>

11

## FUNDRAISING PLAN

	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Total Income/Operating Budget</b>	<b>\$150,000</b>	<b>\$160,000</b>	<b>\$165,000</b>
<b>Income Sources</b>			
Municipal/County/State Support	\$	\$	\$
Economic Development Partners	\$	\$	\$
Downtown Businesses (members/partners/investors)	\$	\$	\$
Businesses Outside Downtown (industrial, retail, service)	\$	\$	\$
Residents (giving levels and local philanthropists)	\$	\$	\$
Civic Organizations (can include project support)	\$	\$	\$
Special Event Income (list events separately note the cost of the event and net proceeds, sponsorships)			
1.	\$	\$	\$
2.	\$	\$	\$
Fundraising Event Income (list events separately note The cost of the event and net proceeds)			
1.	\$	\$	\$
2.	\$	\$	\$
Special Projects Fundraising	\$	\$	\$
Grants (specifically applied for grants not corp. donations)	\$	\$	\$
Merchandise Sales (not related to special events)	\$	\$	\$
Endowments/Planned Giving	\$	\$	\$
Special Assessment Districts (BID)	\$	\$	\$
Other (please note specifically)	\$	\$	\$
<b>Totals</b>	<b>\$150,000</b>	<b>\$160,000</b>	<b>\$165,000</b>

12



# Appendix H. Main Street Technical Assistance Report 2016

## HOW TO APPROACH FUNDRAISING

### Income Sources

#### Municipal Contribution

##### *Planning Recommendations:*

1. Determine the timing for asking for money from the Assembly.
2. Prepare materials presented. Has the Main Street program been in good communication with municipal officials throughout the year? Do they understand that they are providing support to an economic development organization, not a charitable organization? Share the national results. Share with goals for the future of downtown.  

<b>\$61.7 billion</b>	Reinvestment in physical improvements
<b>120,510</b>	Net new businesses created
<b>528,557</b>	Net new jobs created
<b>251,838</b>	Buildings rehabilitated
<b>\$26.52</b>	Dollars invested in physical improvements for every dollar invested in program administration
<b>2,000+</b>	Number of Main Street program designated through 2016
3. What is the “Value” you bring to the City? Share with them your top concerns about downtown: housing, rehabbing buildings, making downtown more vibrant year round, more pedestrian friendly, and addressing parking concerns.
4. Include in the pitch to the Assembly that Juneau could be the standardbearer of the Main Street program in Alaska.
5. Share the “Benefits of Main Street” list so the Assembly understands that the city is the greatest benefactor of a successful Main Street program through job creation, business success, property value increases, creating a healthier city, providing greater shopping options, helping support nonprofits and schools in the community, etc.
6. Make sure the Assembly understands the ongoing need for downtown management and promotion. Cities fund Main Street programs on an ongoing basis and your expectation should be that they will continue to fund a Main Street program.
7. Leverage the funding from the private sector. If in your funding request to the Assembly inform them that the plan is to raise at least double their contribution so their investment will level private support.
8. Track any in-kind support they have provided or will provide in the future. In-kind support is needed as well and they should be recognized for past support too. Plan recognition of the Assembly’s contribution (especially volunteers from the City and in-kind support).
9. Is there a possibility of County and/or State funding, for the capital city?

#### Annual Pledge Drive

There are new funders that can be approached in this category and the DBA will have to determine whether sticking with set membership dues works, or if businesses could be asked to pay at levels that differ, based on the business’ means. Who should be solicited?

- Downtown Businesses (retail, service, and professional businesses)
- Businesses Outside of the Downtown but in the city (industrial, retail, service, professional)
- Residents (giving levels and local philanthropists) – Friends of Downtown
- Civic Organizations

- Business located outside of downtown or the city, but that make money from downtown businesses (trash haulers, restaurant wholesalers, uniform and carpet runner cleaners, office supply providers, etc.)

##### *Planning Recommendations:*

1. Be sure 100% of the Board has made a contribution/investment to Main Street. Set the goal for the total annual pledge drive as part of the fundraising plan). Ask people to commit to a three-year pledge so that invoice can just be sent. This alleviates the annual need to do major funding campaigns. After three years, ask for an increase to help cover cost increases. What percentage of your budget will come from the annual pledge drive?
2. Develop target list of new contributors/investors. Brainstorm those businesses not in Downtown, but making money in Downtown (trash haulers, food suppliers, food wholesalers). Make peer-to-peer contacts. Ask for multi-year pledges. Stand out on “Main Street” and make a list of commercial vehicles making deliveries in downtown, or ask businesses who their suppliers are.
3. Select a desired contribution for each new contributor.
4. Develop solicitation materials. There are sample fundraising letters in the Solution Center on the NMSC website. Personalize them.
5. Plan for person-to-person follow-ups with business contacts.
6. With residential solicitations, “Friends of Downtown”, make it worth Main Street’s effort and have a minimum contribution at \$25 or \$35 per year.
7. Determine the timetable for the drive. Make sure it fits within the other funding efforts of the organization and does not conflict with other drives in the community.
8. Plan recognition of every contribution.
9. Be sure to bill annually and on time.
10. Consider the option of allowing quarterly payments for larger pledges.
11. Consider asking “Friends of Downtown” to give more than once a year. At Valentine’s Day for example, send a note that says if you love downtown, consider an additional gift. At Thanksgiving, send a note that says if you are thankful for all that has improved in downtown, consider them

#### Grants

This is an important category for many downtown, but often without a staff member to write applications, grant opportunities are lost. If there is an individual in Juneau who is a good grant writer, see if they will volunteer to help.

##### *Planning Recommendations:*

1. Main Street programs have been successful getting grants from some sources, such as Charitable Foundation’s, State Council on the Arts, and the Department of Agriculture (Farmer’s Markets), or Tourism Offices.
2. Federal funds may be available from D.O.T. Transportation Enhancement Funds, Rural Development, EDA, USDA, etc.
3. Develop an annual timeline for grant application deadlines. Fit in work plan.
4. Find someone skilled in writing grant applications.

#### Merchandise Sales

For Juneau, this category is likely not a lucrative one, since Juneau has a lot of shops that sell the kind of merchandise that Main Street programs sell; coffee mugs, T-shirts, umbrellas, (all with the downtown logo on them). But there may be opportunities to sell merchandise at special events, or as a special fundraiser, like a downtown Christmas ornament, Juneau-opoly game, etc. there is a capital outlay in



# Appendix H. Main Street Technical Assistance Report 2016

making money off merchandise, and payoff of selling goods comes later.

*Planning Recommendations:*

1. If the location of the Main Street office provides a storefront display window, selling merchandise can be successful.
2. Identify all items that the program will make money on for the organization. This may include annual holiday ornaments or everyday merchandise for sale.
3. If expanding into this area for funds, consider the initial investment by the program to acquire the goods. Return on merchandise sales is not immediate.
4. Merchandise for special events – sponsors may be found. Do not solicit sponsors for this during your annual pledge drive, when you may be asking for this business to contribute.
5. If Downtown Juneau merchandise is offered, ask businesses if they would like to sell it, for a portion of the proceeds.
6. Merchandise can also be used to reward good volunteers.

**Special Events or Special Projects Fundraising**

*Planning Recommendations:*

1. With a number of downtown events, sponsors are needed, but try to approach them just once a year. This probably won't happen until there is a fulltime downtown executive director, but should be goal for the organization. Coordinate the entire year's calendar for sponsorship. Who will be contacted and what amount will they be asked to pay for sponsorship? Keep in mind that money raised during the annual pledge drive comes from the "charitable" side and money to sponsor events comes from a "marketing" pot of money.
2. Strive to have any events break even or make money for the organization. The Marketing team or planning committees should look at each event and ask how it might generate funds, especially when there are cruise ship visitors.
3. Have each committee, with special projects or special events, note the businesses they would like to solicit as sponsors. Make sure there is a plan so that businesses know what kind of recognition they will receive.
4. Build an administrative fee into all sponsorships. Many businesses have indicated they no longer want to support the administrative operation of Main Street programs, but will sponsor projects that their name will be on. For example, if a business is asked to sponsor Main Street's newsletter, their fee should not just cover the amount of postage and printing. Add a fee that will include staff time to complete this project. Building in an administrative fee to each and every project will help close the gap on the administrative budget.
5. Review each event or projects as soon as it is complete and access new ways to increase sponsorships and fundraising for the following year.
6. Offer special perks for sponsors, VIP parking, bathroom facilities, T-shirts for their employees, masters of ceremony or award presentations and photo-ops.

**OTHER SHORT-TERM PROJECTS**

The community and all stakeholders will be looking for continued progress in downtown to stay involved and to provide financial assistance. Small visible projects help assure everyone that progress is happening. These projects can be completed with 6 months in addition to the organization recommendations above, and are projects underway or that were suggested during the visit.

Initiative	Lead Committee	Membership Role	Infrastructure Role	Marketing
First Fridays	Membership  Admin Role: help design poster; communicate to membership; coordinate media	work with the JAHC and pair artists that want wall space with downtown shops; work with restaurants nto coordinate specials for first Friday.	work with Parks & Rec to make parking in the garages free starting at 4PM; work on street closure for summer First Fridays	Work with JAHC and shops to have consistent hours; explore the Night Market idea for summer months; work with JAHC to co-promote First Friday
Parket Day	Infrastructure  Admin Role: help design poster; communicate to membership; coordinate media	have a booth/area with DBA membership information; engage members	design the Parklet day; work with the city to pick a zone	Promotion; ideas for parklet activations
Seward's Folly Festival and Fundraiser	Marketing  Admin Role: help design poster; communicate to membership; coordinate media	come up with the fundraiser portion [what will that look like?]	help with road closure permit; coordinate parking with the city	Promote the event; come up with activities for festival
Do a targeted promotion to the residents in the Valley and other neighborhoods	Marketing  Admin: prepare materials, do PR	Have a Downtown info booth. Give away a free "something" and give them a brochure to become a volunteer or supporter.	Add extra lighting/colored lighting so they have a new experience downtown	Get businesses involved. Sip and Stroll or other stroll to participating businesses
Improve the connection with docks and downtown	Infrastructure  Admin: acquire permission for added enhancements		Create colorful trail to downtown with banners, or flowers, or hanging umbrellas. How close can a kiosk be located near the boats.	Have greeters nearby – giving downtown advice

# Appendix H. Main Street Technical Assistance Report 2016

## VI. How to Become an Accredited Main Street America City

The Main Street America™ standards of performance—used for designating programs as Main Street America™ Accredited members—were developed by the National Main Street Center and our Coordinating Program partners. Main Street America™ designation at the Accredited level is available to programs affiliated with a Coordinating Program. Alaska does not have a statewide Main Street Coordinating program, so in areas where there is no Coordinating Program in operation, communities may seek Accreditation directly from the National Main Street Center. Since a NMSC staff member has already visit Juneau, the downtown would be eligible to join the ranks of Nationally Accredited Main Street America cities across the county. Accredited communities get recognition at the Main Street Now Conference, certificates, and press releases noting the city is among the elite communities working on downtown development. Only Accredited Main Street communities can apply for the annual Great American Main Street Award (which comes with many benefits). Juneau does not meet all of these standards yet, but could, after a downtown director was hired and work could be done on getting the rest of the standards met. If Juneau is interested in achieving this level, the following criteria must be met.

### The 10 Standards of Performance

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Has a comprehensive Main Street work plan
4. Possesses an historic preservation ethic
5. Has an active board of directors and committees
6. Has an adequate operating budget
7. Has a paid professional program manager
8. Conducts a program of ongoing training for staff and volunteers
9. Reports key statistics
10. Is a current member of the Main Street America™ Network

#### 1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.

At its best, a local Main Street program represents and involves organizations, agencies, businesses, and individuals from throughout the community—not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the district's overall health. By actively involving a broad range of interests and perspectives from the public and private sectors in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage.

### Guidelines:

- The Main Street organization should have the active participation of various stakeholders at the committee and board levels, including such constituents as:

local government	historic preservation organizations
civic groups	local industries
regional planning groups	school groups and students
community development organizations	financial institutions
real estate agents	architects and building contractors
consumers	transportation authorities
property owners	parking authorities
religious institutions	developers
business owners	district/neighborhood resident

- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a more integrated way, other programs help further the revitalization process.
- The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new people each year.
- The revitalization program has broad-based philosophical support from the community.
- Municipal government demonstrates a philosophical commitment to commercial district revitalization.

#### 2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.

A *mission statement* communicates the Main Street organization's sense of purpose and overall direction. A *vision statement* communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad participation by the board, committees, volunteers, and community input. *At a minimum*, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one prior to the organization's transition from the catalyst phase to the growth phase.

### Guidelines:

- The organization has an appropriate written mission statement.
- The mission statement is reviewed annually and updated as appropriate.
- The organization has an appropriate written vision statement.

# Appendix H. Main Street Technical Assistance Report 2016

## 3. Has a comprehensive Main Street work plan.

A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

### Guidelines:

- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach — design, organization, promotion, and economic restructuring.
- The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
- The work plan should be reviewed, and a new one should be developed annually.
- Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, the full board should adopt/approve the annual work plan.
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the four points based on the work plan submitted for the previous year.

## 4. Possesses an historic preservation ethic.

Historic preservation is central to the Main Street program's purpose and is what makes historic and traditional commercial districts authentic places. Historic preservation involves saving, rehabilitating, and finding new uses for existing buildings, as well as intensifying the uses of the existing buildings, through building improvement projects and policy and regulatory changes that make it easier to develop property within the commercial district.

### Guidelines:

- The program has, or is working toward putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent the demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the building's use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.

- The program recognizes the importance of planning and land-use policies that support the revitalization of existing commercial centers and works toward putting planning and land-use policies in place that make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds public awareness for the commercial district's historic buildings and for good design.

## 5. Has an active board of directors and committees.

Main Street revitalization by nature is a community-driven process. Therefore, community members must take an active role in leading and implementing positive change. While the executive director is responsible for facilitating the work of volunteers, this staff member is not tasked with single-handedly revitalizing the commercial district. The direct involvement of an active board of directors and committees are keys to success.

If a Main Street organization is housed within another entity (e.g., a community development corporation), it is still important to have its own board of directors and committee structure.

### Guidelines:

- The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Committee members assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes.
- Committees have regularly scheduled monthly meetings with an advance agenda that addresses the committee work plan.

## 6. Has an adequate operating budget.

A sustainable Main Street program has financial resources to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years).

### Guidelines:

- The Main Street program's budget should be adequate to achieve the program's goals. The dollar amount that is "adequate" for a program budget may vary from region to region, depending on local costs of living, and may be different for small town, midsize, and urban Main Street programs. General guidelines for *minimum* operating budgets are:

# Appendix H. Main Street Technical Assistance Report 2016

*small town programs:* \$40,000+ annually (populations of less than 5,000 people)

*midsize community programs:* \$60,000+ annually (populations between 5,000 - 50,000)

*large town or urban neighborhood programs:* \$100,000+ annually (community or neighborhood population greater than 50,000 people)

- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and benefits of staff, office expenses, travel, professional development, and committee activities.
- Revenue sources are varied and broad-based, including appropriate support from the municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

## 7. Has a paid, professional executive director.

Coordinating a Main Street program requires a trained, professional staff person. Ideally, the Main Street executive director's position is full time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director may be acceptable (generally 20+ hours per week).

### Guidelines:

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained—and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

## 8. Conducts program of ongoing training for staff and volunteers.

As the Main Street program evolves, staff and volunteers will need to sharpen their skills to meet new challenges. In the catalyst phase, new staff and volunteers will need basic training. This is true as well as throughout the life of the organization because there will be turnover. As the program matures, new skills will need to be cultivated to tackle more complex projects. Program staff and volunteers should stay

current on issues that affect traditional commercial districts and on new revitalization techniques and models.

### Guidelines:

The local Main Street program develops leadership capacity through such mechanisms as:

- taking advantage of citywide, state, regional, and national training opportunities;
- making reference and training materials available locally—and using them; and
- providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.

## 9. Reports key statistics.

Tracking statistics — reinvestment, job and business creation, and so on — provides a tangible measurement of the local Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

### Guidelines:

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program's impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- The program submits regular reports to the statewide, countywide, or citywide Main Street coordinating program (either monthly or quarterly, as specified by the coordinating program).
- Baseline data should include:

Community population;

Net of all gains and losses in jobs;

Net of all gains and losses in new businesses;

Number of building rehabilitation projects;

Number of public improvement projects;

Number of new construction projects;

Number of housing units created: upper floor or other;

Monetary value of private investment spent in above projects: *i.e., individuals or private sources of money spent on building rehabs, public improvements, or new construction;*

Monetary value of public investment spent in above projects: *i.e., city, county, state, or federal money spent on building rehabs, public improvements, or new construction;*

Monetary value total of all investment and public and private investment;

## Appendix H. Main Street Technical Assistance Report 2016

Ground-floor vacancy rate when your program started;

Ground-floor vacancy rate now;

Rental rate per square foot when program started;

Rental rate per square foot now; and

Your program's annual operating budget.

### **10. Current member of the Main Street America Network.**

Participation in the Main Street America Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources and creating a sense of community.

#### **Guideline:**

- The organization is a current member of the Main Street America Network Membership program.

The National Main Street Center is available to help Juneau through the process of creating a more comprehensive downtown initiative. Kathy La Plante is available by phone and email at no cost to Juneau during this period. Details can be discussed on developing a fundraising plan and a budget, as well as how to explain the purpose and mission of a "Main Street" program.

Anytime that Juneau is ready to begin the hiring process, the NMSC has job descriptions, interview questions and evaluation sheets, timelines for hiring, training, things to do first when starting as a Main Street executive director, etc., materials can be provided.

# Appendix I. Example Job Descriptions for Downtown Coordinator



## Sample Main Street Program Executive Director Job Description

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### Work Objectives

The Main Street program executive director coordinates activities within a downtown or commercial district revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. He/she is responsible for the development, conduct, execution and documentation of the Main Street program. The program director is the principal on-site staff person responsible for coordinating all program activities and volunteers, as well as representing the community regionally and nationally as appropriate. In addition, the program director should help guide the organization as its objectives evolve.

### Full Range of Duties to be Performed

The director should carry out the following tasks:

- Coordinate the activity of the Main Street program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Main Street program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the state Main Street program and by the National Main Street Center, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Main Street program's board of directors, downtown economic development strategies that are based on historic preservation and utilize the community's human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Main Street program's board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown's assets and to foster an understanding of the

*Sample Executive Director Job Description - p. 1*  
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- Main Street program's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; provide advice and guidance on necessary financial mechanisms for physical improvements.
  - Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
  - Advise downtown merchants' organizations and/or chamber of commerce retail committees on Main Street program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
  - Help build strong and productive relationships with appropriate public agencies at the local and state levels.
  - Utilizing the Main Street program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
  - Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.

### Resource Management Responsibilities

The program director supervises any necessary temporary or permanent employees, as well as professional consultants. He/she participates in personnel and project evaluations. The program director maintains local Main Street program records and reports, establishes technical resource files and libraries, and prepares regular reports for the state Main Street program and the National Main Street Center. The program director monitors the annual program budget and maintains financial records.

### Job Knowledge and Skills Required

The program director should have education and/or experience in one or more of the following areas: commercial district management, economics, finance, public relations, planning, business administration, public administration, retailing, volunteer or non-profit

*Sample Executive Director Job Description - p. 2*  
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# Appendix I. Example Job Descriptions for Downtown Coordinator

administration, architecture, historic preservation, and/or small business development. The program director must be sensitive to design and preservation issues and must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent written and verbal communication skills are essential. Supervisory skills are desirable.



The Bainbridge Island Downtown Association seeks an Executive Director with passion, experience, and the capacity to ensure the continued vitality of Downtown Bainbridge Island fully embracing the Main Street Approach® and increasing the organization's capacity to revitalize the downtown in a quickly changing environment. The ideal candidate will have excellent non-profit acumen, a record in fund development, a proven ability to work at the direction of and in collaboration with the board of directors, identify and solve challenges, and the following skills to lead the organization:

- Coordinating activity within the downtown revitalization program utilizing historic preservation as an integral foundation for downtown economic development. Activities may include committee development, work plans, fundraising activities, promotional projects, rehabilitation and design projects, economic restructuring projects, volunteer management, and committee meetings.
- Develop, conduct, execute and document programs and activities for BIDA. The executive director is the principal onsite staff person responsible for coordinating all program activities locally as well as representing the community regionally and nationally as appropriate.
- Successful history, strategic thinking, excellent management skills with experience building teams, budget development and financial expertise, and strong communications skills with diverse audiences will be necessary to be successful in the role.

**The following skills and attributes will also be key to the success of a new Executive Director:**

- Solid, hands-on budget management skills including budget preparation, analysis, decision-making, and financial reporting
- Strong organizational skills including planning, delegating, program development, and task facilitation
- Ability to convey the vision of BIDA's strategic future to staff, Board, volunteers and donors; strong public speaking ability
- Strong nonprofit fundraising abilities and understanding of donor relations
- Collaborative leadership style
- Demonstrated ability to build, train, and encourage a team, including maintaining a positive working environment which attracts, retains, and motivates high-quality employees and volunteers
- Proven commitment to diversity, equity, and inclusion and experience working with or serving diverse communities
- Action-oriented, entrepreneurial, adaptable, and innovative
- Effective time management
- Excellent verbal and written communication skills
- Ability to anticipate and solve problems readily



# Appendix I. Example Job Descriptions for Downtown Coordinator

- A positive, “can-do” attitude
- Possession of core values of transparency and integrity

## KEY AREAS OF RESPONSIBILITY

**Strategic Planning:** Lead Strategic Planning process, including the implementation of a plan with clear organizational priorities.

