



## **Homer City Hall**

491 E. Pioneer Avenue

Homer, Alaska 99603

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

# **City of Homer Agenda**

**ADA Advisory Board Special Meeting**

**Thursday, October 13, 2022 at 5:00 PM**

**Cowles Council Chambers and Via Zoom Webinar**

**<https://cityofhomer.zoom.us/j/99863240301?pwd=SVlXZktXNmEvblZsNnJ5bzJUaDB1Zz09>**

**Dial: 1 669 444 9171 or 1 669 900 6833 (Toll Free) 888 788 0099 or 877 853 5247**

**Webinar ID: 998 6324 0301 Password: 404451**

**CALL TO ORDER, 5:00 P.M.**

**APPROVAL OF THE AGENDA**

**PUBLIC COMMENTS FOR ITEMS ON THE AGENDA**

**RECONSIDERATION**

**APPROVAL OF THE MINUTES**

[A.](#) Special Meeting Minutes for August 15, 2022

**VISITORS/PRESENTATIONS**

[A.](#) City of Homer Transportation Plan Presentation by Julie Engebretsen, Economic Development Manager

**PENDING BUSINESS**

**NEW BUSINESS**

[A.](#) Memorandum from Deputy City Clerk re: Advisory Board Bylaws

**INFORMATIONAL ITEMS**

[A.](#) Creating Parks and Public Spaces for People of All Ages

[B.](#) Memorandum from City Clerk re: Implementation of New Agenda Management Software

[C.](#) Ben Walters Park Recognition Ceremony Hosted by the Parks Art Recreation & Culture Advisory Commission

[D.](#) Advisory Board member Reappointment - Christine Thorsrud

**COMMENTS OF THE AUDIENCE**

**COMMENTS OF CITY STAFF**

**COMMENTS OF THE COMMITTEE**

**ADJOURNMENT**

Next Regular Meeting is **Thursday, NOVEMBER 10, 2022, at 5:00 p.m.** All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom webinar.

Session 22-05 a Special Meeting of the ADA Compliance Committee was called to order by Vice Chair Joyanna Geisler at 5:00 p.m. on August 15, 2022, from the City Hall Conference Room - Upstairs located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom webinar.

**PRESENT:** COMMITTEE MEMBERS SAFRA, GEISLER, DEADRICK, PARSONS AND THORSRUD

**ABSENT:** COMMITTEE MEMBER ADERHOLD (EXCUSED)

**STAFF:** ADA COORDINATOR KRAUSE  
SPECIAL PROJECTS & COMMUNICATIONS COORDINATOR CARROLL

### **AGENDA APPROVAL**

Vice Chair Geisler requested a motion to approve the agenda.

THORSRUD/SAFRA MOVED TO APPROVE THE AGENDA AS PRESENTED.

There was no discussion.

VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

### **PUBLIC COMMENTS UPON MATTERS ALREADY ON THE AGENDA**

### **RECONSIDERATION**

### **APPROVAL OF THE MINUTES**

A. Unapproved Minutes for the regular Meeting of July 14, 2022

Vice Chair Geisler requested a motion to approve the minutes.

PARSONS/DEADRICK MOVED TO APPROVE THE MINUTES AS PRESENTED.

There was no discussion.

VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

### **PENDING BUSINESS**

A. Memorandum from Special Projects & Communications Coordinator re: 2023-2028 Capital Improvement Plan and Legislative Request

Vice Chair Geisler introduced the item by reading of the title and deferred to Special Projects & Communication Coordinator Carroll.

Ms. Carroll provided an overview of the memorandum included in the packet that defined the process and actions required by the Committee. She facilitated a robust discussion on various projects in the draft Capital Improvement Plan with the Committee, providing responses to the following:

- if the projects of the Nick Dudiak Fishing Lagoon Accessible Ramp & Fishing Platform and Homer Spit Campground renovations shown for the Fishing Hole Campground could be merged since they were relevant and Mariner Park Campground Renovations would stand as a separate project.
- Recommending a new project then selecting it as one of the Committee's top priority projects
- Separating specific projects so that they will be addressed
- Recommending City projects over State or private projects

After a lengthy discussion, debate and advocacy by the Committee on the benefit to the community and senior population as well as the residents in the Senior Center Housing for a sidewalk on Svedlund Street north of Pioneer Avenue and expressing strong support for non-motorized transportation, specifically sidewalk projects in general the Committee made the following motion:

PARSONS/SAFRA MOVED TO RECOMMEND CITY COUNCIL INCLUDE A NEW PROJECT TO CONSTRUCT A SIDEWALK ON SVEDLUND NORTH OF PIONEER AVENUE IN THE CAPITAL IMPROVEMENT PLAN.