**Leadership & Communication:** Communicate BIDA’s mission to constituents, media, and public; oversee communication of vision and strategic goals to a broadened community audience; build relationships within various organizations and partners within community, county, and state.

**Staff Development & Supervision:** In collaboration with the Board of Directors, hire and retain competent, qualified staff. Provide leadership and staff development.

**Fiscal Management:** Ensure financial viability of BIDA by the planning and execution of annual budget, operation within approved budget, and ensuring maximum resource utilization.

**Operational Management:** Establish employment and administrative policies and procedures for all functions and for the day-to-day operation of BIDA; oversee contracts for services.

**Fund Development:** Expand revenue generating activities to support existing and planned programs.

**Board Relations:** Establish and maintain a positive relationship with the Board of Directors through open and honest communication by supplying the information, tools, and resources necessary for the effective governance of BIDA. Engage in board development actively by ensuring ongoing training, recruitment, and orientation of board members.

**Main Street Approach®:** Coordinate the activities of downtown association committees, ensuring that communication between committees are well established; assists committees with implementation of work plan items. Prepare all reports required by the Washington State Main Street Program and by the National Main Street Center. Lead the preparation of reports to funding agencies and supervises employees or consultants.

## REQUIRED CRITERIA

Preferred Candidates will have a Bachelors’ Degree or Equivalent Experience and background in some of the following areas economic development, finance management, fundraising, public relations, design, journalism, program management, public administration, historic preservation, volunteer or non-profit administration, and/or small business development.

- Experience with Main Street Four-Point Approach® and Refresh Strategy is a plus.
- Minimum 3 years of progressively responsible management experience with a nonprofit agency in a leadership capacity managing staff and volunteers.
- Excellent verbal and written communication skills are essential.
- Be receptive to understanding the issues confronting downtown business people, property owners, public agencies, and community organizations.

- Entrepreneurial, energetic, imaginative, well organized, with the willingness to learn and be coached.
- Highly skilled in Microsoft Office Suite and competency with online software, social media, and general accounting.
- Competency employing successful fundraising campaigns, place-based economic restructuring, and community partnership development.
- Must be able to work flexible hours including nights and weekends as necessary.
- Main Street Program quarterly travel is required

## Compensation:

Compensation range is \$60,000 - \$70,000 per year depending on experience.

## How to apply:

Submission deadline is November 30, 2020. Please submit resumes/CV to BIDA98110@gmail.com.

# Appendix J. Overview of Land Use Designations from 2013 Comprehensive Plan

## COMPREHENSIVE PLAN LAND USE DESIGNATIONS

**TTC - Traditional Town Center** is described as areas suitable for a mixture of retail, office, general commercial, and high-density residential uses at densities of 18 units or more per acre. This land use envisions mixed uses, residential, and nonresidential uses combined in a single structure, with ground floor retail/commercial space facing streets, parking located behind structures, and with residential uses above. Currently zoning districts Light Commercial, General Commercial, Waterfront Commercial Mixed Use and Mixed Use 2 can accommodate this type of development. However, these zoning districts do not guide or require development that embodies this traditional mixed use style of development with nonresidential uses on the ground floor, parking behind, and residential above. There are bonus provisions in the zoning code that, to a certain extent, incentivize this type of development. However, this option is rarely used.

**C - Commercial** is described as lands devoted to retail, office, food service, or personal service uses including neighborhood retail and community commercial centers, shopping centers, malls, office complexes and large employment centers, and residential densities ranging from 18 to 60 units per acre. Mixed uses are appropriate. The plan states that ground floor commercial uses facing the street, with parking behind and residential above is an appropriate and efficient use of land. Existing zoning districts that can implement this type of development are Light Commercial, General Commercial, Waterfront Commercial, Mixed Use and Mixed Use 2. As mentioned in TTC, current zoning regulations do not require or guide development to the traditional mixed use style of development.

**IPU - Institutional and Public Use (IPU)** is described as lands primarily in public ownership and dedicated for a variety of public uses. IPU lands can be under any zoning district. The plan states that the zoning of the IPU land should be the same as the surrounding or abutting lands. In the Blueprint planning area IPU are typically designated around federal, state and city facilities, such as the school complex and the federal building.

**HI - Heavy Industrial** is land to be developed for heavy industrial uses such as large scale food production and/or processing large scale or industrial related repair activities, metal fabrication, whole sale trade, manufacturing, etc. and other large scale or noisy and/or noxious industrial activities. Some recreational activities such as motor courses or shooting ranges, and similar noise generating activities. Residential, office, retail and personal service uses, except for residential caretaker facilities, should not be permitted. This land use designation is currently implemented through the Industrial and Waterfront Industrial zoning districts.

**WCI - Waterfront Commercial/Industrial** is land to be used for water dependent heavy commercial and industrial uses such as marine transportation terminals, boat marinas for large and small vessels, shipyards, marine freight handling, and fish processing plants. Residential uses, except for caretaker units, would not be allowed. Waterfront Industrial is the existing zoning district that can accommodate this type of development.

**MC - Marine Commercial** is land to be used for water dependent commercial uses such as marinas and boat harbors, marine vessel and equipment sales and repair, goods and services related to commercial and sport fishing and marine recreation and tourism, small scale fish processing facilities, hotels and motels and similar uses to support mariners and their guests. Float homes and live aboards would be allowed residential uses. Waterfront Commercial is the only zoning district that has a water dependent emphasis and allows for up to 18 dwelling units per acre.

**MDR - Medium Density Residential** are describes as urban residential land for multi-family dwelling units at densities ranging from 5 to 20 units per acre. Commercial development should be of a scale consistent with a residential neighborhood. Residential zoning districts D10, D15 and D18 are appropriate in areas designated MDR.

**MDR-SF - Medium Density Residential- Single Family** are lands characterized by single family detached homes at densities ranging from 10 to 20 units per acre. Any commercial development should be of a scale consistent with a single family neighborhood. Currently the D10SF zoning district is the only zoning district that implements this designation. The Casey-Shattuck/Flats neighborhood is designated MDR-SF. Existing development patterns generally conform to this vision, but current zoning does not support it.

**ULDR - Urban Low Density Residential** is characterized as lands with detached single family homes, duplex, cottage or bungalow housing, zero-lot line dwellings, manufactured homes on permanent foundations at densities of one to 6 units per acre. Commercial development should be of a scale consistent with a single family neighborhood. Zoning districts D1, D3 and D5 area appropriate to this land use designation. Only D5 is found in the Blueprint planning area. However, the D5 zoning district does not accurately reflect existing development patterns of these neighborhoods.

**RS - Recreational Service Park** include CBJ owned lands with parks developed for active recreation, programmed use, or community gardens. These lands should be zoned to prevent residential, commercial and industrial uses. The CBJ should retain ownership.

**RD - Resource Development** is intended to be managed to identify and conserve natural resources until specific land uses are identified and developed. As resources are identified and extracted from these lands they should be redesignated and rezone appropriately. RD areas are primarily found outside the urban service area. There are two small areas identified as RD in the Blueprint planning area. Both are in high hazard zones.

# Appendix K. Existing Zoning Districts Summary

## EXISTING ZONING DISTRICTS SUMMARY

MU – accommodates a mix of commercial and residential uses. This zoning district has a minimum lot size of 4,000 square feet, no setbacks, no maximum height and no maximum density

MU2 – also accommodates a mix of commercial and residential uses with a greater emphasis on residential development. This zoning district also has a minimum lot size of 4,000 square feet, 5 foot setbacks,

WC –provides both land and water space for uses directly related to or dependent on the marine environment.

WI – supports industrial and port uses, which need or substantially benefit from a shoreline location. Residential uses are limited to caretaker units only.

D18 – supports primarily residential development at a density of 18 units per acre.

D10 – supports primarily residential development at a density of 10 units per acre.

D5 –supports primarily single-family residential development at a density of 5 units per acre.

ADOD -

	MU	MU2	WC	WI	D18	D10	D5	ADOD
Minimum lot area	4,000 sq. ft.	4,000 sq. ft.	2,000 sq. ft.	2,000 sq. ft.	5,000 sq. ft.	6,000 sq. ft.	7,000 sq. ft.	
Minimum lot width	50 ft.	50 ft.	20 ft.	20 ft.	50 ft.	50 ft.	70 ft.	
Maximum building height	none	45 ft. *	35 ft. *	45 ft. *	35 ft.	35. ft.	35. ft.	
Maximum density	none	80 DU/acre	18 DU/acre	1 accessory unit	18 DU/acre	10 DU/acre	5 DU/acre	
Maximum lot coverage	none	80%	none	none	50%	50%	50%	

Minimum setbacks								
Front	0	5 ft.	10 ft.	10 ft.	20 ft.	20 ft.	20 ft.	
Rear	0	5 ft.	10 ft.	10 ft.	10 ft.	20 ft.	20 ft.	
Side	0	5 ft.	10 ft.	10 ft.	5 ft.	5 ft.	5 ft.	
Streetside	0	5 ft.	10 ft.	10 ft.	13 ft.	13 ft.	13 ft.	

# Appendix L. Placemaking & Power of Ten

## PLACEMAKING & the POWER OF TEN

Placemaking is the art of transforming public space into quality places in which people want to live, work, play, and learn. Placemaking refers to a collaborative process that reshapes our public realm to maximize shared value. Effective placemaking strengthens the connection between people and the places they share. While placemaking promotes better design, it also enables creative patterns of use by focusing on the physical, cultural and social identity that defines a place and supports its ongoing evolution. Through community-based participation, an effective placemaking process capitalizes on a local community's assets, inspiration, and potential, creating quality public spaces that contribute to people's health, happiness, and wellbeing. Project for Public Spaces, a nonprofit organization devoted to helping communities create and sustain public spaces, has developed the following graphic to illustrate the components of great public spaces. Placemaking initiatives are multi-functional, and many overlap with CPTED principles discussed in Chapter 4, a number of the implementation tools for economic vitality, and recommendations for building and streetscape design.

'Quality places' are active and interesting sites, visually attractive, incorporate public art and creative activities, and are people friendly with pleasing facades and good building dimensions relative to the street. These places are safe, connected, welcoming, conducive to authentic experiences, accessible, and comfortable. They also enable people to easily circulate, have a physical make up that encourages people to connect, and are able to promote and facilitate civic engagement.

Road Diet - also called "rightsizing" a road - reduces the amount of space devoted to cars, making it available for other purposes. It is a proven way of increasing safety for both drivers and pedestrians.

Placemaking can be facilitated with long-range changes and medium-range changes, as well as events and programming that can take place immediately and continue indefinitely. Examples of long-range changes are zoning and density changes, developing streetscape and pedestrian design criteria (e.g. complete streets as described in Chapter 8), and building designs. Other long-range changes may include catalyst developments, such as museums, transit centers or civic centers. Placemaking that will encourage nearer term changes include façade improvement programs, residential rehabilitation, infill development, mixed-use developments and improvements to parks and public spaces and public art installations. More immediate placemaking activities include outdoor

concerts, movies in the park, temporary street closures for "street fairs," temporary parking space conversions, and temporary road diets - closing part of a city street to create public space. All of these placemaking activities help to animate public and private

spaces, rejuvenate structures and streetscapes, improve local business viability and public safety, and brings diverse people together in positive ways.

Projects for Public Places created the term "Power of Ten," which refers to the synergy that results from having a multitude of nearby places and activities. The Power of Ten recommends that every region have ten major hubs to visit. Each hub will have ten places to visit within them, and within each of these ten there will be ten things to do while you visit. The Northern Michigan Community Placemaking Guidebook states that ten is a good target, not a magic number. The guidebook's key concept is having a variety and diversity of uses and activities within all places to attract people, and to give them reasons to spend their time there and motivation to return. Downtown Juneau will benefit from implementation of the "Power of Ten". An inventory should be developed and mapped, perhaps beginning with a "Power of Three" or "Power of Five" with the goal of growing into the "Power of Ten" over time.

The Project for Public Spaces suggests that management is vital to the success of any public space. A successful place is dynamic and uses change daily, weekly, monthly and seasonally. Successful spaces are actively managed and consistently incorporate new and creative activations. The concepts advocated for by Project for Public Places mesh well with the Main Street program, particularly as a vehicle for the active management of public places. Finding and maintaining funding is an important aspect of active management of public spaces.

Project for Public Spaces identifies Eleven Principles for Creating Great Community Places. The eleven key elements have been effective in transforming public spaces into vibrant community places. These elements are:

### The Community is the Expert

- Identify the talents and assets in the community
- Gain historical perspective and insights into to how the area functions
- Understand the critical issues and what is meaningful to people

### Create a Place, Not a Design

- Physical elements make people feel welcome and comfortable
- Manage relationships between surrounding uses and activities in the public space
- Seek to create a place where the setting, activities and uses collectively add up to something more than the sum of their simple parts

# Appendix L. Placemaking & Power of Ten

## **Look for Partners**

- Partners are critical to the success of a public space improvement

## **You Can See a Lot Just By Observing**

- Learn from others successes and failures
- Observe how people use or don't use a public space and find out why
- Continue to observe places after placemaking is introduced to learn how they should evolve

## **Start with the Petunias (Lighter, Quicker, Cheaper)**

- Don't expect to get it all right the first time
- Experiment with short term improvements (seating, public art, community gardens)
- Test and refine over time

## **Triangulate**

- Choice and arrangement of different elements in relation to each other to put triangulation in motion
- Triangulation is the process by which some external stimulus provides a linkage between people and prompts strangers to talk to other strangers as if they knew each other (Holly Whyte)

## **They Always Say "It Can't Be Done"**

- Creating good public spaces inevitably run into obstacles
- Small scale "community-nurturing" improvements can demonstrate the importance of places and help overcome obstacles.

## **Form Support Function**

- Understanding how other public spaces function, overcoming obstacles and experimentation tell you what form you need to accomplish the vision for the space.

## **Money Is Not the Issue**

- Once the basic infrastructure is in place the other elements that make the space work are not expensive (flowers, vendors, seating etc.)

## **You Are Never Finished**

- Good public spaces respond to needs, opinions and ongoing changes
- Amenities wear out
- Be open to the need for change and have management flexibility to enact change

Project for Public Spaces website

<https://www.pps.org/>

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces



## Measuring Success in Small City Downtown Revitalization Efforts

Various words are commonly used to describe successful downtown revitalization efforts. Three words that are often used, as defined by the Merriam-Webster Dictionary, are:

- Vitality – the capacity to live and develop
- Vibrancy - having or showing great life, activity, and energy
- Resiliency - the ability to become strong, healthy, or successful again after something bad happens

All three describe positive change. To demonstrate change with evidence, measures of downtown's progress must be monitored and objectively reported. This issue summarizes a literature search on Downtown Success Indicators prepared by Dr. Mary Edwards and Manish Singh of the University of Illinois-Urbana-Champaign, in cooperation with Kathleen Brown of the University of Illinois Extension.

### What Defines a Successful Downtown?

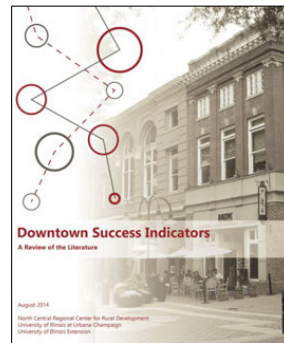
The literature review was completed to determine what constitutes "success" in small city downtowns. The review explored literature related to best places to live; downtown success stories; and research-based and empirical literature. Quantitative and qualitative indicators of downtown success were sorted into ten categories as listed below:

1. Retail Development Indicators
  - Proportion of all retail businesses located downtown
  - Increase in retail businesses over a time

- Occupancy rate (or drop in vacancy rate)
- Longevity of businesses (or turnover rate)
- Retail activity
- Daytime population
- Business mix
- Flux in downtown businesses

2. Downtown Housing Indicators
  - Proportion of city's population downtown
  - Increase in housing units over time
  - High density residential development
  - Surrounding market rate residential
  - Regulatory framework supporting downtown housing

3. Organization and Partnership Indicators
  - Active leadership
  - Downtown development authority (or organizational support)
  - Partnerships and coalitions
  - Downtown redevelopment plan
  - Community involvement (or affection from citizenry)



4. Downtown Traffic Generator Indicators
  - Proportion of city's civic and cultural uses located downtown
  - Access to natural amenities (or waterfront development)
  - Arts and entertainment amenities
  - Educational establishments
  - Civic buildings
  - Sports stadiums and convention centers

5. Preservation and Rehabilitation Indicators
  - Proportion of city's registered historic structures located downtown
  - Number of hotel/motel rooms per 1,000 central city residents
  - Rehabilitation projects
  - Historic preservation initiatives
  - Heritage tourism activity

6. Immigration and Diversity Indicators
  - Percentage of foreign born population
  - Percentage of non-white population
  - Civic leaders' attitude toward diverse population

7. Multi-functionality Indicators
  - Mixed use development
  - Office development
  - Conference/meeting space

8. Downtown Design Indicators
  - Sense of place
  - Clear boundary
  - Clear entrance
  - Design guidelines
  - Bike/pedestrian friendliness
  - Public space
  - Streetscape and façade improvement programs
  - Accessibility and connectivity

9. Branding and Promotion Indicators
  - Special events
  - Marketing initiatives

10. Downtown Finance, Employment and Demographic Indicators

- Change in assessed value of property
- Change in real property investment
- Change in downtown employment
- Percentage increase in rental value
- Lease rate comparison with peer cities
- Income of downtown residents
- Crime known to police per 1000 residents
- Make up of downtown labor force
- Environmental sustainability

### Conclusion

The literature identified a variety of indicators to define downtown success. These indicators define both traditional and contemporary perceptions of success. Traditional indicators show success in retail and finance; however, more recent indicators focus on immigration, design, housing, organization and promotion.

### For More on Economic Benchmarking

Statistical data can be used to measure progress related to your community's downtown economy. The data can be used to create a statistical snapshot or profile to help inform prospective business operators and investors about the market and demonstrate downtown's importance in the community. Extension's Downtown and Business District Market Analysis toolbox provides a list of metrics that can measure your district's economic performance.

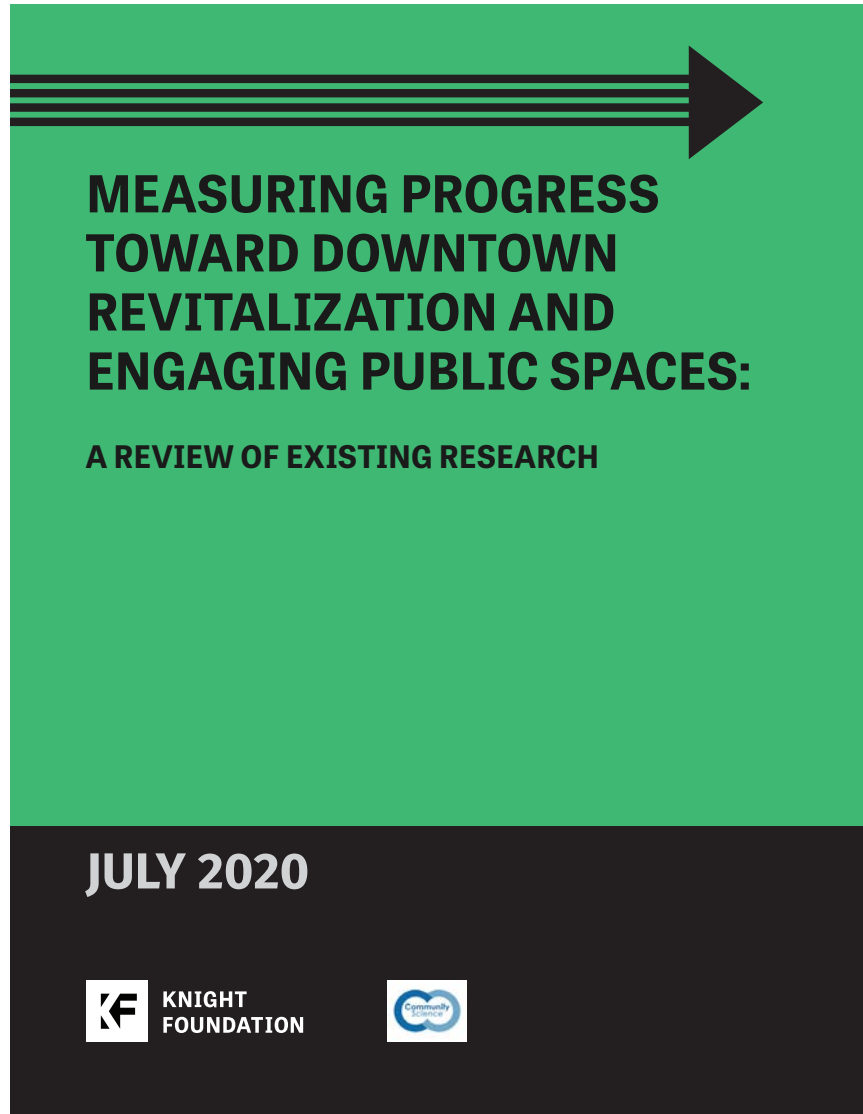
<http://fyi.uwex.edu/downtown-market-analysis/>

Source: Edwards, Mary, Manish Singh, and Kathleen Brown. "Downtown Success Indicators: A Review of the Literature." August 2014. Produced by the Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign in cooperation with University of Illinois Extension.



Contact: Bill Ryan, Center For Community & Economic Development, University of Wisconsin-Extension  
610 Langdon Street, Madison, WI 53703-1104  
PH: (608)263-4994; FAX: (608)263-4999; Dial 711 for Wisconsin Relay; HTTP://WWW.CCED.CES.UWEX.EDU  
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# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces



Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

## EXECUTIVE SUMMARY

Knight Foundation supports inclusive and equitable engagement in the communities where the Knight brothers owned and operated newspapers. Knight believes that an engaged community is one where people are attached to the place where they live and invested in the community's future.

To enhance efforts to revitalize downtowns and neighborhoods, Knight wanted a clearer understanding about how best to assess the impact of these investments. That is, which metrics, according to experts, indicate that work to revitalize downtowns and communities is taking hold? These questions were raised before the COVID-19 pandemic occurred and before the current reenergized dialogue about addressing racial inequities in the United States began. They are now more vital than ever as cities begin to reopen and recover as vibrant, equitable hubs of social, economic and civic life.

Knight commissioned Community Science to conduct a review of existing research on downtown revitalization, equitable economic development and public space activation to investigate these questions. The purpose of this report is to share learnings about what to measure in order to support similar efforts, post-COVID-19 recovery and steps to eliminate racial inequities in United States cities.

The following conclusions emerged from the review of the literature. The first two synthesize strategies that cities commonly use to foster revitalization. The remaining four are what the literature tells us about how to measure these strategies.

- **Seven well-known strategies emerged from past research as key drivers of revitalization.** These strategies include creating and sustaining a business improvement district, promoting downtown through branding and marketing efforts, investing in a diversity of mixed-use developments, attracting and keeping businesses downtown, expanding employment opportunities in the downtown or city center, creating and activating public spaces and implementing tax or other fiscal incentives.

- **Many cities build and program public and civic spaces as a revitalization strategy, seeking to increase resident and visitor attachment to these places.** Research suggests that the basic qualities that make a good place can be captured using four concepts: multifunctional spaces used every day of the week, inclusive and safe gathering spaces, attractive and comfortable places, and proximity to nature. For spaces to feel inclusive for all races, their design, including perceived safety features such as police presence and other surveillance, need to be carefully considered and balanced. These public spaces can then create a sense of place and place attachment among residents, who are motivated to protect, improve and take care of the broader place in which they live.



# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

- **Movement of people seems to matter (as residents, employees and visitors).** One measure of successful revitalization includes measuring the flow of people in and around key focus areas. Post COVID-19, understanding how movement across a community is changing will be even more critical as cities work toward recovery—even if residents' preference for density decreases.
- **"Revitalization" should be measured comprehensively, looking at trends in employment, poverty, demographics, cost of doing business, the resident experience, the health of the business and housing markets, and with an eye toward whether benefits are distributed equitably.** Interim progress measures should reflect a city's unique strategies and desired short-term goals. They should also assess equitable access to the benefits of revitalization to help prevent displacement of longtime residents and businesses.
- **Assessing civic space quality and a city's progress toward activating those spaces is best measured with multiple indicators.** Those include diversity of users, potential for interacting with the space and with others, design features that support user safety and comfort, users' immediate perceptions of the space, the presence and strength of cultural assets in or near the space, the diversity of the surrounding business mix and how often the space is used.
- **Individuals' attachment to public or civic spaces is a critical step toward revitalization; people must want to be in and draw benefit from being in an area for revitalization to occur. Measuring progress toward increased place attachment, therefore, must be measured at tangible and psychological levels.** Tangible evidence of place attachment include employment, property ownership and resident family members. Psychological indicators of attachment are positive memories and emotions, sense of belonging, positive self-esteem and positive health and well-being.

**IT IS CLEAR THAT THIS IS A MOMENT FOR CITY LEADERS TO TAKE STOCK AND PRIORITIZE RECOVERY AND REVITALIZATION STRATEGIES FOR THE FUTURE. IT IS ALSO THE TIME TO DECIDE HOW THESE STRATEGIES WILL SEEK TO ADDRESS RACIAL INEQUITIES IN AMERICAN CITIES.**

These findings are based on U.S. cities' experiences over the last 20 to 30 years.<sup>A</sup> Under normal circumstances, these experiences would serve as a valuable guide for future revitalization work. The advent of the COVID-19 pandemic, though, makes these insights even more important. It is not yet clear how social distancing and mandatory closures will affect downtowns over the long term (e.g., will residents be afraid to travel to or live downtown? Will businesses lease less office space and allow their workers to work remotely? Will public events be possible, and if not, will businesses that rely on their foot traffic leave the downtown area?). Nonetheless, it is clear that this is a moment for city leaders to take stock and prioritize recovery and revitalization strategies for the future.<sup>B</sup> It is also the time to decide how these strategies will seek to address racial inequities in American cities.

There is value in looking to the past and adapting those lessons to the current reality. For example, knowing that people who feel connected to a place and to each other are more likely to stay and invest can inspire

innovative strategies for fostering connections even within the constraints of COVID-19. Similarly, cities may prioritize supporting the recovery of their small independent retailers given their importance in creating vibrancy and drawing visitors and residents to the area. They may also seek to invest in small businesses owned by people of color to ensure they have the resources to thrive and support the communities in which they are located. The outcome measures highlighted in this report will continue to be relevant, though adaptations may be needed at times. For example, it will still be important to measure the quality of a public space but specific questions related to safety and comfort may need to be adapted to reflect social distancing.

Cities have been at the center of public health crises in the past and have found ways to adjust and thrive once more. With strategic and coordinated action by business and government leaders, this can again be possible. As leading global experts recently explained, "if the world's cities find ways to adjust, as they always have in the past, their greatest era may yet lie before them."<sup>C</sup> With city leaders focused on addressing racial inequities, there is hope that this great era will include pathways for access and prosperity for all residents.

**CITIES HAVE BEEN AT THE CENTER OF PUBLIC HEALTH CRISES IN THE PAST AND HAVE FOUND WAYS TO ADJUST AND THRIVE ONCE MORE. WITH STRATEGIC AND COORDINATED ACTION BY BUSINESS AND GOVERNMENT LEADERS, THIS CAN AGAIN BE POSSIBLE.**

A This time frame was selected because it includes most of the literature related to revitalization and public spaces.  
B See Richard Florida et al., "How Life in Our Cities Will Look After the Coronavirus Pandemic," *Foreign Policy*, May 1, 2020, <https://foreignpolicy.com/2020/05/01/future-of-cities-urban-life-after-coronavirus-pandemic>, and Derek Thompson, "The Pandemic Will Change American Retail Forever," *The Atlantic*, April 27, 2020, <https://www.theatlantic.com/ideas/archive/2020/04/how-pandemic-will-change-face-retail/610738/>.

C Florida et al., "How Life in Our Cities Will Look."

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces



## CONTENTS

Executive Summary	2
<b>1 Introduction</b>	<b>6</b>
<b>2 Investment in Downtown Revitalization</b>	<b>8</b>
2.1 Which strategies contribute most to downtown revitalization?	8
2.2 How have others assessed the efficacy of downtown revitalization strategies across time?	13
2.3 What is the strength of evidence for these metrics and their ability to predict downtown revitalization over time?	16
<b>3 Investment in Public Space Activation</b>	<b>18</b>
3.1 How are active public spaces related to vibrancy and downtown revitalization?	19
3.2 Which strategies contribute most to public space activation?	20
3.3 How have others assessed the efficacy of public spaces and place attachment?	22
3.4 What is the strength of evidence for metrics connecting public space activation to downtown revitalization?	25
3.5 Challenges to Measuring Public Spaces and Place Attachment	26
<b>4 Conclusions</b>	<b>27</b>
References	29
Appendix A: Methods	32
Appendix B: Detailed Strategies and Metrics of Downtown Revitalization	34
Appendix C: Detailed Qualities of Public Spaces	40
Appendix D: Details for Measuring Place Attachment and Brand	42
Acknowledgements	45

## INTRODUCTION

Knight Foundation believes that an engaged community is one where people are attached to the place where they live and are invested in their community's future. One of Knight's priorities is to accelerate existing momentum to revitalize downtowns and neighborhoods, with a particular emphasis in several communities on supporting engaging public spaces.

But what does success look like? What are the signposts that show work to revitalize downtowns and communities is taking hold? Knight asked Community Science to review existing literature in the field to help answer these questions. The purpose of this report is to share learnings as widely as possible, in order to support other, similar efforts. This is even more important in the wake of the COVID-19 pandemic and as a part of the reenergized dialogue about addressing racial inequities in the United States. City leaders must decide how to reopen and rebuild their local economies, attract visitors and reknit a sense of community among residents. This year has brought new challenges and opportunities; the findings in this review may help in that they highlight how cities have recovered from past crises and returned as vibrant, equitable hubs of social, economic and civic life.

The review focused on three bodies of literature—literature focused on downtown revitalization (revitalization),<sup>2</sup> equitable economic development, and public space creation and activation.<sup>4</sup> The specific focus on separate bodies of literature for revitalization and equitable economic development was necessary because traditional revitalization practices and literature rarely consider how strategies and their

outcomes may benefit or harm different groups and constituents. This is clear when one looks at historic policies and practices that have limited—and even denied—opportunities for people of color and people from low-income communities.<sup>1</sup> Because of this, and the likely cost of not considering equity and inclusion, we reviewed and integrated findings from studies in the emerging field of equitable economic development into the relevant discussions of downtown revitalization and investments in public spaces.

The literature review found that research conducted on revitalization, equitable economic development and public spaces primarily used direct observations, case studies and perspectives from city administrators and city planners. There were a small number of cases focused on validating measurement tools, exploring trends over time and providing theoretical connections of strategies to measurements, but these were rare and almost exclusively focused on strategies related to public spaces. Additionally, large-scale, longitudinal studies relied on macro-level indicators (e.g., employment rates, average household income, overall GDP and poverty rates), which are not as accurate or timely when measuring micro-level changes in specific neighborhoods or communities.

D. In our review, we defined "revitalization" as improvements to downtowns or cities to reinvigorate the designated areas, making them desirable places to live, work and play.  
E. Creating and activating public spaces is a strategy used on its own or in connection to revitalization efforts where community spaces and other public spaces are developed or redesigned to create a greater sense of place and attachment to the area.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces



## INVESTMENT IN DOWNTOWN REVITALIZATION

Downtown districts, whether in small, medium or large cities, function as the heart and soul of their cities.<sup>9</sup> They are “symbolic forces and unifying centers” and often provide connections to the cities’ history and heritage.<sup>9</sup> Downtowns are also the heart of consumer spending, with one study finding that 80% of all non-lodging related spending occurs downtown and is a key contributor to local tax revenues.<sup>85,86</sup> With this context, many cities seek to develop or revitalize their downtown centers in order to bring greater prosperity to their communities.

### 2.1 Which strategies contribute most to downtown revitalization?

Historically, the strongest strategic contributors to revitalization have been related to economic development (e.g., creating and sustaining a business improvement district and implementing tax credit programs and incentives) and placemaking.<sup>f</sup> These contributors were complemented by an emerging body of literature about the importance of equitable economic development. All of the strategies shared a focus on regenerating city centers to make them accessible to all residents and local business owners and attractive places for people to live, work and play at different times of the day, seven days a week.

In addition to these overarching themes, a few other key elements emerged as important for revitalizing downtowns and neighborhoods:

**Inclusive Growth.** If revitalization efforts are to improve the lives of all residents and remove structural barriers to achieving a high quality of life, then inclusive growth must be the focus for local economic developers, city officials and mayors.<sup>4,5</sup> By putting equity and inclusion at the center of their thinking, cities can create the conditions to raise standards of living for all residents, which evidence has shown is

From these studies, we identified strategies that leaders in the field consistently support and consider effective (see next section) even if not proven effective by rigorous study designs. Additionally, there is evidence that comprehensive revitalization strategies focus on the “double bottom line” of economic returns and community benefits.<sup>7</sup> These strategies focus on improving a specific place in a community and the lives of the people who live in and near that place. By taking this more comprehensive approach, there is greater opportunity to capitalize on the community’s assets (i.e., purchasing power, innovation or collective energy). These initiatives and investments consider the likely beneficiaries and take steps to ensure that existing residents and businesses can participate in the local improvements. This is critical in that “there is evidence that diversity is good for growth: more diverse metro areas have more business starts and higher rates of self-employment, which in turn are associated with growth in jobs, output, productivity, and per capita income.”<sup>8</sup>

There are also a large number of overlapping revitalization metrics recommended in the literature, which the authors prioritized based on their review across sources and our experience in the field. Some metrics are based on commonly used strategies or proposed theoretical connections between a strategy and its outcome.

The literature on strategies and metrics for public spaces used a wider set of research methods (e.g., surveys and focus groups) and analysis procedures (e.g., content analysis, structural equation modeling [SEM] and factor analysis) to validate measurement tools and understand the qualities of a good public space. The authors reported the findings from these studies and organized the literature on public spaces around a theoretical pathway depicting how public spaces relate to place attachment. They theorized that public spaces strengthen place attachment, retaining current residents and attracting new residents and businesses. This attachment, in turn, contributes to the growth of the local business sector and the desire of current residents to take ownership over the future of their spaces. This is consistent with the foundation’s belief that an engaged community is one where people are attached to the place where they live.

The authors attribute the field’s reliance on experiential data rather than statistically proven best practices to a number of interconnected factors. First, understanding impacts of revitalization, equitable economic development and public spaces requires the measurement of whole community systems over a long period of time to establish an accurate correlational relationship. These types of research studies are costly and difficult to conduct as cities, communities and neighborhoods are constantly changing and affected by myriad programs and initiatives. Over the last two decades, several initiatives (e.g., National Neighborhood Indicators Partnership and Community Indicators Consortium) have worked to establish frameworks for measuring community change, however resources are limited for the evaluation and research needed to test and validate these approaches. Finally, the availability of local data that is representative and publicly accessible is a constant challenge. Advancements in data science, technology and the proliferation of smart devices in public settings will help to alleviate some of these issues and strengthen future research on these subjects.

The remainder of this report will describe the strategies, metrics, contextual limitations and strength of evidence for revitalization and public spaces. Inclusion and equity strategies and metrics will also be used as running themes throughout this report to highlight the ways that revitalization and the creation and activation of public spaces can be implemented in equitable ways.

<sup>f</sup> Placemaking is a “collaborative process by which we can shape our public realm in order to maximize shared value. ... Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.” “What Is Placemaking?” Project for Public Spaces. <https://www.pps.org/article/what-is-placemaking>.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

**BY PUTTING EQUITY AND INCLUSION AT THE CENTER OF THEIR THINKING, CITIES CAN CREATE THE CONDITIONS TO RAISE STANDARDS OF LIVING FOR ALL RESIDENTS, WHICH EVIDENCE HAS SHOWN IS NEEDED FOR CITIES TO BE COMPETITIVE AND HAVE ECONOMIC GROWTH.**

needed for cities to be competitive and have economic growth.<sup>6</sup> Key elements for equitable and inclusive growth are investing in people (e.g., committing to skill development strategies for the entire workforce and improving living standards for all residents through programs such as apprenticeships and livable wages) and acknowledging and working to address the uneven balance or effects of investments in less advantaged neighborhoods and local clusters of business. These strategies require a level of intentionality to embed equity and inclusion in every aspect of revitalization efforts. Without this, strategies tend to focus on the place without the complimentary focus on the people. This can result in vibrancy that benefits new residents and displaces existing residents and business owners,<sup>7</sup> falling short of the comprehensive revitalization that holds promise for the greatest community gain. A critical way to embed equity in revitalization work is to include a set of mixed metrics focused on measuring poverty and inequity based on race, ethnicity, class, age and gender (and other less-advantaged identities) to the measurement process.

**Context of Place.** Context and people matter—and are unique. Revitalization will look different in any two cities based on the city or on the region in which they are

located;<sup>8–10</sup> existing businesses and land use patterns; cultural, institutional and natural assets;<sup>2, 4, 12</sup> and stakeholders' visions and goals of revitalization.<sup>10, 13–16</sup> Revitalization, therefore, must include strategies that are customized for a particular community.

**Build on Assets.** One important way to ground strategies in place is for downtowns to leverage their unique cultural and institutional assets and natural amenities to draw businesses, residents and tourists. Cities and downtowns should consider both their assets and goals when determining their revitalization strategies, as well as engaging a diverse range of residents and public and private sector stakeholders in determining their vision and goals.<sup>10, 12, 15, 17</sup> The questions to ask when planning revitalization are: “What does your community want to become?” and “Who does it want to welcome and include?”<sup>28</sup>

**ONE IMPORTANT WAY TO GROUND STRATEGIES IN PLACE IS FOR DOWNTOWNS TO LEVERAGE THEIR UNIQUE CULTURAL AND INSTITUTIONAL ASSETS AND NATURAL AMENITIES TO DRAW BUSINESSES, RESIDENTS AND TOURISTS.**

Even though no two downtowns are alike in their starting points, patterns emerged that point to strategies and resources to leverage to create healthy, vibrant downtowns. Exhibit 1 shows the downtown equitable economic development strategies that were most frequently identified in the studies and literature reviews we analyzed as critical to revitalization success.<sup>9</sup> As stated earlier, there were no studies that definitively showed that one strategy was more

effective than another (see section 2.3 on strength of evidence for additional information).

The remainder of this section will review the identified strategies and provide details on what has been observed from our review. We organized strategies into three groups: group 1 included overarching strategies and supporting infrastructures for successful revitalization (see yellow circles); group 2 included traditional economic development strategies (see blue circles); and group 3 included place-related strategies (see pink circles). We present our discussion of the creating and activating public spaces strategy in its own section later in the document to allow for a deeper description of the related aspects of creating quality places and residents engagement with those spaces.

It is important to note that, as recovery and rebuilding begin after the COVID-19 pandemic, there will likely be shifts in the relative importance of these strategies and how they might best be implemented. In fact, leading scholars have differing views on how the pandemic will affect downtowns and what strategy shifts might be needed.<sup>11</sup> For example, if corporations decide to lease less downtown office space and allow for increased virtual working, this could send shockwaves throughout downtowns, affecting businesses that have historically served office operations and their employees. It could also create opportunity for city, downtown and industry leaders to create new visions for their districts and make strategic decisions for future investment, policies and programs.

Because this review was completed prior to the pandemic, the full impact of which is still unfolding, we have reported on the findings of prior literature, though noting where the pandemic is likely to have the greatest influence going forward. For each strategy below, we have also noted how city leaders can use these strategies to foster equity in the recovery.

**Exhibit 1. Leading Effective Downtown Development Strategies**



**Create and sustain a business improvement district.**

A business improvement district (BID) is a nonprofit comprising public-private partnerships in which the government collects added taxes or fees on all properties and/or businesses in the area, but the BID determines how money is spent. BIDs exist widely in both small and large cities to plan, facilitate and implement revitalization projects and services that are flexible to local context. Because local governments often lack the capacity and resources to take on downtown regeneration projects and maintenance, BIDs fill human infrastructure needs and perform services such as cleaning, security, marketing, capital improvements (e.g., street lighting and greenery), and equitable economic development (e.g., incentives or loans to bring in and help expand businesses).<sup>18</sup> A New York City study found that BIDs, on average, increased property values by 15% compared to properties in the same neighborhood outside of the BID (with no impact on residential property values).<sup>19</sup> Another study found that BIDs decreased property crimes and that BID security services have a preventive effect on crime.<sup>20</sup>

G As mentioned earlier, we have brought together the two bodies of literature—traditional economic development literature and the emerging literature on equitable economic development—into a single set of strategies. This was feasible given that findings in both bodies of literature were complementary.

H Florida et al., “How Life in Our Cities Will Look.”

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

In addition, BIDs can foster equity by ensuring that the distribution of funds and projects across an area does not largely benefit or harm one group of residents and the BID board represents diverse business sectors and a diverse group of people to give voice and decision-making power to all groups in a place.

Implement tax increment financing, preservation tax incentives and other fiscal incentives. Local governments leverage tax increment financing and other tax incentives to attract investments, often in concert with the above economic strategies, to catalyze downtown investment (such as financing mixed-use developments, adaptive reuse or historic preservation). For example, financial incentives such as low-interest loans could be used by property owners for rehabilitation, infill development, historic preservation and façade improvement.<sup>21</sup> Local governments could incentivize the rehabilitation of historic buildings that contribute to the downtown's sense of place through façade improvement grants, design guides to help ensure redevelopment reflects the character and size of existing buildings, and preservation tax incentives.<sup>22</sup> Equity considerations would ensure that any tax or fiscal incentive is accessible to all residents and in all districts, as communities of color have experienced (and continue to experience) discriminatory banking and housing practices.<sup>23</sup>

Promote downtown through branding and marketing efforts. Effective branding and marketing of downtowns can draw residents, tourists and businesses downtown. A downtown's brand identity can create or highlight a sense of place and communicate its unique value, or why one should live, work or visit this downtown as opposed to a downtown in another region or city. If the branding of a downtown area is too narrow—for example, focusing on attracting highly educated business executives—a large segment of people may feel excluded. An inclusive branding strategy would be careful to ensure that a downtown's story is representative of all perspectives and experiences that contribute to the culture of the area.