There was no further discussion.

VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

The Committee continued discussion on their projects to recommend to City Council. After a lengthy debate of the various merits of each project with them expressing support for the New Community Center project as well as the Sidewalk Projects, the Committee narrowed their recommendations to the following:

1. Nick Dudiak Fishing Lagoon Accessible Ramp & Fishing Platform and Renovations for the Fishing Lagoon Campground
2. City Hall Access Barrier Removal
3. Svedlund Street Sidewalk Project

Vice Chair Geisler requested a motion and second.

DEADRICK/THORSRUD MOVED THAT THE ADA COMPLIANCE COMMITTEE RECOMMENDS CITY COUNCIL INCLUDE THE FOLLOWING PROJECTS IN THEIR LIST OF TOP PRIORITY PROJECTS FOR THE CITY:

1. NICK DUDIAK FISHING LAGOON ACCESSIBLE RAMP & FISHING PLATFORM AND RENOVATIONS FOR THE FISHING LAGOON CAMPGROUND
2. CITY HALL ACCESS BARRIER REMOVAL
3. SVEDLUND STREET SIDEWALK PROJECT

There was no further discussion.



VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

### **NEW BUSINESS**

A. Memorandum from ADA Coordinator re: Amending the Advisory Body Meeting Time, Name and Homer City Code to Include the Advisory Body

Vice Chair Geisler deferred to ADA Coordinator Krause.

Ms. Krause reviewed the memorandum included in the packet regarding the ability of the Committee to amend their meeting time and presented the idea of becoming a board stating the process that was required to accomplish this change and what it would mean for the Committee regarding their formation, etc. She noted that there would be no change in their duties and Council could always suspend the advisory body but this action would formalize the processes with Attendance, Minutes, etc. She recommended that the Committee address the meeting time first.

Vice Chair Geisler noted that she would not prefer 5:00 p.m. but could make it work on the second Thursday of the month.

Ms. Krause noted that the meeting date of the scheduled months would stay the same.

Committee member Deadrick stated that the 5:00 p.m. meeting time would work for her and noted that it would be beneficial to fill the remaining vacancy that they have.

Vice Chair Geisler inquired if there were any additional comments. Hearing none she requested a motion and second.

SAFRA/PARSONS MOVED TO AMEND THE MEETING TIME TO 5:00 P.M. THE SECOND THURSDAY OF THE MONTH TO FACILITATE MORE INTEREST IN FILLING EXISTING VACANCIES.

There was a brief clarification provided by the Clerk that the previously approved months that the Committee meets as outlined in Resolution would apply. Additional meetings are scheduled as needed when it was noted that the Committee meets in February.

VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

Vice Chair Geisler opened the floor to discuss the idea of changing from a standing Committee to a Board and codifying the advisory body.

There was a brief discussion favorable to making the changes.

Vice Chair Geisler requested a motion and second.

THORSRUD/DEADRICK MOVED TO ADOPT STAFF RECOMMENDATIONS AND FORWARD THE DRAFT ORDINANCE AMENDING HOMER CITY CODE 2.58 BOARDS & COMMISSIONS SECTION 2.58.020 CREATION OF CITY BOARDS AND COMMISSIONS AND ADOPTING CHAPTER 2.70 AMERICANS WITH DISABILITIES ACT COMPLIANCE BOARD TO THE CITY COUNCIL FOR APPROVAL.

There was a brief discussion by the Committee expressing their appreciation for the work provided by Ms. Krause on the amendments.

VOTE. NON-OBJECTION. UNANIMOUS CONSENT.

Motion carried.