Research shows that business owners, city planners and local government officials perceive that branding, including creating a positive image of downtown,

**A DOWNTOWN'S BRAND IDENTITY CAN CREATE OR HIGHLIGHT A SENSE OF PLACE AND COMMUNICATE ITS UNIQUE VALUE, OR WHY ONE SHOULD LIVE, WORK OR VISIT THIS DOWNTOWN AS OPPOSED TO A DOWNTOWN IN ANOTHER REGION OR CITY. IF THE BRANDING OF A DOWNTOWN AREA IS TOO NARROW—FOR EXAMPLE, FOCUSING ON ATTRACTING HIGHLY EDUCATED BUSINESS EXECUTIVES—A LARGE SEGMENT OF PEOPLE MAY FEEL EXCLUDED.**

creating a sense of community and increasing visibility through marketing is important for a downtown's success.<sup>24,25</sup>

Attract and keep local businesses downtown. Local businesses are an integral part of thriving downtowns. Although downtowns are shifting away from a retail model, local businesses still provide additional jobs and tax revenues. Compared to big-box stores, local businesses have a higher multiplier impact on the local economy; local retailers and restaurants return 52% and 78.6% of revenue to the local economy, respectively, leading to additional jobs and tax revenues for the local economy.<sup>26</sup> Some incentives to attract and keep businesses include façade improvement grants to help businesses remodel downtown buildings, retail assistance programs to offset the initial costs of the location, and incubators to assist startups with space and to fill vacant lots.<sup>9</sup> An equity lens for this strategy would pay attention to the types of business

owners that are accessing business improvements and to the types of jobs being brought into the area by attracted businesses. The goal would be for new businesses to bring employment opportunities that benefit current downtown residents at an equal or greater rate than attracting a younger, potentially higher-educated population from outside the local area. In this way, local capacity can be built for businesses and residents, instead of replacing the existent and established workforce.<sup>27</sup>

Local businesses already located downtown may need additional support as they work to recover from the COVID-19 pandemic. Local businesses tend to be smaller and undercapitalized. Residual effect of the pandemic, with reduced sales and potentially high costs, will put these businesses at greater risk for closure. At the same time, if the pandemic leads to reduced lease rates, there may be opportunities to recruit local businesses to fill downtown vacancies.<sup>28</sup>

Expand employment opportunities downtown or in the city center. Expanding employment opportunities is a strategy that is pertinent to a broad range of cities and is often coupled with other revitalization strategies. When employers are located downtown, they provide a daytime population and customer base for local businesses,<sup>29</sup> increasing the cash flow in these areas and contributing to the vitality of the city center. Expanding high-skilled jobs within healthcare and education<sup>29</sup> and expanding employment in anchor institutions<sup>29</sup> have been shown to successfully increase employment opportunities in downtowns for populations that are educated. As with the equity point in the previous strategy, new employment opportunities can provide the potential for skill-building, advancement and benefits, with the goal of allowing current residents to live meaningful lives and make a respectable living.<sup>1,4,31</sup> This approach has been successfully implemented in Milwaukee, where the BID requires 22 jobs per acre and that minimum wage standards be met before a business is able to purchase in their industrial park.

In the post-COVID-19 era, there may be a tendency for businesses to explore leaving the downtown area. City leaders will need to engage with businesses to motivate

**DOWNTOWNS SHOULD CONDUCT HOUSING AND BUSINESS DISTRICT MARKET ANALYSES TO DETERMINE ECONOMIC NEEDS AND UNFULFILLED OPPORTUNITIES, AND DECIDE WHAT CAN AND SHOULD BE DONE TO IMPROVE THE ECONOMIC CONDITIONS IN THE COMMUNITY IN WAYS THAT ALIGN WITH AGREED-UPON ECONOMIC GOALS AND OBJECTIVES.**

them to maintain their presence and commitment to these important city centers. This could take the form of advocacy and branding campaigns that highlight the centrality of the district, additional placemaking efforts and accommodations for COVID-19 social distancing requirements.

Invest in diverse mixed-use developments for commercial and residential spaces and when redeveloping vacant property. The literature shows that diversifying the use of spaces and building on existing assets can be a successful strategy for creating vibrant downtown spaces. Having a mix of uses generates pedestrian traffic throughout the day and creates a lively streetscape.<sup>22,32</sup> In a survey of cities declining in vitality, nine of the ten lacked a variety of land uses<sup>34</sup> and in eleven surveyed downtowns with regional and national reputations for outstanding downtowns, all shared a commitment to mixed-use developments in current design and when planning new developments.<sup>35</sup> Critical in the mix of uses are residential properties. Downtown residential markets ensure that there is foot traffic after business hours and on the weekends. Additionally, an influx of residents leads to demand for more amenities, such as supermarkets and entertainment facilities.<sup>9</sup> However, the literature did not suggest a formula for the

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

“right” mix of housing, shops, restaurants and cultural and civic centers to create a vibrant downtown. Instead, downtowns should conduct housing and business district market analyses to determine economic needs and unfulfilled opportunities, and decide what can and should be done to improve the economic conditions in the community in ways that align with agreed-upon economic goals and objectives.<sup>32</sup> When filling vacant lots

or underutilized parking lots, another important land use to consider is public space. These lots can be turned into community assets, such as gardens or public art displays that everyone can access and enjoy for free. In each of these cases, policies are needed alongside implemented strategies to protect existing property owners and residents from any rapid new development and potential displacement.<sup>36-38</sup>

## 2.2 How have others assessed the efficacy of downtown revitalization strategies across time?

Metrics are important for understanding a downtown's starting point, before revitalization has taken place, and for measuring progress of the chosen strategies. Metrics can also be used to understand whether strategies are being applied equitably for all residents and guide any needed adjustments. Our review of the literature saw that metrics on revitalization focused on broad economic measures, demographics and resident experiences, and the health of specific sectors—mainly housing and business. These metrics<sup>39</sup> are presented in Exhibit 2. We also identified metrics that measured the image or brand of the place and other features, which are discussed further in the section on created and activated public spaces (i.e., multi-use, attracting and retaining residents or businesses, pedestrian friendly, cultural diversity, crime, street and building aesthetics, and availability of events and activities).

### Economic Metrics

Authors who focused on economic metrics developed comprehensive frameworks to measure the health of a downtown. These included Tyler's Health Perception Index,<sup>39</sup> the National Trust for Historic Preservation's Main Street Program Indicators<sup>41</sup> and Burayidi's Downtown Resilience Scorecard<sup>35</sup>—all of which considered employment rates, job availability,

incomes and poverty as elements to measure and categorize downtowns. International metrics on urban core areas also used variations of broad economic metrics of employment rates, job creation, incomes and poverty.<sup>39</sup> The work of McKinsey & Company and the Brookings Institution also examines employment rates, job creation and income growth to track revitalization.<sup>3,41</sup> These metrics are generally viewed as the best measures to gauge the long-term success of revitalization, though we also recommend considering metrics that capture the movement of individuals (e.g., percent of city's residential population living downtown and growth in retail sales). See section 2.3 on the strength of evidence for predicting revitalization over time.

### Demographics and Resident Experience Metrics

Demographic measures are employed to track demographic growth and shifts in the designated areas, as well as to gauge aspects of residents' quality of life. When demographic metrics were used, they included education level and age of the local labor force, income (i.e., median income, income disparity, poverty rates and household income), immigration into the designated area, percent and representation of

people living and working downtown, and descriptions of the overall downtown population (e.g., education, foreign-born, employed and living downtown).<sup>3, 8, 10, 12, 13, 16, 42</sup> Anytime demographic growth (e.g., change in educational attainment or income) is assessed, it should be disaggregated by race and ethnicity to understand how trends are affecting different populations and whether growth is inclusive and opportunities are equitable. In terms of key targets for fostering revitalization, Burayidi's scorecard suggests that 5% of a city's population reside downtown and that at least 2% of the city's population be foreign-born. In addition, when downtowns are revitalized, they must ensure that longtime residents are not displaced by rising rents and property taxes.<sup>1</sup> To track this, downtown leaders regularly analyze changes in race, gender, education status and income of residents to identify any rapid changes that might indicate displacement. They also compare how representative downtown residents and workers are of the broader city.<sup>33, 44</sup>

### Sector-focused Metrics

Metrics focused on the health of the housing and business sectors were most frequently used to describe the markets of the respective sectors. The business sector metrics examined vacancy rates, business longevity or turnover, diversity of business sectors, sales, available financing and hours of operation.<sup>9, 12, 18, 24, 45, 51</sup> Housing metrics looked at vacancy rates, length of ownership, property values, land use mix, financing statistics (i.e., loan amounts and mortgage ratios), and quality of housing.<sup>9, 13, 15, 16, 30, 40</sup> Two data studies went further than identifying metrics, seeking to establish specific thresholds needed for a successful downtown. The Destination Development International surveyed more than 400 small and big downtowns across the United States, Canada and Western Europe to identify 20 ingredients for downtown success. They included a downtown occupancy rate of at least 97%; less than 5% business turnover per year; a minimum of ten businesses open past 6 p.m.; and a good mix of businesses (at least ten that sell food and ten retail shops).<sup>47</sup>

Burayidi's scorecard used a similar threshold to define resilient downtowns as those where more than 8% of all retail businesses in the city are downtown.

In general, the health and business sectors' measures aimed to quantify the costs of or barriers to living and working downtown, facilitating factors for new business or new uses of the downtown, and how long residents and businesses remain downtown. For all of these measures, it is important to disaggregate analysis by demographic characteristics where data is available. This is critical because applying these metrics as neutral and “color blind” unintentionally can mask negative experiences of residents in minority groups who are nested within majority areas.

### Selecting Metrics to Measure Progress

As discussed in the next section, the literature has not established definitive metrics that all communities should use to assess whether their revitalization efforts are making a positive difference. Instead, the consistent guidance is that metrics be customized to intended strategies, that they track who is benefitting from and being negatively affected by the strategies and should measure progress over time. Because revitalization occurs over an extended period, planned metrics need to consider this. While process measures such as the existence of a BID or the rehabilitation of a historic property are immediately visible, it takes years after strategies are implemented to show economic growth, population growth or a change in the perception of the image of a downtown.

Exhibit 2 presents metrics that have been used to measure each of the previously discussed strategies in regard to revitalization. A more detailed version of Exhibit 2 is also found in Appendix B. The following section describes the strength of these metrics.

<sup>1</sup> The metrics presented in this section were derived from several literature reviews focusing on revitalization as well as individual studies. We also used our own experience measuring community development to determine the usefulness of revitalization metrics. The available literature did not allow us to make a final conclusion on which metrics were optimal because studies did not compare and contrast the usefulness of the metrics. The strength of evidence is further discussed in subsequent sections.

<sup>J</sup> For recent evidence on the prevalence of displacement in rapidly improving neighborhoods, see Jason Richardson, Bruce Mitchell, and Juan Franco, “Shifting Neighborhoods: Gentrification and Cultural Displacement in American Cities,” National Community Reinvestment Coalition (March 2019), <https://nccrc.org/gentrification/>.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Investment in Downtown Revitalization

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

**Exhibit 2. Strategies and Metrics of Downtown Revitalization**

In the Strength of Evidence column, green represents metrics that were validated and share consistent findings across two or more studies and yellow indicates metrics that were validated but only by one study.

REVITALIZATION STRATEGY	METRIC TYPE	METRIC	STRENGTH OF EVIDENCE
Create and sustain a business improvement district		Number of businesses located downtown	●
		Growth in retail sales	●
		Longevity of small businesses	●
		Increase in property values	●
		Resident representation in the business improvement district advisory board or governance	●
		Racial and ethnic composition of the business improvement district	●
		Citizen attitude toward downtown	●
		Crime rates	●
Promote downtown through branding and marketing efforts		Positive media mentions of downtown	●
		Brand identity and positive image	●
		Visibility of downtown marketing (publicity, social media, peer reviews)	●
		Number of and attendees at special events	●
		Number of hotel and motel rooms per 1,000 central city residents	●
Invest in diversity of mixed-use development, including housing, and in filling vacant property		Percent of city's residential population living downtown (threshold: 5%)	●
		Growth in the number of housing units downtown	●
		Population growth (+/- change over time)	●
		Percent of city's housing units located downtown	●
		Diversity of resident tenure	●
		Percent of civic and cultural facilities located downtown	●
		Percent of city's historic property located downtown (threshold: 20%)	●
		Existence of a gathering place or point of arrival	●
		Vacancy rates (commercial, residential, etc.) and vacant lots	●
Attract and keep businesses downtown		Percent of retail businesses in city located downtown (threshold: 8%)	●
		Diverse business mix/store types	●
		Storefront occupancy rate (threshold: 97%)	●
		Business turnover per year (threshold: -5%)	●
		Growth in retail sales	●

Economic Placemaking Sector: Housing Sector: Business Built Environment Demographics

REVITALIZATION STRATEGY	METRIC TYPE	METRIC	STRENGTH OF EVIDENCE
Expand employment opportunities in the city and downtown or in city center (disaggregate employment measures by race and ethnicity)		Percent of city residents working in the city	●
		Unemployment rate	●
		Labor force participation rate	●
		Net new jobs	●
		Median household income	●
		Poverty rate	●
		College degree attainment	●
		Foreign-born population	●
Implement tax credit programs and incentives		Proportion of jobs in finance, insurance and real estate (FIRE), healthcare and/or education industries	●
		Amount of private investment leveraged as a result of public funding	●
		Amount of redevelopment funds invested to enhance downtown's public spaces/attractiveness	●

Note: The appendix indicates which metrics are recommended for assessing equitable processes or outcomes.

## 2.3 What is the strength of evidence for these metrics and their ability to predict downtown revitalization over time?

When deciding which metrics to use, a community should consider how likely the metrics are to accurately measure the outcomes they are working toward. One way to do this is to look at the ways the metrics have been used in the past by researchers and other cities. The following section describes this history and then explains how this affected the recommendations presented in Exhibit 2.

The majority of articles found and reviewed used a case study methodology, featured a single downtown or cases of downtowns, or relied on reflections from urban professionals, planners and city officials as data sources.<sup>41, 25, 40</sup> The lack of statistically rigorous studies is likely due to the complexity of measuring downtown revitalization. At a fundamental level, revitalization is a complex concept and a generally accepted definition of revitalization has yet to be agreed upon in the field. This makes it difficult to determine all the metrics necessary to measure the phenomenon. Outcomes of revitalization are also difficult to describe using

quantitative data alone; effective descriptions require the use of qualitative data and examples of what a thriving or vibrant area is like. Additionally, revitalization strategies bridge several fields of study focusing on the interaction between people and place inside a city or local area, which contains its own set of attributes and challenges. Finally, the state of being revitalized is fluid and difficult to capture as an outcome, requiring the use of more process-oriented studies to monitor improvement across time.

Most of the articles examined success by comparing groups of downtowns, and only a small number of articles studied trends over time. In studies that compared trends across time, cities did not always achieve meaningful improvements, despite already being considered thriving or less optimal at baseline.<sup>45</sup> Additionally, some cities experienced improvements in some areas and had worsening outcomes in others, making it difficult to conclusively say a city achieved revitalization. This may be due to an overreliance on



# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces



broad quantitative data alone to measure and predict revitalization, which may have overlooked qualitative changes made in the focus areas, including the feeling or perception of achieved improvement.

From this literature and in light of the complexity described, we have proposed the metrics listed in Exhibit 2. For each metric, we assessed the strength of metrics based on consistent use of the metrics across articles, our own expertise with measuring community development and the presence of metrics in articles that focused specifically on measuring revitalization. Metrics that did not meet at least two of these criteria were not included in our recommended list of metrics. Metrics rated as green were consistently used in articles measuring revitalization and are known to be indicators of community development and/or positive aspects of a community. Metrics rated as yellow have been shown to be of strong practical use or were used frequently in the literature. The strength of evidence did not consider methodologies used, as the majority of articles focused on retrospective case studies and did not present enough variation on this criteria to contribute additional value to the assessment.

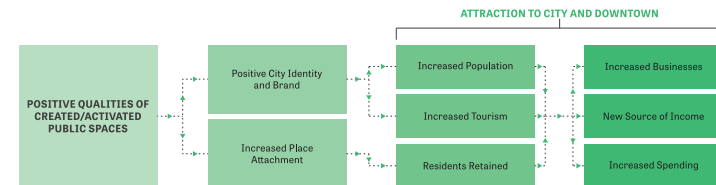
The metrics in Exhibit 2 are a comprehensive set of process and outcome measures that account for the challenges in measuring revitalization. It is important to note that, due to the designs of the studies from which we drew the metrics, they should be considered as recommendations and not definitive guidance. As such, communities may want to consider the relevance of all metrics and select the metrics that are most closely aligned with strategy goals, even if the strength of evidence is shown as yellow. Also, in addition to identifying metrics to track by strategy, there may be value in communities tracking the most frequently identified economic metrics (i.e., employment rates, income, poverty and job creation) and a few metrics that track human movement into the downtown (e.g., percentage of city's residential population living downtown and special event attendees), all of which are captured in Exhibit 2. We suggest this because there is inconclusive evidence that the economic metrics alone can indicate revitalization (see above). When measured with metrics that help to illustrate the flow of people, there may be the correct combination of metrics

to more accurately assess the presence of vibrant, revitalized downtowns. These additional movement metrics embody qualitative factors of a city and its residents that economic metrics may miss on their own. Understanding the flow of people through an area could be a critical measure of a thriving area because people visit a space for a multitude of reasons beyond economic benefit, allowing this measurement to act as a multidimensional outcome.

## INVESTMENT IN PUBLIC SPACE ACTIVATION

Many communities across the United States have chosen to invest in public spaces, which connect people to the places where they live and to the public life of the community. Historically, these connections to public spaces were seen to foster resident commitment to the downtown, neighborhood or overall city, which in turn was believed to increase population and facilitate revitalization. These various objectives of engaging community are illustrated in the pathway presented in Exhibit 3. After the COVID-19 pandemic, the exact role of public spaces in supporting resilient downtowns and neighborhoods may shift but they are still likely to be vitally important to equitable recovery.

Exhibit 3. Pathway Connecting Public Spaces to City Outcomes



The remainder of this section summarizes the degree to which there is evidence that active public spaces foster vibrancy and revitalization, presents characteristics of activated public spaces and how activation can be measured, describes how to measure place attachment and brand identity, and ends with a discussion of the strength of the evidence for these observations.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

## 3.1 How are active public spaces related to vibrancy and downtown revitalization?

Our review of the literature suggests that the connection between public spaces and revitalization is not a direct relationship, but is likely connected through positive place attachment.<sup>6</sup> Our experience with creative placemaking also suggests that building public spaces alone does not create thriving downtowns or city centers, especially when spaces are constructed without resident buy-in. The public spaces must first create a sense of place and place attachment among residents, who are then motivated to protect, improve or take care of the broader place in which they live. Also, having public spaces that create a sense of place and place attachment contributes to the development of the identity or brand of the larger city or downtown center, which can be used to attract tourists and new residents. In this way, a city's public spaces and brand

can contribute to improvements of the economic opportunities and outcomes within a city or downtown area (see Exhibit 4). This theory of change is illustrated by the collective work around Reimagining the Civic Commons, an initiative focused on transforming "shared civic assets to foster engagement, equity, environmental sustainability and economic development in [selected] cities."<sup>7</sup> In this work, the initiative uses a measurement framework that assesses aspects of public spaces, civic life, social cohesion, housing, economics and some demographic factors.<sup>49</sup> While the framework was based on stakeholder experience rather than rigorous research (likely due to the dearth of research studies), it provides an example of measuring a multifaceted revitalization project using a public spaces strategy.

**Place Attachment:** Place attachment is a construct emerging from various attitudes about a single place (e.g., public park) or a larger geographic area (e.g., neighborhood, city, state) in which people live or wish to live.<sup>50-52</sup> Place attachment also shares elements with other well-established measures of connection with place, such as sense of community and social cohesion.<sup>53,54</sup> Whereas these constructs are broad and place more emphasis on the relationships between people, place attachment focuses on an individual's sense of identity derived from and shared with a place. The strategies and framing for creating good public spaces were more aligned with the place attachment construct, but the use of social cohesion and sense of community as measurement frameworks could provide supplemental metrics for strategies focusing on the relationship aspects of a community.

Three types of place attachment have been operationalized as *attachment/self-extension*, *environmental fit* and *place-self congruity*. Attachment/self-extension refers to how strongly a person's identity is tied to the place; environmental fit speaks to a person's sense of belonging in the place; and place-self congruity is a person's assessment that they and the place share a common set of values or culture. When a person has positive psychological experiences with a place their attachment to the place is strengthened. Other factors that contribute to the formation of place attachment are the extent to which a person is rooted to the place via employment, family ties, memories of life experiences and historical ties.<sup>46,50</sup>

**Place Identity or Brand:** A place's identity, or brand, is a characterization of the place based on cultural values, policies, demographics, assets, or other unique features. Residents and city-sponsored marketing can brand a place internally, but external entities can also brand a place by highlighting key features of the place, in comparison to other places (e.g., "Top Places to Live" and "Most Obese States" lists). The ideal brand represents a net positive of images in the media, comparisons to other cities and perceptions by residents and visitors.

K. While the available research does not draw a direct connection from place attachment to revitalization, several theoretical frameworks suggested that place attachment is a vehicle for retaining and attracting people to a place—one of the main outcomes associated with revitalization (see references 10, 12 and 25).  
L. See <http://civiccommons.us/>.

Places with higher attachment and a positive brand are typically places that people want to live, work and play and are better suited to retain and attract people to that place or downtown area (see call-out box for additional information on the constructs of attachment and identity or brand). This can lead to sustained or increased populations, increased tourism and new economic opportunities for local businesses brought on by the desire to be in the place. Place attachment can also lead residents to have a sense of responsibility over the fate of their place, a motivation that can be leveraged for engaging grassroots actions, increasing civic engagement and building resident capacity to take part in revitalization planning.<sup>55-57</sup>

As placemaking becomes an increasingly important tool to help revitalize disinvested, underutilized areas, cities can use strategies such as equity mapping, participatory budgeting, complete streets and initiatives such as Detroit's Strategic Neighborhood Fund to center equity and inclusion. If this is not done, there can be the unintended or intended consequence of increasing the desirability of living in low-income communities, making current residents vulnerable to displacement.<sup>58</sup>

**PLACES WITH HIGHER ATTACHMENT AND A POSITIVE BRAND ARE TYPICALLY PLACES THAT PEOPLE WANT TO LIVE, WORK AND PLAY AND ARE BETTER SUITED TO RETAIN AND ATTRACT PEOPLE TO THAT PLACE OR DOWNTOWN AREA. THIS CAN LEAD TO SUSTAINED OR INCREASED POPULATIONS, INCREASED TOURISM AND NEW ECONOMIC OPPORTUNITIES FOR LOCAL BUSINESSES BROUGHT ON BY THE DESIRE TO BE IN THE PLACE.**

## 3.2 Which strategies contribute most to public space activation?

In our investigation of strategies that contribute to public space activation, the richest literature focused on the qualities that make a good public space, rather than the effectiveness of any one strategy at activating public spaces.<sup>59</sup> Implicit in the literature is the hypothesis that successful activation of a public space is dependent on the qualities of the space.<sup>60</sup> An activated public space is seen as more attractive and is expected to increase foot traffic or use of the space; it also fosters an interplay between the physical environment, existing local cultures and diverse social identities.<sup>61-63</sup> Attraction to a place can help a city or downtown area retain current residents and attract new residents or tourists.<sup>64</sup>

Public spaces have also been used to create trust between people and provide opportunities for residents to interact.<sup>65, 63, 65, 66</sup>

Types of public spaces are broad, ranging from streetscape elements (e.g., pedestrian-friendly designs or new retail façades) to large public structures on waterfronts or public greenways. Public spaces are also defined as permanent cultural assets (such as museums or historical sites) and temporary events (such as pop-up cafes or farmers markets). The literature also described public spaces as a city's general feel or brand, which can encompass the aesthetics and intangible aspects that draw residents and visitors to the space. Public spaces can also create

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

implicit messages about who is and who is not wanted in a space through branding, signage, navigation and transit, memorials and other design elements.<sup>56, 67, 68</sup> Public space researchers and practitioners describe the qualities of good public spaces from observing a wide range of spaces. The strategies used to create public spaces and measure the qualities of a good public space show convergence across four main elements.<sup>59, 60, 69</sup>

**Multifunctional spaces** have a good mix of assets and resources that all residents or visitors can use to live, work and play—every day of the week, 24 hours a day. The literature describes these places as having a good mix of businesses (e.g., retail, restaurants and theaters); mixed use of land, with residential and office space; and locations near amenities such as schools and hospitals. These spaces may also be near other types of public spaces, creating “cultural clusters,” historic centers or other thematically similar assets.

**Inclusive and safe spaces**—also referred to as open, inviting or accessible spaces—make people feel safe and welcome to use the space. The sense of inclusiveness originates from the design of the space or the historical use of the space. Places that are seen as inclusive are accessible to everyone in the area regardless of age, sex, gender, race, ability or sexual preference, and are considered places that single people, couples or families would visit. Inclusive spaces are also characterized as open, with several entry and exit points. Additionally, these spaces are thought of as good meeting places and are often seen as the social center or gathering place in a city. The sense of safety comes from the adequate, but not overbearing, presence of cameras, other people and active patrols, as well as from a space that is well kept and has a positive or “good” image.<sup>74, 69</sup> It’s important to note that the presence of too many security features (i.e., cameras or uniformed guards) creates a negative, controlled, or overly managed impression, reducing the number of people attracted to the space and the types of interactions that might occur there.<sup>65</sup> A space needs to strike a balance between safety and surveillance and openness and inclusiveness.<sup>70</sup> Engaging diverse groups of residents will help city leaders understand how users respond to different features to ensure that the spaces are safe and inclusive for all.

**Attractive and comfortable spaces** are focused on the physical elements that make a space aesthetically pleasing, innovative or comfortable. This quality encompasses the design or architecture of the space (which may create a sense of awe or promote movement through the space) and innovative features of the space (which facilitate interactions with the space or others in the space). This quality also includes accessibility structures, such as ramps, places to sit, shade or tree cover and other features that support the use of the space for pedestrians of all ages and abilities.<sup>60, 66, 72</sup> Public spaces that are attractive and comfortable maintain these features regardless of the season or weather, and may also be said to use the space in an environmentally conscious way.<sup>4, 73</sup>

**Spaces that are near nature** or embedded within natural or urban green spaces are the final element considered in what makes a good public space. Spending time around parks or integrated green spaces can decrease stress and mental fatigue.<sup>74</sup> Nature in urban environments improves the area’s aesthetics and helps it be seen as more welcoming. Additionally, spaces that are built around or nearby water (e.g., rivers, waterfronts and streams) often have high foot traffic and constitute good mixed-use spaces (e.g., boardwalks).<sup>75</sup> Trails and other usable green spaces that facilitate physical activity are also highly visited, but the research is mixed on whether these spaces actually help to increase physical activity or lead to improved health for all residents. This is especially true in low-income communities and communities of color, which typically have fewer accessible and well-maintained green spaces than wealthier, whiter communities.<sup>65</sup> Additionally, the “greening” of public spaces has resulted in gentrification and displacement of low-income residents as these communities have been made more attractive and the property values have risen.<sup>69</sup>

While these four characteristics are likely to remain important, their relative weight may change (i.e., safety may become more important than proximity to nature). What makes a space attractive, comfortable or safe may shift after the COVID-19 pandemic. For example, consumers may now see larger or outdoor spaces as more comfortable and safer because they allow for greater social distancing between people.

How a space is multifunctional may also shift, taking into consideration new combinations of uses, such as using sidewalks for restaurant dining space and streets for pedestrians.

## Barriers and Facilitators to Inclusive Public Spaces

It is important to note that “good” public spaces that are “well designed” may not always be inclusive spaces and it is essential to ask who the public space is for, how it works (e.g., what activities can take root here?), and how it feels to be in the space. The design alone rarely achieves public space activation.<sup>62</sup>

To ensure that strategies are implemented equitably and inclusively, they must address historic inequities that were experienced by existing residents, particularly in communities of color and low-income communities.<sup>39, 58</sup> The literature suggests the following strategies: activate public spaces to reflect the cultures of communities already living in the place;<sup>62, 76</sup> design public spaces that are accessible for people with different abilities—cognitive, sensory, physical or developmental;<sup>63, 68, 77</sup> approach design by considering how different gender identities might navigate the public space to feel safe and welcome;<sup>60, 77</sup> and ensure there is adequate space for improvisational and informal activities that allow people to express their cultures in their own ways.<sup>78, 77</sup>

Developers of public spaces can facilitate these strategies by involving residents in the planning process to find ways that support the diversity of local organizations and vendors (e.g., take neighborhood tours led by residents).<sup>63, 78</sup> Residents can also guide developers by prioritizing amenities for cultural activities, providing insight into local perspectives and

**TO ENSURE THAT STRATEGIES ARE IMPLEMENTED EQUITABLY AND INCLUSIVELY, THEY MUST ADDRESS HISTORIC INEQUITIES THAT WERE EXPERIENCED BY EXISTING RESIDENTS, PARTICULARLY IN COMMUNITIES OF COLOR AND LOW-INCOME COMMUNITIES.**

showing how designs can intentionally or unintentionally exclude certain groups of people.<sup>79</sup>

One example of the need for inclusive outreach was observed in a case study in 2016 of Cedar Hill State Park in Texas. Study organizers wanted to understand why black Americans’ usage of the park was so low despite a large black population around the park. It was found that there was a lack of cultural relevant programming that matched the leisure and cultural interest of the black American residents, which reinforced the perception that the park was a space for white people.<sup>80</sup> This example helps to illustrate the importance of thinking about who is activating a public space and whether inclusive outreach is done with a community to ensure relevant programming of the space.

Additionally, reviewed literature provided a cautionary set of factors that could affect the overall activation of public spaces. This included users’ access to the public space, including connections via public transportation, availability of parking and structures that support and protect pedestrians’ and bicyclists’ use of the space.<sup>22, 72</sup>

## 3.3 How have others assessed the efficacy of public spaces and place attachment?

Metrics will be presented in this section as they relate to elements of good public spaces and the pathway

connecting public spaces to revitalization. For brevity, the metrics are presented as high-level concepts,

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

and examples of specific measures providing a more comprehensive understanding of the metric are presented in Appendices D and E. The presentation of metrics will be followed by a brief summary of the strength of evidence and potential challenges in using the metrics.

## Qualities of Created and Activated Public Spaces

Our review of the literature centered on how to best measure the four elements that relate to the quality of public spaces: multifunctional, safe and inclusive, attractive and comfortable, and proximity to nature. The literature highlighted the need for supplemental metrics to understand the availability and health of an area's cultural sector. With these goals in mind, we recommend using a combination of Vikas Mehta's 2014 Public Space Index, a framework that has been validated and replicated to measure the quality of public spaces<sup>72</sup>, as well as additional metrics from various studies that provide measurements of the broader cultural context (see Exhibit 4). In Exhibit 4, we have mapped all recommended metrics (rows) onto the four qualities of public spaces (columns) as a way to organize the literature and visually represent which metrics can be used to measure which element as well as where there are opportunities to use a single set of metrics for measuring multiple elements of a public space.

The Public Space Index measures five dimensions of public spaces, including inclusiveness, pleasurability, meaningful activities, safety and comfort.

**Inclusiveness** measures the presence or absence of diversity among people at the public space, including age, gender, class and physical ability. This metric also includes physical structures that limit access to the space, such as obstructive entrances, restricted operating hours, signage forbidding certain behaviors and the presence of oppressive security. **Pleasurability** has slight variations on how it is measured, based on the type of public space (e.g., street, detached plaza or park, or attached plaza or park), but it generally measures the design, density and diversity of elements within or nearby the public space that are interactive. **Meaningful activities** measure a space's potential to be a gathering space and its available amenities, such

as restaurants and other businesses. **Safety** measures design aspects—such as lighting (especially at night), nearness of exits and blind corners—perceived safety or crime in the space, and the appropriate use of security features. Safety has also been measured using secondary data on crime statistics. Note that, as described above, safety features and inclusiveness need to be balanced. **Comfort** measures the physical comforts, such as seating and shade. Comfort also measures the maintenance of the space and its noise level.

The remaining metrics in Exhibit 4 measure aspects that were either not found within the Public Space Index or were used in the literature to assess larger areas than the single public space focus used in the Public Space Index validations (see Appendix C for a more detailed listing of the measures). **Likability** was added to a version of the Public Space Index to capture immediate feelings about a space using a range of adjectives and perceptions.<sup>73</sup> Mark J. Stern and Susan C. Seifert mapped four metrics to determine the **overall health** of the arts and culture assets across Philadelphia, establishing a Cultural Assets Index.<sup>74</sup> The index quantified the number of cultural participants, nonprofit cultural providers, commercial cultural firms and resident artists to understand the strength of cultural assets and identify cultural clusters. Additionally, Burayidi's scorecard suggested that at least a tenth of the designated historic property on the National Register of Historic Places was located downtown to improve aesthetics and cultural value.<sup>33</sup>

Assessing the **business mix** of an area has also proven useful in understanding how good spaces help create place attachment.<sup>24, 29</sup> However, the research on business mix is inconsistent, as researchers find it difficult to quantify the diversity of businesses in an area, outside of using qualitative judgments. Finally, measuring the direct **use of public spaces** is common in the literature and presents a behavioral metric that can indicate whether a public space is successfully applying the four qualities that make a good public space. These measures include counts of foot traffic, new residential units or percent of vacancies and the number of tourists frequenting the city or downtown area.

Exhibit 4. Measuring the Qualities of Good Public Spaces

In the Strength of Evidence column, green represents metrics that were validated and share consistent findings across two or more studies and yellow indicates metrics that were validated but only by one study.

METRICS FOR MEASURING THE QUALITIES OF GOOD PUBLIC SPACES	QUALITIES OF GOOD PUBLIC SPACES				STRENGTH OF EVIDENCE
	MULTIFUNCTIONAL	SAFE AND INCLUSIVE	ATTRACTIVE AND COMFORTABLE	NEARNESS TO NATURE	
Inclusiveness		•	•		•
Pleasurability			•		•
Meaningful activities	•				•
Safety		•			•
Comfort			•	•	•
Likability			•		•
Health of cultural sector via Cultural Assets Index	•				•
Business mix	•				•
Use of public space	•	•	•	•	•

## Place Attachment and City Identity and Brand

The metrics used to measure place attachment and brand are fewer in number but represent a strong model that has been well researched.<sup>50-52</sup> The metrics we identified cover the psychological and contextual factors that interact to influence place attachment, as well as outcomes that are seen as signs of strong place attachment (see Exhibit 5 and Appendix D for more detail). Foremost in these metrics is the construct of *place identity*, which measures how enmeshed an individual's identity is with the place in which they live or a designated area to which they are intrinsically connected. Place identity is strengthened by longer residency, more ties to the place (e.g., employment, family, positive memories or strong experiences, property ownership and spiritual connections), and a higher overall sense of belonging or social capital. We also saw that place attachment was related to higher quality of life ratings<sup>44, 46, 62</sup> and higher civic engagement.<sup>35, 57, 59</sup> These relationships suggest that

place attachment is influenced by the psychological factors of place identity and the personal and contextual factors of length of residence, ties to place, sense of belonging and trust of others. Whereas quality of life and civic engagement are outcomes related to positive place attachment.

Brand was consistently held as an important aspect of attracting people to a place or downtown area. The two measurable aspects of a place's brand were the positive and negative perceptions of the place's image (typically in the media) and distinct or unique features of the place. Higher numbers of positive images and higher frequency of positive coverage were seen with cities that had good branding. Similarly, cities or downtown areas that possessed a unique feature or "feel," compared to other places, were seen as more desirable to visit and also played a role in establishing place identity. The initiative Keep Austin Weird is an example

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

of good branding and has capitalized on Austin's unique vibe and creative spirit. The initiative has been adopted by residents and attracted music festivals, tourists and new residents. Of course, this is only one perspective on Austin's identity, which excludes the lived experience of residents who are struggling with rising costs of living and disparities of maternal and child health outcomes

between women of color and white women.<sup>83,84</sup> By definition, branding will focus on the positive aspects of an area, and strategies should consider how a city's challenges might also play a role in shaping an identity and attracting and retaining anchor institutions to be part of the solutions.

**Exhibit 5. Measuring Place Attachment and Brand**

In the Strength of Evidence column, green represents metrics that were validated and share consistent findings across two or more studies and yellow indicates metrics that were validated but only by one study.

PATHWAY ELEMENT	METRIC	STRENGTH OF EVIDENCE
Place attachment	Place identity	●
	Length of residence	●
	Ties to place	●
	Sense of belonging	●
	Trust of others	●
Place attachment outcomes	Quality of life	●
	Civic engagement	●
Brand	Image valence (i.e., respondents' perceptions of space, partially in response to pictorial branding)	●
	Uniqueness	●

## 3.4 What is the strength of evidence for metrics connecting public space activation to downtown revitalization?

Our review of the literature found consistent evidence supporting the qualities that make a good public space, and that good public spaces contribute to aspects of place attachment. Similarly, place attachment was consistently defined and measured using synonymous concepts and organizing frameworks. The majority of studies we reviewed used case studies, observations and cross-sectional surveys, primarily to validate measurement instruments. Few articles provided empirical tests of the relationship between place quality and place attachment or place attachment and revitalization. However, there was evidence that place attachment contributes to a person's increased likelihood to take action in their community (e.g.,

being environmentally responsible<sup>22</sup> or contributing to community development projects), which is a key component of being an engaged community member.<sup>14</sup> Strong place attachment was also related to having a positive quality of life.<sup>25</sup> While the available research does not draw a direct connection from place attachment to revitalization, several theoretical frameworks suggested that place attachment is a vehicle for retaining and attracting people to a place—one of the main outcomes associated with revitalization.<sup>10, 12, 25</sup>

Finally, the extent to which a good public space contributes to revitalization was also lacking in our

review of the literature, where studies were more focused on comparing qualities of existing public spaces to each other rather than connecting the presence or activation of good public spaces to any direct outcomes. Despite the lack of explicit evidence of the relationships between constructs, the overlapping streams of evidence allowed us to create a pathway connecting public spaces to outcomes of attraction and retention that contribute to achieving revitalization (see Exhibit 4). To track the success of creating and activating public spaces, a comprehensive measurement plan is recommended that includes the quality of public spaces as a process measure, increased place attachment as an individual outcome and use of the public space as an outcome contributing to engagement and revitalization.

**THERE WAS EVIDENCE THAT PLACE ATTACHMENT CONTRIBUTES TO A PERSON'S INCREASED LIKELIHOOD TO TAKE ACTION IN THEIR COMMUNITY (E.G., BEING ENVIRONMENTALLY RESPONSIBLE OR CONTRIBUTING TO COMMUNITY DEVELOPMENT PROJECTS), WHICH IS A KEY COMPONENT OF BEING AN ENGAGED COMMUNITY MEMBER.**

## 3.5 Challenges to Measuring Public Spaces and Place Attachment

A potential challenge to implementing the majority of metrics recommended for measuring the quality of a public space, place attachment and branding is their reliance on data collected primarily from individuals using public spaces. Considering the longitudinal schedule for assessments, the costs associated with measuring quality of places and place attachment could become a burden for low-resourced planners or development organizations. These costs are exacerbated by the need to sample large numbers

of users to ensure findings are representative of the population (convenience samples of small numbers of place visitors should be avoided because such methods could unintentionally bias the sample and exclude the viewpoints of people who may not feel comfortable or welcome in existing spaces). Taking the steps to intentionally reach a diverse and representative sample can be costly, but not including underrepresented groups in measurement can create inaccurate results.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

## CONCLUSIONS

This literature review has highlighted a number of key insights that can be used as city leaders grapple with pandemic recovery and implement measures to ensure equity in their communities. The following can be used to guide future downtown revitalization work and public space investments:

**Seven well-known strategies emerged as key drivers of revitalization, each focused on improving economic conditions.** These strategies include: creating and sustaining a business improvement district, promoting downtown through branding and marketing efforts, investing in a diversity of mixed-use developments, attracting and keeping businesses downtown, expanding employment opportunities in the downtown or city center, creating and activating public space and implementing tax or other fiscal incentives. The exact strategies depended on a city's unique situations, but the ultimate goal was usually to improve economic conditions within the city. Additionally, cities are recognizing the need to choose strategies that leverage existing assets to meet the desired needs and goals of residents with and without decision-making power.

**Many cities focus their revitalization strategies on building and programming desirable public and civic spaces and increasing resident and visitor attachment to these places.** Research suggests that basic qualities that make a good place can be measured using four concepts: multifunctional use, inclusive and safe, attractive and comfortable, and proximity to nature. The literature presented variations on these concepts and offered examples of validated frameworks to measure these qualities. These concepts were also present in literature that focused on public spaces as a revitalization strategy, even when not specifically connected to activating or creating public spaces. While there is wide support for these concepts, research has not yet focused on the bare minimum for making high-quality public spaces, which

makes it difficult to establish meaningful thresholds or benchmarks.

**Movement of people seems to matter (as residents, employees and visitors). As such, one measure of successful revitalization includes measuring the flow of people in and around key focus areas.**

Many revitalization strategies, including strategies that use public spaces to support revitalization, are implemented to create thriving downtown areas (e.g., create foot traffic, encourage residents to attend events and spend money downtown, and raise the profile of the area to increase tourism revenue). In many of the models of downtown health that have been created, however, there is an implicit prioritization of economic and business metrics (e.g., sales and increased investments). The inconclusive evidence that has been generated by the studies using these models, though, suggests that additional metrics that capture the flow of people through an area (e.g., residents retained in the downtown, new residents and businesses attracted to the designated area and increased visitors) could be critical complimentary measures that helps cities assess the extent to which areas have begun to thrive.