### **INFORMATIONAL MATERIALS**

### **COMMENTS OF THE AUDIENCE**

Jim Monthly, residing just outside city limits, recounted a recent incident and experience at the harbor when he went fishing with his two nephews. He stated that traversing the ramps to the docks when it is low tide is not an easy task now for him and he can just imagine how difficult it would be for someone in a wheelchair. He stated that a Harbor employee was giving his nephew a hard time as he had pulled his boat into a vacant reserved stall to wait by Ramp 2 in front of the Harbormaster's office. Mr. Monthly stated that this ramp offers the easiest decent for him at low tide. He acknowledged that it is a typical Alaska experience with the extreme tides but he was not satisfied with Harbor Officer response and he went on a letter writing campaign to Murkowski, Sullivan and the Governor, noting it was an election year. Mr. Monthly reported receiving a call from the Harbormaster, after the Harbormaster received a call from the Governor's Office regarding his complaints. He continued by stating the Harbormaster was very nice and polite and informed him that they were in compliance with the existing regulations regarding access and there was nothing further that they could do. Mr. Monthly stated that he was not satisfied with that response. He further commented on how unsafe it was for a person in a wheelchair to access the floats at low tide could be and if we could put a man on the moon we should be able to install a lift systems, elevator of some sort that could safely bring a person down to the float system. Mr. Monthly further commented that it would assist emergency services in getting somebody off the docks. He would appreciate any support that this Committee could provide to change or provide a safer access to the docks.

Pat Casey, city resident, stated he was attending to observe the Committee in action and then expressed his appreciation for the Committee including sidewalks, especially Svedlund Street in their recommendation to City Council. He further provided information on a hazard at the corner of Pioneer Avenue where the Car Wash is, that there is a large hole, which presents a real safety hazard to the public. He then noted a trip hazard right in front of city hall he experienced just tonight. The city needs to address these access issues reporting that there are so many all over and it makes walking very unsafe.

Committee member Deadrick stated that in a previous meeting packet Ms. Krause provided a workbook that is a study on how walkable your town is and she was very interested in performing that research

and asked if Mr. Casey would be interested in performing that with her next June. She noted that it would be too late this year as she is working but will have the summers off.

Mr. Casey responded that he would be interested and provided Ms. Deadrick his phone number and noted that he volunteers quite frequently at the Independent Living Center.

The Committee expressed their appreciation for both gentleman attending this meeting and encouraged them both to apply but noted that there is currently only one vacancy.

#### **COMMENTS OF THE CITY STAFF**

Deputy City Clerk Krause thanked the committee for a great meeting noting that they accomplished quite a bit.

#### **COMMENTS OF THE COMMITTEE**

Committee member Thorsrud expressed accolades for the work behind the scenes that Renee and Jenny did for this meeting and that the Committee could not do their job without Renee's assistance.

#### **ADJOURNMENT**

Seeing no further business before the Committee Vice Chair Geisler adjourned the meeting at 6:50 p.m. A Regular Meeting is scheduled for Thursday, October 13, 2022 at 5:00 p.m. in the Cowles Council Chambers at City Hall located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom webinar.

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Renee Krause, MMC, Deputy City Clerk II/ADA Coordinator

Approved: \_\_\_\_\_



# City of Homer Transportation Plan



**WE WANT  
— YOUR —  
FEEDBACK**

★★★★★★

## Take the Survey!

The City is updating the Transportation Plan that will provide framework to improve roads, sidewalks and recreational trails for the next 20 years. Please take a few minutes to share with us how you travel in and around Homer.



## Want to learn more?

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

**Scan here**



# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

## Office of the City Clerk

491 East Pioneer Avenue  
Homer, Alaska 99603

[clerk@cityofhomer-ak.gov](mailto:clerk@cityofhomer-ak.gov)

(p) 907-235-3130

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## Memorandum

TO: ADA ADVISORY BOARD MEMBERS  
FROM: RENEE KRAUSE, MMC, DEPUTY CITY CLERK  
DATE: OCTOBER 13, 2022  
SUBJECT: ADA ADVISORY BOARD BYLAWS

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Following is the first draft of the Board's bylaws. These are based on the standard template for the City advisory bodies and amended to fit each specific advisory body duties, etc. Please review and by motion propose amendments.

This document will then be presented with any and all amendments for approval at the November meeting.

**CITY OF HOMER AMERICAN WITH DISABILITIES ADVISORY BOARD  
BYLAWS**

**ARTICLE I – NAME AND AUTHORIZATION**

This organization shall be called the American with Disabilities (ADA) Advisory Board, established via Ordinance 22-53(A), existing by virtue of the provisions of Chapter 2.70 of the Homer Municipal Code, and exercising the powers and authority and assuming the responsibilities delegated under said Code. The following bylaws were adopted on XXXXXXXX and shall be in effect and govern the procedures of the ADA Advisory Board.