**"Revitalization" should be measured comprehensively and with an emphasis on equity, looking at trends in employment, poverty, demographics, cost of doing business, the resident experience and the health of the business and housing markets.** While specific measures should be chosen to reflect the unique approach of each city, monitoring a city's overall economic health, resident experience and business and housing markets can provide general feedback on the progress of revitalization. Specifically, monitoring the trends in employment, poverty, demographics, costs of doing business and costs of owning a home in the designated downtown area and the larger area context will provide general insights over time. Additionally, the literature indicated a few benchmarks and thresholds

that downtowns should achieve to create resilient, successful downtowns. Our review of the literature did not conclude which metrics could best measure the process of revitalization, but the literature advised that measures should match the strategies to identify process measures and short-term goals. The literature also advised that metrics and strategies be implemented with a focus on achieving equitable outcomes, including community representation in planning and decision-making, equitable access to the benefits of revitalization and strategies designed to limit displacement of longtime residents and businesses because of revitalization.

**Individuals' attachment to public or civic spaces is a critical step toward revitalization; people must want to be in and draw benefit from being in an area for revitalization to occur. Measuring progress toward increased place attachment, therefore, must be measured at tangible and psychological levels.**

Tangible evidence of place attachment might include employment, property ownership and family members who also reside in the place. Common psychological indicators of attachment are positive memories and emotions, sense of belonging, positive self-esteem and positive health and well-being. The literature suggests that both sets of concepts contribute to place attachment, and that the latter set of psychological and motivational aspects may play a primary role in the establishment of place attachment. Measuring place attachment accurately would encompass both tangible and psychological elements to understand the factors facilitating place attachment and a successful public spaces strategy. Additional metrics that focus on relationship building would also be useful when strategies are focused on engaging community members in an activated or newly attractive public space. One critical limitation to this metric is the potential cost in collecting a representative sample across time to estimate trends, as these measures rely on self-reporting. In addition to measuring place attachment, understanding the brand and media presence that a city has is vital to constructing a positive narrative of a city or downtown area.

As these insights illustrate, there is considerable promise for cities and neighborhoods wanting to deepen connections between residents and to revitalize spaces. This review didn't uncover *proven* strategies for revitalizing downtown or public spaces—largely because of the complexity required to measure the influence of specific strategies within highly interrelated systems at a neighborhood or district level. It did identify, though, strategies that leaders in the field consistently support and consider effective (e.g., promoting branding and marketing, creating and activating public spaces and investing in mixed-use development).

These strategies, when grounded in local context and implementing equitable and inclusive strategies, were likely to spur successful revitalization and the building of community around public spaces based on dynamics prior to the COVID-19 pandemic. With the advent of the COVID-19 pandemic, there will likely need to be shifts in the strategies that cities use to revitalize their communities. We do not yet know exactly what these shifts will be as the pandemic is still affecting daily life. It is likely, though, that lessons from the past will be instructive as cities move forward. For example, knowing that people who feel connected to a place and to each other are more likely to stay and invest can inspire innovative strategies for fostering connections even within the constraints of COVID-19. Similarly, cities may prioritize supporting the recovery of their small independent retailers given their important role in creating vibrancy and drawing visitors and residents to the area.

The good news is that cities have been at the center of public health crises in the past and have found ways to adjust and thrive once more. With strategic and coordinated action by business and government leaders, this can again be possible. As leading global experts recently explained, "if the world's cities find ways to adjust, as they always have in the past, their greatest era may yet lie before them."<sup>49</sup> And, with city leaders focused on addressing racial inequities, there is hope that this great era will include pathways for access and prosperity for all residents.







# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

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review and analysis. During the in-depth review, articles that we determined did not contribute to our research questions were dropped from the sample and additional articles were identified. We also found that a handful of strong, related articles did not match our inclusion and exclusion criteria, primarily based on the country in which the research was conducted.

We decided to keep most of these articles, as they built on research conducted in the United States; sampled English-speaking, democratic populations; or contained a detailed review of the literature. Additional articles were also identified during the in-depth review and were added to our sample to fill gaps or strengthen an argument as needed.

We recorded the findings of each article, metrics used, strategies being leveraged and other details that might be useful. We then discussed themes, identified gaps and interpreted the insights from the literature. Our synthesis is presented as a narrative report organized around identified strategies, metrics and frameworks suggested by the literature.

## Appendix A: Methods

We approached our review using guidelines adapted from the Campbell Collaboration.<sup>11</sup> First, we formulated our research questions in collaboration with the Knight Foundation and then developed inclusion and exclusion criteria based on a PICOS framework to scope our initial search of the literature (see Exhibit A.1). We used online databases to search and catalog an initial sample of 100 articles related to revitalization, activating public spaces, making public spaces and strategies for revitalization. Our team identified 109 abstracts, including dissertations, websites, foundations' program reports and peer-reviewed studies, including several literature reviews over the last 20 years.

In addition to this process, we drew upon our existing knowledge of literature in the field of equitable economic development and contributed insights from those sources to this literature review.

With the breadth of our search, including the review of multiple literature reviews, we feel confident that we identified the seminal articles in the field and have captured the insights from those studies that used statistical analysis to analyze effectiveness of strategies or metrics.

We captured basic information from each document (e.g., title, author[s] and publication date) and a broad description of each document's substance (e.g., methods, strategies, metrics and relation to our research questions). We used the substantive descriptions to select 50 articles for a more thorough

M. Shannon Kugley, Anne Wade, James Thomas, Quenby Mahood, Anne-Marie Jergensen, Karianne Hammerstrom and Nila Satha, "Searching for Studies: A Guide to Information Retrieval for Campbell." *Campbell Systematic Reviews*, February 13, 2017.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Exhibit A.1 Inclusion and Exclusion Criteria for Literature Review

<b>POPULATIONS</b>	<ul style="list-style-type: none"> <li>■ Within United States</li> <li>■ Narrow to similar size of city</li> <li>■ Narrow to neighborhoods and center-city downtowns</li> <li>■ Articles published since 2000</li> <li>■ Residents who live, work and play in focus areas</li> <li>■ Employees who work in focus areas</li> <li>■ Property owners in focus areas</li> <li>■ Business owners in focus areas</li> <li>■ Operators of public spaces</li> <li>■ Entrepreneurs in focus areas</li> </ul>
<b>INTERVENTIONS</b>	<ul style="list-style-type: none"> <li>■ Attention paid to development that uses:                             <ol style="list-style-type: none"> <li>1. Public spaces to revitalize</li> <li>2. Community engagement or inclusive planning for revitalization</li> <li>3. Equitable economic development (e.g., infrastructure development) for revitalization</li> <li>4. Strategies used to revitalize or create vibrant downtowns</li> </ol> </li> </ul>
<b>COMPARATORS</b>	N/A
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>■ Metrics or indicators of downtown revitalization, including residential and population growth and equitable economic development</li> <li>■ Metrics or indicators of unique or distinctive public space creation (secondary)</li> <li>■ Metrics or indicators of public space activation</li> <li>■ Measured relationships between strategies and downtown revitalization or public space creation and activation</li> </ul>
<b>STUDY DESIGN</b>	<ul style="list-style-type: none"> <li>■ Meta-analysis or literature reviews</li> <li>■ Correlational designs</li> <li>■ Longitudinal analysis</li> <li>■ Evaluation and monitoring</li> </ul>

## Appendix B: Detailed Strategies and Metrics of Downtown Revitalization

In the Strength of Evidence column, green represents metrics that share consistent findings across two or more studies and yellow indicates metrics that are extrapolated from promising or successful strategies to downtown revitalization. Metrics marked with an asterisk and bolded are recommended for their ability to assess equitable processes or outcomes.

REVITALIZATION STRATEGY	METRIC	TYPE	STRENGTH OF EVIDENCE	CITATION
Create and sustain a business improvement district	Number of businesses located downtown		●	<ul style="list-style-type: none"> <li>• Edwards, M., M. Singh and K. Brown (2014). "Downtown Success Indicators: A Review of the Literature." Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign in cooperation with University of Illinois Extension, <a href="https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/59491.pdf">https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/59491.pdf</a>.</li> <li>• "Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civic-commons.us/app/uploads/2019/01/Measuring-the-Civic-Commons.pdf">http://civic-commons.us/app/uploads/2019/01/Measuring-the-Civic-Commons.pdf</a>.</li> <li>• Ruryan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> </ul>
	Growth in retail sales		●	<ul style="list-style-type: none"> <li>• Grunwell, S. (2014). "Estimating the Economic Benefits a Business Improvement District Would Provide for a Downtown Central Business District." <i>Journal of Economics and Economic Education Research</i> 15(3): 89.</li> <li>• Ruryan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> </ul>
Longevity of small businesses			●	<ul style="list-style-type: none"> <li>• Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i>. Routledge, London, 2013.</li> <li>• Grunwell, S. (2014). "Estimating the Economic Benefits a Business Improvement District Would Provide for a Downtown Central Business District." <i>Journal of Economics and Economic Education Research</i> 15(3): 89.</li> <li>• Ruryan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> </ul>
	Increase in property values		●	<ul style="list-style-type: none"> <li>• "The Benefits of Business Improvement Districts: Evidence from New York City." Furman Center for Real Estate and Urban Policy, New York University, <a href="https://furmancenter.org/files/publications/FurmanCenterBIDsBrief.pdf">https://furmancenter.org/files/publications/FurmanCenterBIDsBrief.pdf</a> (2007).</li> <li>• Grunwell, S. (2014). "Estimating the Economic Benefits a Business Improvement District Would Provide for a Downtown Central Business District." <i>Journal of Economics and Economic Education Research</i> 15(3): 89.</li> <li>• "Bringing Back Main Street: A Guide to Downtown Revitalization for Local Governments." Houston-Salveston Area Council, <a href="https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf">https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf</a> (2015).</li> </ul>
* Resident representation in the business improvement district advisory board or governance			●	<ul style="list-style-type: none"> <li>• Hoyt, L., and D. Gopal Agge (2007). "The Business Improvement District Model: A Balanced Review of Contemporary Debates." <i>Geography Compass</i> 1(4): 946-58.</li> </ul>
* <b>Racial and ethnic composition of the business improvement district</b>			●	<ul style="list-style-type: none"> <li>• Hoyt, L., and D. Gopal Agge (2007). "The Business Improvement District Model: A Balanced Review of Contemporary Debates." <i>Geography Compass</i> 1(4): 946-58.</li> </ul>

Economic
 Placemaking
 Sector: Housing
 Sector: Business
 Built Environment
 Demographics

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Appendix B

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

REVITALIZATION STRATEGY	METRIC	TYPE	STRENGTH OF EVIDENCE	CITATION
	Citizen attitude toward downtown		●	• Mitchell, J. (1999). "Business Improvement Districts and Innovative Service Delivery." The PricewaterhouseCoopers Endowment for the Business of Government.
	Crime rates		●	• Hoyt, L. M. (2001). "Business Improvement Districts: Untold Stories and Substantiated Impacts." Doctoral dissertation, Department of Urban Studies and Planning, Massachusetts Institute of Technology, Cambridge. • Mitchell, J. (1999). "Business Improvement Districts and Innovative Service Delivery." The PricewaterhouseCoopers Endowment for the Business of Government.
Promote downtown through branding and marketing efforts	Positive media mentions of downtown		●	• Burayidi, M. A. (2018). "Downtown Revitalization in Small and Midsized Cities." American Planning Association.
	Brand identity and positive image		●	• Baker, B. <i>Destination Branding for Small Cities</i> . Creative Leap Books, Portland, OR, 2012. 17-22. • Ruryan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61. • Sneed, C. T., R. Ruryan, J. L. Swinney and H. J. Lim (2011). "Brand, Business Mix, Sense of Place: Do They Matter Downtown?" <i>Journal of Place Management and Development</i> 4(2): 121-34. • Walzer, N., M. Evans and M. Aquino (2017). "Downtown Development Strategies in Illinois: Assessing the Priorities of Municipal Leaders in Illinois." <i>Illinois Municipal Policy Journal</i> 2(1): 69-84.
	Visibility of downtown marketing (publicity, social media and peer reviews)		●	• Brooks, R. (2013). "The 20 Ingredients of an Outstanding Downtown." Destination Development International, <a href="http://mainstreetmcmence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf">http://mainstreetmcmence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf</a> . • Filion, P., H. Hoernig, T. Bunting and G. Sands (2004). "The Successful Few: Healthy Downtowns of Small Metropolitan Regions." <i>Journal of the American Planning Association</i> 70(3): 328-43.
	Number of and rates of attendees at special events		●	• "Bringing Back Main Street: A Guide to Downtown Revitalization for Local Governments." Houston-Galveston Area Council, <a href="https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf">https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf</a> (2015). • Edwards, M., M. Singh and K. Brown (2014). "Downtown Success Indicators: A Review of the Literature." Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign in cooperation with University of Illinois Extension, <a href="https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/59491.pdf">https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/59491.pdf</a> . • Seasons, M. (2003). "Indicators and Core Area Planning: Applications in Canada's Mid-sized Cities." <i>Planning Practice and Research</i> 18(1): 63-80.
Number of hotel and motel rooms per 1,000 central city residents		●	• "Bringing Back Main Street: A Guide to Downtown Revitalization for Local Governments." Houston-Galveston Area Council, <a href="https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf">https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf</a> (2015). • Filion, P., H. Hoernig, T. Bunting and G. Sands (2004). "The Successful Few: Healthy Downtowns of Small Metropolitan Regions." <i>Journal of the American Planning Association</i> 70(3): 328-43.	

Economic 
 Placemaking 
 Sector: Housing 
 Sector: Business 
 Built Environment 
 Demographics

35

REVITALIZATION STRATEGY	METRIC	TYPE	STRENGTH OF EVIDENCE	CITATION
Invest in diversity of mixed-use development, including housing, and in filling vacant property	Percent of city's residential population living downtown (threshold: 5%)		●	• Birch, E. L. (2009). "Downtown in the 'New American City.'" <i>The Annals of the American Academy of Political and Social Science</i> 626(1): 134-53. • Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i> . Routledge, London, 2013.
	Growth in the number of housing units downtown		●	• Burayidi, M. A. (2018). "Downtown Revitalization in Small and Midsized Cities." American Planning Association.
	Population growth (+/- change over time)		●	• Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolinst.edu/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolinst.edu/publications/policy-focus-reports/regenerating-americas-legacy-cities</a> .
	* Diversity of resident tenure		●	• Greer, M. M. (2009). "Modes, Means and Measures: Adapting Sustainability Indicators to Assess Preservation Activity's Impact on Community Equity." Master's thesis: 277.
	Percent of civic and cultural facilities located downtown		●	• Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i> . Routledge, London, 2013. • Filion, P., H. Hoernig, T. Bunting and G. Sands (2004). "The Successful Few: Healthy Downtowns of Small Metropolitan Regions." <i>Journal of the American Planning Association</i> 70(3): 328-43.
	Percentage of city's historic property located downtown (threshold: 20%)		●	• Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i> . Routledge, London, 2013. • Filion, P., H. Hoernig, T. Bunting and G. Sands (2004). "The Successful Few: Healthy Downtowns of Small Metropolitan Regions." <i>Journal of the American Planning Association</i> 70(3): 328-43.
	Existence of a gathering place or point of arrival		●	• Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i> . Routledge, London, 2013. • Brooks, R. (2013). "The 20 Ingredients of an Outstanding Downtown." Destination Development International, <a href="http://mainstreetmcmence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf">http://mainstreetmcmence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf</a> .
	Vacancy rates (commercial, residential, etc.) and vacant lots		●	• Balsas, C. J. (2004). "Measuring the Livability of an Urban Centre: An Exploratory Study of Key Performance Indicators." <i>Planning, Practice and Research</i> 19(1): 101-10. • Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i> . Routledge, London, 2013. • "Bringing Back Main Street: A Guide to Downtown Revitalization for Local Governments." Houston-Galveston Area Council, <a href="https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf">https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf</a> (2015). • "Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a> . • Seasons, M. (2003). "Indicators and Core Area Planning: Applications in Canada's Mid-sized Cities." <i>Planning Practice and Research</i> 18(1): 63-80.
	Diverse mix of uses (e.g., commercial, residential or civic uses of buildings and spaces)		●	• Burayidi, M. A. (2018). "Downtown Revitalization in Small and Midsized Cities." American Planning Association. • Kures, M. E., and W. F. Ryan (2012). "Challenges of an Organizational Approach to Applied Downtown Market Analysis." <i>Applied Geography</i> 32(1): 80-87. • Mullin, J., and Z. Kotval (2003). "Measuring the Effectiveness of Downtown Revitalization Strategies." <i>Landscape Architecture and Regional Planning Faculty Publication Series</i> 1:23. • Walzer, N., M. Evans and M. Aquino (2017). "Downtown Development Strategies in Illinois: Assessing the Priorities of Municipal Leaders in Illinois." <i>Illinois Municipal Policy Journal</i> 2(1): 69-84.

Economic 
 Placemaking 
 Sector: Housing 
 Sector: Business 
 Built Environment 
 Demographics

36

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Appendix B

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

REVITALIZATION STRATEGY	METRIC	TYPE	STRENGTH OF EVIDENCE	CITATION
Attract and keep businesses downtown	Percent of retail businesses in city located downtown (threshold: 8%)			<ul style="list-style-type: none"> <li>Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i>. Routledge, London, 2013.</li> <li>Burayidi, M. A. (2018). "Downtown Revitalization in Small and Midsized Cities." American Planning Association.</li> <li>Grunwell, S. (2014). "Estimating the Economic Benefits a Business Improvement District Would Provide for a Downtown Central Business District." <i>Journal of Economics and Economic Education Research</i> 15(3): 89.</li> <li>Walzer, N., M. Evans and M. Aquino (2017). "Downtown Development Strategies in Illinois: Assessing the Priorities of Municipal Leaders in Illinois." <i>Illinois Municipal Policy Journal</i> 2(1): 69-84.</li> </ul>
	Diverse business mix/store types			<ul style="list-style-type: none"> <li>Balsas, C. J. (2004). "Measuring the Livability of an Urban Centre: An Exploratory Study of Key Performance Indicators." <i>Planning, Practice and Research</i> 19(1): 101-10.</li> <li>Kures, M. E., and W. F. Ryan (2012). "Challenges of an Organizational Approach to Applied Downtown Market Analysis." <i>Applied Geography</i> 32(1): 80-87.</li> <li>Sneed, C. T., R. Runyan, J. L. Swinney and H. J. Lim (2011). "Brand, Business Mix, Sense of Place: Do They Matter Downtown?" <i>Journal of Place Management and Development</i> 4(2): 121-34.</li> </ul>
	Storefront occupancy rate (threshold: 97%)			<ul style="list-style-type: none"> <li>Brooks, R. (2013). "The 20 Ingredients of an Outstanding Downtown." Destination Development International, <a href="http://mainstreetmommence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf">http://mainstreetmommence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf</a>.</li> <li>Edwards, M., M. Singh and K. Brown (2014). "Downtown Success Indicators: A Review of the Literature." Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign in cooperation with University of Illinois Extension, <a href="https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/59491.pdf">https://fyi.extension.wisc.edu/resilientdowntowns/files/2016/06/59491.pdf</a>.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
	Business turnover per year (threshold: <5%)			<ul style="list-style-type: none"> <li>Brooks, R. (2013). "The 20 Ingredients of an Outstanding Downtown." Destination Development International, <a href="http://mainstreetmommence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf">http://mainstreetmommence.com/Documents/20%20Ingredients%20of%20an%20Outstanding%20Downtown%20(1).pdf</a>.</li> <li>Grunwell, S. (2014). "Estimating the Economic Benefits a Business Improvement District Would Provide for a Downtown Central Business District." <i>Journal of Economics and Economic Education Research</i> 15(3): 89.</li> </ul>
	Growth in retail sales			<ul style="list-style-type: none"> <li>Grunwell, S. (2014). "Estimating the Economic Benefits a Business Improvement District Would Provide for a Downtown Central Business District." <i>Journal of Economics and Economic Education Research</i> 15(3): 89.</li> <li>Runyan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> </ul>
	Expand employment opportunities downtown or in city center (disaggregate employment measures by race and ethnicity)	<b>*Percentage of city residents working in the city</b>		

Economic 
 Placemaking 
 Sector: Housing 
 Sector: Business 
 Built Environment 
 Demographics