**ARTICLE II – PURPOSE**

Section 1. Act in an advisory capacity to the City Manager and City Council on Title II Regulations of the Americans with Disabilities Act within the City of Homer which covers programs, activities, and services of public entities.

Section 2. Develop grievance procedures to outline the process of providing for prompt and equitable resolution of complaints alleging any action that would be prohibited by Title II of the ADA Regulations.

Section 3. Develop and perform annual updates to maintain transition plan(s) for city facilities, programs, parks, trails, play areas and campgrounds, listing any barriers that would limit accessibility of its programs, activities or services to individuals; the methods to be utilized to remove those barriers and schedules for taking necessary steps to achieve compliance.

Section 4. Perform reviews of any new programs, activities, and services offered by the City of Homer and incorporate into existing transition plans.

Section 5. Annually review the City of Homer Comprehensive Plan and make recommendations prioritizing accessibility.

Section 6. Consider any specific proposal, problem or project as directed by the City Council or the City Manager and report or submit recommendations thereon directly to the City Council through the City Manager.

**ARTICLE III – MEMBERS**

Section 1. The Board shall consist of six members and one Council member. Members shall be nominated by the Mayor and confirmed by City Council. Not more than three members may reside outside city limits. Public members will be appointed to serve for three-year terms to expire on August 31<sup>st</sup> of designated years. Council member will be appointed for their term elected.

Section 2. Notice of term expirations will be delivered to members by the City Clerk's Office. Members wishing to continue services upon the completion of a three-year term must submit a reappointment application to the City Clerk's Office, which is subject to review by the Mayor and confirmed by City Council. There are no limits on the number of terms a member may serve.

Section 3. Members may not have alternates. If a position is vacated during a term, it shall be filled for the unexpired term by an appointee selected by the Mayor and confirmed by City Council.

Section 4. A member's appointment is vacated under the following conditions:

- A member fails to qualify to take office within 30 days after their appointment;
- A member resigns;
- A member is physically or mentally unable to perform the duties of the office;
- A member is convicted of a felony or of an offense involving a violation of their oath of office; or
- A member has two consecutive unexcused absences, or misses half of all meetings within an appointment year, whether excused or unexcused.

Section 5. The Mayor and City Manager may serve as non-voting, consulting members.

#### **ARTICLE IV – OFFICERS**

Section 1. A Chairperson and Vice-Chairperson shall be elected from among the appointed members at the regular August meeting of the Board.

Section 2. Officers shall serve a term of one year from the August meeting at which they are elected, and until their successors are duly elected. Officers may be re-elected in subsequent years.

Section 3. The Chairperson shall preside at all meetings of the Board, authorize calls for any special meetings, execute all documents authorized by the Board, serve as ex officio/voting member of all committees, and generally perform all duties associated with that office.

Section 4. In the event of the absence, or disability of the Chairperson, the Vice-Chairperson shall assume and perform the duties of the Chair. If both the Chairperson and Vice-Chairperson are absent, and a quorum of four members are present, the senior member shall assume and perform the duties and functions of the Chair.

#### **ARTICLE V – CITY STAFF ROLES**

Section 1. The ADA Coordinator shall serve as a staff liaison to the Board. The staff liaison shall assist the Chairperson in setting meetings, preparing agendas, and other documentary material, and coordinating the acquisition of needed materials and training. The staff liaison shall submit reports and recommendations for those agenda items requiring decisions or recommendations by the Board. Other staff having experience, education, and professional training in a subject matter on the agenda may provide input, reports and recommendations, or may provide supplemental information. The information submitted may be oral, written or graphic, or some combination of all.

Section 2. The City Clerk shall designate a recording clerk to take minutes for the Board and serve as the Board's parliamentary advisory pursuant to AS 29.20.380(10) and HCC 2.12.010, and assist the Chairperson with the conduct of the meeting.

#### **ARTICLE VI – MEETINGS**

Section 1. Regular meetings shall be open to the public and held on the second Thursday of each month, excluding the months of January, March, September, December at 5:00 p.m. in the designated location and shall be posted for public information as required by Homer City Code and Alaska State Statutes.