REVITALIZATION STRATEGY	METRIC	TYPE	STRENGTH OF EVIDENCE	CITATION
	Unemployment rate			<ul style="list-style-type: none"> <li>Furdell, K., H. Wolman and E. W. Hill (2005). "Did Central Cities Come Back? Which Ones, How Far, and Why?" <i>Journal of Urban Affairs</i> 27(3): 283-305.</li> <li>Hollingsworth, T., and A. Goebel (2017). "Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell." Lincoln Institute of Land Policy.</li> <li>Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities</a>.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> <li>Seasons, M. (2003). "Indicators and Core Area Planning: Applications in Canada's Mid-sized Cities." <i>Planning Practice and Research</i> 18(1): 63-80.</li> </ul>
	Labor force participation rate			<ul style="list-style-type: none"> <li>Benner, C., and M. Pastor (2012). "Just Growth: Inclusion and Prosperity in America's Metropolitan Regions." <i>Berkeley Planning Journal</i> 25(1).</li> <li>Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities</a>.</li> <li>Hollingsworth, T., and A. Goebel (2017). "Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell." Lincoln Institute of Land Policy.</li> <li>Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities</a>.</li> </ul>
	Net new jobs			<ul style="list-style-type: none"> <li>Berube, A., and C. Murray (2018). "Renewing America's Economic Promise Through Older Industrial Cities." Metropolitan Policy Program at the Brookings Institution, <a href="https://www.brookings.edu/research/older-industrial-cities/#01073">https://www.brookings.edu/research/older-industrial-cities/#01073</a>.</li> <li>Lund, S., J. Manyika, L. H. Segel, A. Dua, B. Hancock, S. Rutherford and B. Macon (2019). "The Future of Work in America: People and Places, Today and Tomorrow." McKinsey Global Institute.</li> </ul>
	Median household income			<ul style="list-style-type: none"> <li>Benner, C., and M. Pastor (2012). "Just Growth: Inclusion and Prosperity in America's Metropolitan Regions." <i>Berkeley Planning Journal</i> 25(1).</li> <li>Berube, A., and C. Murray (2018). "Renewing America's Economic Promise Through Older Industrial Cities." Metropolitan Policy Program at the Brookings Institution, <a href="https://www.brookings.edu/research/older-industrial-cities/#01073">https://www.brookings.edu/research/older-industrial-cities/#01073</a>.</li> <li>Furdell, K., H. Wolman and E. W. Hill (2005). "Did Central Cities Come Back? Which Ones, How Far, and Why?" <i>Journal of Urban Affairs</i> 27(3): 283-305.</li> <li>Hollingsworth, T., and A. Goebel (2017). "Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell." Lincoln Institute of Land Policy.</li> <li>Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolninstitute.org/publications/policy-focus-reports/regenerating-americas-legacy-cities</a>.</li> <li>Morley, E. (2014). "The Validating Arts and Livability Indicators (VALI) Study: Results and Recommendations." Urban Institute (for the National Endowment for the Arts).</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civic-commons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>

Economic 
 Placemaking 
 Sector: Housing 
 Sector: Business 
 Built Environment 
 Demographics

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Appendix B





Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

REVITALIZATION STRATEGY	METRIC	TYPE	STRENGTH OF EVIDENCE	CITATION
	Poverty rate			<ul style="list-style-type: none"> <li>Benner, C., and M. Pastor (2012). "Just Growth: Inclusion and Prosperity in America's Metropolitan Regions." <i>Berkeley Planning Journal</i> 25(1).</li> <li>Furdell, K., H. Wolman and E. W. Hill (2005). "Did Central Cities Come Back? Which Ones, How Far, and Why?" <i>Journal of Urban Affairs</i> 27(3): 283-305.</li> <li>Hollingsworth, T., and A. Goebel (2017). "Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell." Lincoln Institute of Land Policy.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
	College degree attainment			<ul style="list-style-type: none"> <li>Hollingsworth, T., and A. Goebel (2017). "Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell." Lincoln Institute of Land Policy.</li> <li>Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolninstitute.edu/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolninstitute.edu/publications/policy-focus-reports/regenerating-americas-legacy-cities</a>.</li> </ul>
	Foreign-born population			<ul style="list-style-type: none"> <li>Benner, C., and M. Pastor (2012). "Just Growth: Inclusion and Prosperity in America's Metropolitan Regions." <i>Berkeley Planning Journal</i> 25(1).</li> <li>Burayidi, M. A. <i>Resilient Downtowns: A New Approach to Revitalizing Small- and Medium-City Downtowns</i>. Routledge, London, 2013.</li> <li>Hollingsworth, T., and A. Goebel (2017). "Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell." Lincoln Institute of Land Policy.</li> <li>Mallach, A., and L. Brachman (2013). "Regenerating America's Legacy Cities." Lincoln Institute of Land Policy, <a href="https://www.lincolninstitute.edu/publications/policy-focus-reports/regenerating-americas-legacy-cities">https://www.lincolninstitute.edu/publications/policy-focus-reports/regenerating-americas-legacy-cities</a>.</li> </ul>
	Proportion of jobs in finance, insurance and real estate (FIRE), healthcare and/or education industries			<ul style="list-style-type: none"> <li>Berube, A., and C. Murray (2018). "Renewing America's Economic Promise Through Older Industrial Cities." Metropolitan Policy Program at the Brookings Institution, <a href="https://www.brookings.edu/research/older-industrial-cities/#01073">https://www.brookings.edu/research/older-industrial-cities/#01073</a>.</li> <li>Burnette, C. (2017). "Predicting Revitalization: A Descriptive Narrative and Predictive Analysis of Neighborhood Revitalization in Atlanta, Georgia." Georgia Institute of Technology.</li> <li>Furdell, K., H. Wolman and E. W. Hill (2005). "Did Central Cities Come Back? Which Ones, How Far, and Why?" <i>Journal of Urban Affairs</i> 27(3): 283-305.</li> </ul>
Implement tax credit programs and incentives	Amount of private investment leveraged as a result of public funding			<ul style="list-style-type: none"> <li>"Bringing Back Main Street: A Guide to Downtown Revitalization for Local Governments." Houston-Galveston Area Council, <a href="https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf">https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf</a> (2015).</li> <li>Filion, P., H. Hoernig, T. Bunting and G. Sands (2004). "The Successful Few: Healthy Downtowns of Small Metropolitan Regions." <i>Journal of the American Planning Association</i> 70(3): 328-43.</li> </ul>
	Amount of redevelopment funds invested to enhance downtown's public spaces/attractiveness			<ul style="list-style-type: none"> <li>Birch, E. L. (2008). "Changing Place in the New Downtown." In <i>New Downtowns: The Future of Urban Centers</i>, ed. J. Oakman. Woodrow Wilson School of Public and International Affairs, Princeton, NJ: 53.</li> </ul>



## Appendix C: Detailed Qualities of Public Spaces

In the Strength of Evidence column, green represents metrics that were validated and share consistent findings across two or more studies and yellow indicates metrics that were validated but have fewer corroborating pieces of evidence.

METRIC	MEASURES	STRENGTH OF EVIDENCE	CITATION
<b>Inclusiveness</b>	<ul style="list-style-type: none"> <li>Presence of people of diverse ages, genders, classes, races, physical abilities and family size and type</li> <li>Opening hours of the space</li> <li>Control of entrance to the public space</li> <li>Reactions to the presence of cameras and security</li> <li>Sense of freedom to behave without fear of judgment</li> </ul>		<ul style="list-style-type: none"> <li>Mehta, V. (2014). "Evaluating Public Space." <i>Journal of Urban Design</i> 19(1): 53-88.</li> <li>Zamanifard, H., T. Alizadeh, C. Bosman and E. Coiacetto (2019). "Measuring Experiential Qualities of Urban Public Spaces: Users' Perspective." <i>Journal of Urban Design</i> 24(3): 340-64.</li> <li>Németh, J., and S. Schmidt. "Publicly Accessible Space and Quality of Life: A Tool for Measuring the Openness of Urban Spaces." In M. Budruk and R. Phillips, eds., <i>Quality-of-Life Community Indicators for Parks, Recreation and Tourism Management</i>. Springer, Dordrecht, Netherlands: 41-66.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
<b>Pleasurability</b>	<ul style="list-style-type: none"> <li>Quality and variety of architecture</li> <li>Presence of art installation</li> <li>Density of elements (e.g., sidewalks and streets)</li> <li>Perceived attractiveness of the space</li> <li>Presence of advertising in the space (less is better)</li> </ul>		<ul style="list-style-type: none"> <li>Mehta, V. (2014). "Evaluating Public Space." <i>Journal of Urban Design</i> 19(1): 53-88.</li> <li>Zamanifard, H., T. Alizadeh, C. Bosman and E. Coiacetto (2019). "Measuring Experiential Qualities of Urban Public Spaces: Users' Perspective." <i>Journal of Urban Design</i> 24(3): 340-64.</li> <li>Németh, J., and S. Schmidt. "Publicly Accessible Space and Quality of Life: A Tool for Measuring the Openness of Urban Spaces." In M. Budruk and R. Phillips, eds., <i>Quality-of-Life Community Indicators for Parks, Recreation and Tourism Management</i>. Springer, Dordrecht, Netherlands: 41-66.</li> </ul>
<b>Meaningful activities</b>	<ul style="list-style-type: none"> <li>Presence of community gathering "third" places (i.e., social surroundings that are not a home or a workplace)</li> <li>Range of activities and behaviors in space</li> <li>Availability of food, retail and other amenities</li> <li>Variety of reasons or motivations to use or be in the space</li> <li>Likelihood of interactions with other people</li> <li>Proportion of employees working in arts- and entertainment-related establishments</li> </ul>		<ul style="list-style-type: none"> <li>Mehta, V. (2014). "Evaluating Public Space." <i>Journal of Urban Design</i> 19(1): 53-88.</li> <li>Zamanifard, H., T. Alizadeh, C. Bosman and E. Coiacetto (2019). "Measuring Experiential Qualities of Urban Public Spaces: Users' Perspective." <i>Journal of Urban Design</i> 24(3): 340-64.</li> <li>Morley, E. (2014). "The Validating Arts and Livability Indicators (VALI) Study: Results and Recommendations." Urban Institute (for the National Endowment for the Arts).</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>Level of connection to adjacent streets or spaces</li> <li>Lighting quality after dark</li> <li>Presence of surveillance cameras, security guards or similar patrol units</li> <li>Perceived safety from traffic</li> <li>Sense of safety during the day and/or night</li> </ul>		<ul style="list-style-type: none"> <li>Mehta, V. (2014). "Evaluating Public Space." <i>Journal of Urban Design</i> 19(1): 53-88.</li> <li>Zamanifard, H., T. Alizadeh, C. Bosman and E. Coiacetto (2019). "Measuring Experiential Qualities of Urban Public Spaces: Users' Perspective." <i>Journal of Urban Design</i> 24(3): 340-64.</li> </ul>

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Appendix C

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

METRIC	MEASURES	STRENGTH OF EVIDENCE	CITATION
<b>Comfort</b>	<ul style="list-style-type: none"> <li>Presence of free places to sit</li> <li>Presence of shade or shelter against weather</li> <li>Presence of nuisance noise (e.g., traffic)</li> <li>Presence of design elements that discourage use of the space</li> <li>Ease and safety of walking in and around the space</li> <li>Availability of restrooms (gender neutral or gendered)</li> </ul>	●	<ul style="list-style-type: none"> <li>Mehta, V. (2014). "Evaluating Public Space." <i>Journal of Urban Design</i> 19(1): 53-88.</li> <li>Zamanifard, H., T. Alizadeh, C. Bosman and E. Coiacetto (2019). "Measuring Experiential Qualities of Urban Public Spaces: Users' Perspective." <i>Journal of Urban Design</i> 24(3): 340-64.</li> <li>Németh, J., and S. Schmidt. "Publicly Accessible Space and Quality of Life: A Tool for Measuring the Openness of Urban Spaces." In M. Budruk and R. Phillips, eds., <i>Quality-of-Life Community Indicators for Parks, Recreation and Tourism Management</i>. Springer, Dordrecht, Netherlands: 41-66.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons. <a href="http://civiccommons.us/app/uploads/2018">http://civiccommons.us/app/uploads/2018</a></li> </ul>
<b>Likability</b>	<ul style="list-style-type: none"> <li>Feelings toward the space (e.g., unique or generic, exciting or boring, pleasant or distasteful, welcoming or intimidating, comforting or distressing)</li> <li>Variety and number of reasons for liking or not liking the place</li> </ul>	●	<ul style="list-style-type: none"> <li>Zamanifard, H., T. Alizadeh, C. Bosman and E. Coiacetto (2019). "Measuring Experiential Qualities of Urban Public Spaces: Users' Perspective." <i>Journal of Urban Design</i> 24(3): 340-64.</li> </ul>
<b>Health of cultural sector via Cultural Assets Index</b>	<ul style="list-style-type: none"> <li>Geocoding the number of cultural participants, nonprofit cultural providers, commercial cultural firms and residents artists</li> <li>Type of municipal involvement in cultural facilities and activities in the last ten years</li> <li>Variety of cultural activities, programs and facilities annually funded from public funds</li> <li>Percent of public funding for cultural activities, programs and facilities annually</li> </ul>	●	<ul style="list-style-type: none"> <li>Stern, M. J., and Seifert, S. C. (2010). "Cultural Clusters: The Implications of Cultural Assets Agglomeration for Neighborhood Revitalization." <i>Journal of Planning Education and Research</i> 29(3): 262-79.</li> <li>Grodach, C., and A. Loukaitou Sideris (2007). "Cultural Development Strategies and Urban Revitalization: A Survey of US Cities." <i>International Journal of Cultural Policy</i> 13(4): 349-70.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons. <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
<b>Business mix</b>	<ul style="list-style-type: none"> <li>Perception that "enough different businesses are downtown"</li> <li>Perception that "the mix of business in downtown is optimal for attracting consumers"</li> <li>Perception that "downtown has a very diverse mix of businesses"</li> <li>Perception that "downtown business owners welcome new businesses"</li> </ul>	●	<ul style="list-style-type: none"> <li>Ruryan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> <li>Sneed, C. T., R. Ruryan, J. L. Swinney and H. J. Lim (2011). "Brand, Business Mix, Sense of Place: Do They Matter Downtown?" <i>Journal of Place Management and Development</i> 4(2):121-34.</li> </ul>
<b>Use of public space</b>	<ul style="list-style-type: none"> <li>Pedestrian counts in key locations (including demographic characteristics of who is using the space)</li> <li>Use of space over a 24-hour period (including demographic characteristics of who is using the space)</li> <li>Number of new residential units in designated area(s)</li> <li>Percent of commercial and/or residential vacancies in designated area(s)</li> <li>Number of tourists frequenting the city or downtown area (including demographic characteristics of who is visiting the space)</li> </ul>	●	<ul style="list-style-type: none"> <li>Birch, E. L. (2006). "Changing Place in the New Downtown." In <i>New Downtowns: The Future of Urban Centers</i>, ed. J. Oakman. Woodrow Wilson School of Public and International Affairs, Princeton, NJ: 53.</li> <li>Filion, P., H. Hoernig, T. Bunting and G. Sands (2004). "The Successful Few: Healthy Downtowns of Small Metropolitan Regions." <i>Journal of the American Planning Association</i> 70(3): 328-43.</li> <li>Balsas, C. J. (2004). "Measuring the Livability of an Urban Centre: An Exploratory Study of Key Performance Indicators." <i>Planning, Practice and Research</i> 19(1): 101-10.</li> <li>"Bringing Back Main Street: A Guide to Downtown Revitalization for Local Governments." Houston-Galveston Area Council, <a href="https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf">https://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf</a> (2015).</li> <li>Grodach, C., and A. Loukaitou Sideris (2007). "Cultural Development Strategies and Urban Revitalization: A Survey of US Cities." <i>International Journal of Cultural Policy</i> 13(4): 349-70.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons. <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>

41

## Appendix D: Details for Measuring Place Attachment and Brand

In the Strength of Evidence column, green represents metrics that are validated and share consistent findings across two or more studies and yellow indicates metrics that are validated but have fewer corroborating pieces of evidence.

PATHWAY ELEMENT	METRIC	MEASURE	STRENGTH OF EVIDENCE	CITATION
Place attachment	Place identity	<p><b>Place identity</b></p> <ul style="list-style-type: none"> <li>I feel this place is part of who I am (self-extension)</li> <li>If this place no longer existed, I would feel I had lost a part of myself (self-extension)</li> <li>I feel this is the place where I fit (environmental fit)</li> <li>This place allows me to "connect with myself" (environmental fit)</li> <li>This place reflects the type of person I am (place-self congruity)</li> <li>This place reflects my personal values (place-self congruity)</li> </ul> <p><b>Place identity</b></p> <ul style="list-style-type: none"> <li>I feel this place is a part of me</li> <li>This place is very special to me</li> <li>I identify strongly with this place</li> <li>I am very attached to this place</li> <li>Visiting this place says a lot about who I am</li> <li>This place means a lot to me</li> </ul> <p><b>Place dependence</b></p> <ul style="list-style-type: none"> <li>This place is the best place for what I like to do</li> <li>No other place can compare to this place</li> <li>I get more satisfaction out of visiting this place than any other</li> <li>Doing what I do at this place is more important to me than doing it in any other place</li> <li>I wouldn't substitute any other area for doing the types of things I do at this place</li> </ul>	●	<ul style="list-style-type: none"> <li>Drossetis, O., and V. L. Vignoles (2010). "Towards an Integrative Model of Place Identification: Dimensionality and Predictors of Intra-personal-level Place Preferences." <i>Journal of Environmental Psychology</i> 30(1): 23-34.</li> <li>Williams, D. R., and J. J. Vaske (2003). "The Measurement of Place Attachment: Validity and Generalizability of a Psychometric Approach." <i>Forest Science</i> 49(6): 830-40.</li> </ul>
	Length of residence	<ul style="list-style-type: none"> <li>Time spent in the place (years)</li> <li>Length of residence (median length)</li> <li>Proportion of housing units occupied</li> <li>Proportion of housing units owner-occupied</li> </ul>	●	<ul style="list-style-type: none"> <li>Morley, E. (2014). "The Validating Arts and Livability Indicators (VALI) Study: Results and Recommendations." Urban Institute (for the National Endowment for the Arts).</li> </ul>

42

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Appendix D

Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

PATHWAY ELEMENT	METRIC	MEASURE	STRENGTH OF EVIDENCE	CITATION
	Ties to place	<ul style="list-style-type: none"> <li>This place makes me feel positively about myself (self-esteem)</li> <li>This place gives me a sense of "meaning" in my life (meaning)</li> <li>This place has spiritual significance to me (spiritual significance)</li> <li>My origins are in this place (genealogical links)</li> <li>There is a sense of "loss" when I think of this place (sense of loss/dislocation)</li> </ul>	●	<ul style="list-style-type: none"> <li>Droseltis, O., and V. L. Vignoles (2010). "Towards an Integrative Model of Place Identification: Dimensionality and Predictors of Intrapersonal-level Place Preferences." <i>Journal of Environmental Psychology</i> 30(1): 23-34.</li> <li>Williams, D. R., and J. J. Vaske (2003). "The Measurement of Place Attachment: Validity and Generalizability of a Psychometric Approach." <i>Forest Science</i> 49(6): 830-40.</li> </ul>
	Sense of belonging	<ul style="list-style-type: none"> <li>This place gives me a sense of continuity between past, present and future in my life (continuity)</li> <li>This place makes me feel close to, or accepted by, other people (belongingness)</li> <li>This place gives me a sense of security (security)</li> </ul>	●	<ul style="list-style-type: none"> <li>Droseltis, O., and V. L. Vignoles (2010). "Towards an Integrative Model of Place Identification: Dimensionality and Predictors of Intrapersonal-level Place Preferences." <i>Journal of Environmental Psychology</i> 30(1): 23-34.</li> </ul>
	Trust of others	<ul style="list-style-type: none"> <li>Would you say that most people can be trusted or that you can't be too careful in dealing with people?</li> <li>How much do you trust people in your neighborhood?</li> <li>How about white people? (same as neighborhood)</li> <li>What about African Americans or Black people? (same as neighborhood)</li> <li>What about Asian people? (same as neighborhood)</li> <li>How about Hispanics or Latinos? (same as neighborhood)</li> </ul>	●	<ul style="list-style-type: none"> <li>Rahimi, S., M. J. Martin, E. Obeysekere, D. Hellmann, X. Liu and C. Andris (2017). "A Geographic Information System (GIS)-based Analysis of Social Capital Data: Landscape Factors that Correlate with Trust." <i>Sustainability</i> 9(3): 365.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
Place attachment outcomes*	Quality of life	<p><b>The ability of residents to access necessary amenities:</b></p> <ul style="list-style-type: none"> <li>Adequate housing</li> <li>Healthcare</li> <li>Child care</li> <li>Education</li> <li>Public safety</li> <li>Violent crime rate</li> <li>Property crime rate</li> <li>Median commute time</li> <li>Retail and service establishments (per 1,000)</li> <li>Net migration</li> </ul>	●	<ul style="list-style-type: none"> <li>Kline, E. (2001). "Indicators for Sustainable Development In Urban Areas." <i>Sustainability Assessment and the Management of Urban Environments</i>: 275-97.</li> <li>Morley, E. (2014). "The Validating Arts and Livability Indicators (VALI) Study: Results and Recommendations." Urban Institute (for the National Endowment for the Arts).</li> </ul>

PATHWAY ELEMENT	METRIC	MEASURE	STRENGTH OF EVIDENCE	CITATION
	Civic engagement	<ul style="list-style-type: none"> <li>Election turnout rate</li> <li>Civic engagement establishments (per 1,000)</li> </ul>	●	<ul style="list-style-type: none"> <li>Morley, E. (2014). "The Validating Arts and Livability Indicators (VALI) Study: Results and Recommendations." Urban Institute (for the National Endowment for the Arts).</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
Brand	Image valence	<p><b>Physical appearance</b></p> <ul style="list-style-type: none"> <li>I find this place beautiful (aesthetic satisfaction)</li> </ul> <p><b>Perceived image</b></p> <ul style="list-style-type: none"> <li>Our downtown has a negative image</li> <li>Our downtown has an established image</li> <li>Our downtown has a positive image</li> <li>Downtown business owners and local government present a consistent image of the downtown</li> <li>Downtown business owners have a consistent view of the downtown's image</li> </ul>	●	<ul style="list-style-type: none"> <li>Droseltis, O., and V. L. Vignoles (2010). "Towards an Integrative Model of Place Identification: Dimensionality and Predictors of Intrapersonal-level Place Preferences." <i>Journal of Environmental Psychology</i> 30(1): 23-34.</li> <li>Runyan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> <li>Sneed, C. T., R. Runyan, J. L. Swinney and H. J. Lim (2011). "Brand, Business Mix, Sense of Place: Do They Matter Downtown?" <i>Journal of Place Management and Development</i> 4(2): 121-34.</li> <li>"Measuring the Civic Commons." Reimagining the Civic Commons, <a href="http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf">http://civiccommons.us/app/uploads/2018/01/Measuring-the-Civic-Commons.pdf</a>.</li> </ul>
	Uniqueness	<ul style="list-style-type: none"> <li>Being linked to this place distinguishes me from other people (distinctiveness)</li> <li>Our downtown has a symbol or symbols readily recognized by consumers</li> <li>Our symbol or symbols are distinct from other downtowns that are our competitors</li> <li>Our symbol or symbols are enclosed and supported by downtown business owners</li> <li>Downtown business owners and local government endorse and support the same symbol(s)</li> </ul>	●	<ul style="list-style-type: none"> <li>Droseltis, O., and V. L. Vignoles (2010). "Towards an Integrative Model of Place Identification: Dimensionality and Predictors of Intrapersonal-level Place Preferences." <i>Journal of Environmental Psychology</i> 30(1): 23-34.</li> <li>Runyan, R. C., and P. Huddleston (2006). "Getting Customers Downtown: The Role of Branding in Achieving Success for Central Business Districts." <i>Journal of Product and Brand Management</i> 15(1): 48-61.</li> </ul>

\* Line spaces between sets of items in the place attachment measures column denote items are from the respective citation as ordered.



# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

## Acknowledgements

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45



# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

## As communities across the country work to revitalize downtowns and neighborhoods, which metrics indicate progress or success?

Knights commissioned Community Science to review existing research on downtown revitalization, equitable economic development and public space activation to investigate this question. While this work was commissioned before the COVID-19 pandemic and before the reenergized dialogue about addressing racial inequities in the United States, the question is vital as cities reopen and recover as vibrant, equitable hubs of social, economic and civic life. City leaders across the nation are simultaneously confronting two questions: how to recover and how to do so equitably. This report shares learnings about ways to measure success in both of those aims.<sup>A</sup>

The following conclusions about measurement strategies emerged from the review of the literature:

- **Measure the movement of residents, employees and visitors.** Successful revitalization includes measuring the flow of people in and around key focus areas. Post COVID-19, preference for dense communities or amenities may decrease but understanding how movement across a community is changing will be critical to understanding recovery.
- **Be comprehensive and also evaluate equitable access.** This includes measuring trends in employment, poverty, demographics, cost of doing business, the resident experience and the health of the business and housing markets. Progress measures should reflect a city's unique strategies and goals. Analyses of these measures should assess equitable access to the benefits of revitalization, such as the number of minority-led and minority-run businesses and how that changes over time.
- **Measure the quality of civic space and how much it is used.** These kinds of metrics include diversity of

users, potential for interacting with the space and with others, design features that support all users' safety and comfort, users' immediate perceptions of the space, the presence and strength of cultural assets in or near the space, the diversity of the surrounding business mix and how often the space is used. For spaces to feel inclusive for all races, their design, including perceived safety features such as police presence and other surveillance, need to be carefully considered and balanced.

- **Measure indicators of people's attachment to the place.** People must want to be in and draw benefit from being in an area for revitalization to occur. This can be understood by measuring progress toward increased place attachment. Tangible evidence of place attachment includes employment, property ownership and whether the respondent has family members living in the targeted neighborhoods. Psychological indicators of attachment are positive memories and emotions, sense of belonging, positive self-esteem and positive health and well-being.

These findings are based on U.S. cities' experiences over the last 20 to 30 years.<sup>B</sup> As noted above, this review includes literature from the comparatively new field of equitable economic development. Under normal circumstances, these experiences serve as a valuable road map for future revitalization work. The COVID-19 pandemic has brought new challenges to cities that were not accounted for in the literature. Nevertheless, there is value in looking to the past and adapting those lessons to the current reality.

Cities have been at the center of public health crises in the past and have found ways to adjust and thrive once more. With strategic and coordinated action by business and government leaders, this can again be possible. As leading global experts recently explained,

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

"if the world's cities find ways to adjust, as they always have in the past, their greatest era may yet lie before them."<sup>C</sup> And, with city leaders focused on addressing racial inequities, there is hope that this great era will include pathways for access and prosperity for all residents.

## Downtown Revitalization

Community Science documented the strategies that researchers and practitioners have long found to be the most effective at fostering downtown development (see graphic below). These contributors were complemented by an emerging body of literature about the importance of equitable economic development. The strategies shared a focus on regenerating city centers to make them accessible to all residents and local business owners, and attractive places for people to live, work and play at different times of the day and week.

### Leading Effective Downtown Development Strategies



Metrics of downtown revitalization can help cities understand their downtown's starting point, before revitalization has taken place, to measure progress of chosen strategies, and to understand whether strategies are being applied equitably for all residents and guide any needed adjustments. Specifically, monitoring trends in indicators such as employment, poverty, demographics, costs of doing business and costs of owning a home in the designated downtown area and the larger area will provide general insights about progress over time (see table on page 4).

Instead of every community measuring the same things, the literature advises that measures should match the strategies. Communities will need to find the best ways to measure processes and their own intended outcomes. However, below are the metrics most commonly used across the literature.

Metrics and strategies should be implemented with a focus on achieving equitable outcomes, including community representation in planning and decision-making, equitable access to the benefits of revitalization and strategies designed to limit displacement of longtime residents and businesses because of revitalization.

A The complete report, "Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces: A Review of Existing Research," includes extensive citations and can be found at <https://knightfoundation.org/reports/downtown-revitalization>  
 B This time frame was selected because it includes most of the literature related to revitalization and public spaces.

C Richard Florida et al., "How Life in Our Cities Will Look After the Coronavirus Pandemic," Foreign Policy, May 1, 2020, <https://foreignpolicy.com/2020/05/01/future-of-cities-urban-life-after-coronavirus-pandemic>.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

## Strategies and Metrics of Downtown Revitalization

In the Strength of Evidence column, green represents metrics that share consistent findings across two or more studies and yellow indicates metrics that are extrapolated from promising or successful strategies to downtown revitalization.

REVITALIZATION STRATEGY	METRIC	STRENGTH OF EVIDENCE
Create and sustain a business improvement district	Number of businesses located downtown	●
	Growth in retail sales	●
	Longevity of small businesses	●
	Increase in property values	●
	Resident representation in the business improvement district advisory board or governance	●
	Racial and ethnic composition of the business improvement district	●
	Citizen attitudes toward downtown	●
Promote downtown through branding and marketing efforts	Crime rates	●
	Positive media mentions of downtown	●
	Brand identity and positive image	●
	Visibility of downtown marketing (publicity, social media and peer reviews)	●
	Number of and attendees at special events	●
	Number of hotel and motel rooms per 1,000 in central city residents	●
	Invest in diversity of mixed-use development, including housing, and in filling vacant property (disaggregate population by race and ethnicity)	Percent of city's residential population living downtown (threshold: 5%)
Growth in the number of housing units downtown		●
Population growth (+/- change over time)		●
Percent of city's housing units located downtown		●
Diversity of resident tenure		●
Percent of civic and cultural facilities located downtown		●
Percent of city's historic property located downtown (threshold: 20%)		●
Existence of a gathering place or point of arrival		●
Vacancy rates (commercial, residential, etc.) and vacant lots		●
Diverse mix of uses of buildings and spaces (e.g., commercial, residential or civic)		●
Attract and keep businesses downtown (disaggregate ownership and turnover by race and ethnicity)		Percent of retail businesses in city located downtown (threshold: 8%)
	Diverse business mix/store types	●
	Storefront occupancy rate (threshold: 97%)	●
	Business turnover per year (threshold: -5%)	●
	Growth in retail sales	●
Expand employment opportunities in the city and downtown or in city center (disaggregate employment measures by race and ethnicity)	Percent of city residents working in the city	●
	Unemployment rate	●
	Labor force participation rate	●
	Net new jobs	●
	Median household income	●
	Poverty rate	●
	College degree attainment	●
	Foreign-born population	●
	Proportion of jobs in finance, insurance and real estate (FIRE), healthcare and/or education industries	●
Implement tax credit programs and incentives	Amount of private investment leveraged as a result of public funding	●
	Amount of redevelopment funds invested to enhance downtown's public spaces/attractiveness	●

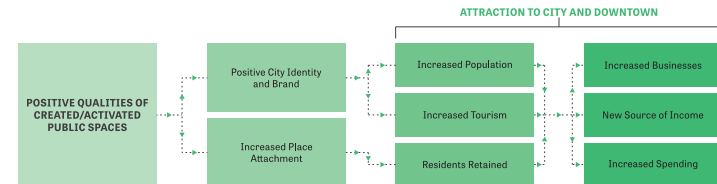
4

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

## Public Space Activation

Creating and activating public spaces is a strategy that many U.S. communities have chosen to pursue. Communities invest in public spaces to connect people to the places where they live and to the public life of the community; to increase resident commitment to the downtown, neighborhood or overall city and, in turn; to increase population size and facilitate revitalization. These various objectives of engaging community are illustrated in the pathway presented in the graphic below. Our review of the literature suggests that this pathway is valid, including the indirect connections between public spaces, positive place attachment and revitalization.

### Pathway Connecting Public Spaces to City Outcomes



The first step in measuring whether public spaces are helping to meet community goals is whether the space is a "good" public space. Our review of the literature highlighted four qualities that are important for all public spaces: multifunctional, safe and inclusive, attractive and comfortable, and proximity to nature. To measure these, cities should focus on nine dimensions (see the first column of the table below). As the matrix below notes, a space needs to strike a balance between safety features and the open and inclusiveness of the space. The below recommendations are largely based on the Public Space Index<sup>8</sup> with additional dimensions from the literature. Details on these indicators can be found in Appendix A.

### Measuring the Qualities of Good Public Spaces

METRICS FOR MEASURING THE QUALITIES OF GOOD PUBLIC SPACES	QUALITIES OF GOOD PUBLIC SPACES			
	MULTIFUNCTIONAL	SAFE AND INCLUSIVE	ATTRACTIVE AND COMFORTABLE	NEARNESS TO NATURE
Inclusiveness		●	●	
Pleasurability			●	
Meaningful activities	●			
Safety		●		
Comfort			●	●
Likability			●	
Health of cultural sector via Cultural Assets Index	●			
Business mix	●			
Use of public space	●	●	●	●

D. V. Mehta, "Evaluating Public Space," *Journal of Urban Design*, January 1, 2014, 19(1): 53-88.

5

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

In addition to measuring the quality of public spaces, cities will want to measure place attachment among residents and visitors if they are investing in public spaces for revitalization or to foster community engagement (see table below). This is because people must want to be in and draw benefit from being in an area for revitalization for deeper engagement to occur. Past studies show that the best way to measure attachment is to use tangible and psychological indicators. Tangible indicators might include employment or property ownership in the district and family members who also reside in the area. Common psychological indicators of attachment are positive memories and emotions, sense of belonging to a place, positive self-esteem, and positive health and well-being. You might want to include metrics that track relationship building, particularly when strategies are focused on engaging community members in new or improved public spaces. In addition to measuring place attachment, understanding the brand and media presence that a city has is vital to constructing a positive narrative of a city or downtown area. Appendix B presents specific measures that can be used to track or evaluate each of the pathway elements.

Measuring Place Attachment and Brand

PATHWAY ELEMENT	METRIC
Place attachment	Place identity
	Length of residence
	Ties to place
	Sense of belonging
Place attachment outcomes	Trust of others
	Quality of life
Brand	Civic engagement
	Image valence (i.e., respondents perceptions of space, partially in response to pictorial branding)
	Uniqueness

## CONCLUSION

Embarking upon revitalization is an important step, and measuring progress will help show your community that you are making progress, that needed adjustments surface early in implementation, and that your strategies, both through implementation and outcomes, further equity among residents.

The metrics highlighted in this report are a good place to start when designing your measurement strategy. You then can refine and narrow the recommendations based on your local priorities and strategies. In all cases, though, it is important to disaggregate data whenever possible to capture the way outcomes and progress are affecting individuals of different racial and ethnic backgrounds as well as age and potentially length of tenure in the community. While some metric recommendations may need to adjust in light of economic or physical constraints post COVID-19, we anticipate that the majority will continue to be valuable given their past importance for recovery efforts.

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

## Appendix A: Detailed Qualities of Public Spaces

In the Strength of Evidence column, green represents metrics that were used in two or more studies and are generally seen as the best way to measure the construct. Yellow indicates metrics that are commonly used in the field but where there is no researcher consensus on the "best" measure.

METRIC	MEASURES	STRENGTH OF EVIDENCE
<b>Inclusiveness</b>	<ul style="list-style-type: none"> <li>Presence of people of diverse ages, genders, classes, races, physical abilities and family size and type</li> <li>Opening hours of the space</li> <li>Control of entrance to the public space</li> <li>Reactions to the presence of cameras and security</li> <li>Sense of freedom to behave without fear of judgment</li> </ul>	●
<b>Pleasurability</b>	<ul style="list-style-type: none"> <li>Quality and variety of architecture</li> <li>Presence of art installation</li> <li>Density of elements (e.g., sidewalks and streets)</li> <li>Perceived attractiveness of the space</li> <li>Presence of advertising in the space (less is better)</li> </ul>	●
<b>Meaningful activities</b>	<ul style="list-style-type: none"> <li>Presence of community gathering "third" places (i.e., social surroundings that are not a home or a workplace)</li> <li>Range of activities and behaviors in space</li> <li>Availability of food, retail and other amenities</li> <li>Variety of reasons or motivations to use or be in the space</li> <li>Likelihood of interactions with other people</li> <li>Proportion of employees working in arts- and entertainment-related establishments</li> </ul>	●
<b>Safety</b>	<ul style="list-style-type: none"> <li>Level of connection to adjacent streets or spaces</li> <li>Lighting quality after dark</li> <li>Presence of surveillance cameras, security guards or similar patrol units</li> <li>Perceived safety from traffic</li> <li>Sense of safety during the day and/or night</li> </ul>	●
<b>Comfort</b>	<ul style="list-style-type: none"> <li>Presence of free places to sit</li> <li>Presence of shade or shelter against weather</li> <li>Presence of nuisance noise (e.g., traffic)</li> <li>Presence of design elements that discourage use of the space</li> <li>Ease and safety of walking in and around the space</li> <li>Availability of restrooms (gender neutral or gendered)</li> </ul>	●
<b>Likability</b>	<ul style="list-style-type: none"> <li>Feelings toward the space (e.g., unique or generic, exciting or boring, pleasant or distasteful, welcoming or intimidating, comforting or distressing)</li> <li>Variety and number of reasons for liking or not liking the place</li> </ul>	●
<b>Health of cultural sector via Cultural Assets Index</b>	<ul style="list-style-type: none"> <li>Geolocating the number of cultural participants, nonprofit cultural providers, commercial cultural firms and residents artists</li> <li>Type of municipal involvement in cultural facilities and activities in the last ten years</li> <li>Variety of cultural activities, programs and facilities annually funded from public funds</li> <li>Percent of public funding for cultural activities, programs and facilities annually</li> </ul>	●
<b>Business mix</b>	<ul style="list-style-type: none"> <li>Perception that "enough different businesses are downtown"</li> <li>Perception that "the mix of businesses in downtown is optimal for attracting consumers"</li> <li>Perception that "downtown has a very diverse mix of businesses"</li> <li>Perception that "downtown business owners welcome new businesses"</li> </ul>	●
<b>Use of public space</b>	<ul style="list-style-type: none"> <li>* Pedestrian counts in key locations (including demographic characteristics of who is using the space)</li> <li>* Use of space over a 24-hour period (including demographic characteristics of who is using the space)</li> <li>Number of new residential units in designated area(s)</li> <li>Percent of commercial and/or residential vacancies in designated area(s)</li> <li>* Number of tourists frequenting the city or downtown area (including demographic characteristics of who is visiting the space)</li> </ul>	●

Note: Measures marked with an asterisk are recommended for their ability to assess equitable processes or outcomes.

# Appendix M. Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

Toolkit: How to Measure Progress Toward Downtown Revitalization and Engaging Public Spaces

## Appendix B: Details for Measuring Place Attachment and Brand

In the Strength of Evidence column, green represents metrics that were used in two or more studies and are generally seen as the best way to measure the construct. Yellow indicates metrics that are commonly used in the field but where there is no researcher consensus on the "best" measure.

PATHWAY ELEMENT	METRIC	MEASURE	STRENGTH OF EVIDENCE
Place attachment	Place identity	Place identity	●
		<ul style="list-style-type: none"> <li>I feel this place is part of who I am (self-extension)</li> <li>If this place no longer existed, I would feel I had lost a part of myself (self-extension)</li> <li>I feel this is the place where I fit (environmental fit)</li> <li>This place allows me to "connect with myself" (environmental fit)</li> <li>This place reflects the type of person I am (place-self congruity)</li> <li>This place reflects my personal values (place-self congruity)</li> </ul>	
		Place identity	
		<ul style="list-style-type: none"> <li>I feel this place is a part of me</li> <li>This place is very special to me</li> <li>I identify strongly with this place</li> <li>I am very attached to this place</li> <li>Visiting this place says a lot about who I am</li> <li>This place means a lot to me</li> </ul>	
		Place dependence	
		<ul style="list-style-type: none"> <li>This place is the best place for what I like to do</li> <li>No other place can compare to this place</li> <li>I get more satisfaction out of visiting this place than any other</li> <li>Doing what I do at this place is more important to me than doing it in any other</li> <li>I wouldn't substitute any other area for doing the types of things I do at this place</li> </ul>	
Length of residence	Length of residence	<ul style="list-style-type: none"> <li>Time spent in the place (years)</li> <li>Length of residence (median length)</li> <li>Proportion of housing units occupied</li> <li>Proportion of housing units owner-occupied</li> </ul>	●
		Ties to place	<ul style="list-style-type: none"> <li>This place makes me feel positively about myself (self-esteem)</li> <li>This place gives me a sense of "meaning" in my life (meaning)</li> <li>This place has spiritual significance to me (spiritual significance)</li> <li>My origins are in this place (genealogical links)</li> <li>There is a sense of "loss" when I think of this place (sense of loss/dislocation)</li> </ul>
Sense of belonging	Sense of belonging	<ul style="list-style-type: none"> <li>This place gives me a sense of continuity between past, present and future in my life (continuity)</li> <li>This place makes me feel close to, or accepted by, other people (belongingness)</li> <li>This place gives me a sense of security (security)</li> </ul>	●
		Trust of others	<ul style="list-style-type: none"> <li>Would you say that most people can be trusted or that you can't be too careful in dealing with people?</li> <li>How much do you trust people in your neighborhood?</li> <li>How about white people? (same as neighborhood)</li> <li>What about African Americans or Black people? (same as neighborhood)</li> <li>What about Asian people? (same as neighborhood)</li> <li>How about Hispanics or Latinos? (same as neighborhood)</li> </ul>

PATHWAY ELEMENT	METRIC	MEASURE	STRENGTH OF EVIDENCE
Place attachment outcomes	Quality of life	The ability of residents to access necessary amenities: <ul style="list-style-type: none"> <li>Adequate housing</li> <li>Healthcare</li> <li>Child care</li> <li>Education</li> <li>Public safety</li> <li>Violent crime rate</li> <li>Property crime rate</li> <li>Median commute time</li> <li>Retail and service establishments (per 1,000)</li> <li>Net migration</li> </ul>	●
	Civic engagement	<ul style="list-style-type: none"> <li>Election turnout rate</li> <li>Civic engagement establishments (per 1,000)</li> </ul>	●
Brand	Image valence	Physical appearance <ul style="list-style-type: none"> <li>I find this place beautiful (aesthetic satisfaction)</li> </ul> Perceived image <ul style="list-style-type: none"> <li>Our downtown has a negative image</li> <li>Our downtown has an established image</li> <li>Our downtown has a positive image</li> <li>Downtown business owners and local government present a consistent image of the downtown</li> <li>Downtown business owners have a consistent view of the downtown's image</li> </ul>	●
	Uniqueness	<ul style="list-style-type: none"> <li>Being linked to this place distinguishes me from other people (distinctiveness)</li> <li>Our downtown has a symbol or symbols readily recognized by consumers</li> <li>Our symbol or symbols are distinct from other downtowns that are our competitors</li> <li>Our symbol or symbols are supported by downtown business owners</li> <li>Downtown business owners and local government endorse and support the same symbol(s)</li> </ul>	●

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For the full report, go to: <https://knightfoundation.org/reports/downtown-revitalization>