Section 2. Special meetings and Worksessions may be called by the ADA Coordinator, Chair, or a majority of the Board. Notice of such meetings shall be posted in the same manner as that for regular meetings.

Section 3. A quorum for the transaction of business at any meeting shall consist of four members. For purposes of determining the existence of a quorum, consulting members shall not be counted. Worksessions do not require a quorum, however, no action may be taken at a worksession; items on the agenda are for discussion only.

Section 4. Any member who is unable to attend a meeting, whether regular or special, shall contact the Clerk in advance no later than two hours prior to the scheduled meeting time for excusal.

Section 5. Meeting agenda deadline is at 5:00 p.m. the Wednesday preceding the meeting. Allowances will be made for holidays.

Section 6. The order of business for the regular meetings shall include, but not be limited to, the following items, which shall be covered in the sequence shown, as far as circumstances permit. Agenda shall be posted for public information as required by Homer City Code and Alaska State Statutes.

CITY LOGO	NOTICE OF MEETING	DEPT. CONTACT INFO
	REGULAR MEETING AGENDA	(City Clerk's Office)
	NAME OF BODY	
	DAY OF WEEK, DATE, AND TIME OF MEETING	
	PHYSICAL LOCATION OF MEETING & MEETING ROOM	

1. CALL TO ORDER
2. AGENDA APPROVAL
3. PUBLIC COMMENTS UPON MATTERS ALREADY ON THE AGENDA (3 minute time limit)
4. RECONSIDERATION
5. APPROVAL OF MINUTES
6. VISITORS/PRESENTATIONS (Chair set time limit not to exceed 20 minutes. Public may not comment on the visitor or the visitor's topic until audience comments. No action may be taken at this time.)
7. STAFF & COUNCIL REPORT/COMMITTEE REPORTS
8. PUBLIC HEARING (3 minute time limit)
9. PENDING BUSINESS
10. NEW BUSINESS
11. INFORMATIONAL MATERIALS (No action may be taken on these matters, for discussion only.)
12. COMMENTS OF THE AUDIENCE (3 minute time limit)
13. COMMENTS OF THE CITY STAFF
14. COMMENTS OF THE COUNCILMEMBER (If one is assigned)
15. COMMENTS OF THE BOARD (includes Comments of the Chair since they are part of the board.)
16. ADJOURNMENT Next regular meeting is scheduled for \_\_\_\_\_. (Note any other worksessions, special meetings, committee meetings etc.) All meetings scheduled to be held in the Homer City



Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska. (The meeting may be scheduled for the Conference Room or virtually.)

Section 7. Per Resolution of the City Council (Resolution 06-115(A)), Public Testimony shall normally be limited to three minutes per person. Exceptions may be provided for at the Chairperson's discretion or by a majority vote of the members in attendance.

Section 8. Recorded minutes shall be made available by the City Clerk's Office to the Board prior to the next meeting and a record of all voting will be included in the minutes of each meeting. Minutes shall be available to the public as required by Homer City Code and Alaska State Statutes.

Section 9. Teleconference participation is allowed per the rules and limitations set forth in Homer City Code 2.58.060.

## **ARTICLE VII – GENERAL OPERATING PROCEDURES**

Section 1. The Board shall abide by the current edition of Robert's Rules of Order insofar as it is consistent with the Board's bylaws, other provisions of Homer City Code, or standing rules. In all other cases, bylaws, the code, or the standing rule shall prevail. This includes, but is not limited to, HCC 1.18 Conflicts of Interest, Partiality, and Code of Ethics; HCC 2.58 Boards and Commissions; HCC 2.70 ADA Advisory Board; and the Open Meetings Act – AS 44.62.310-312.

Section 2. Each member, including the Chairperson, shall vote, and shall not abstain from voting, unless such member claims a conflict of interest, or has an excused absence, in which event the member shall be excused from voting. The member shall then state for the record the basis for the abstention. Four affirmative votes are required to pass a motion. Voting will be by a roll call vote, the order to be rotated; or by unanimous consent if no objection is expressed. Voting by proxy or absentee is prohibited.

Section 3. Any rule or resolution of the Board, whether contained in these Bylaws or otherwise, may be suspended temporarily in connection with business at hand; and such suspension to be valid; may be taken only at a meeting at which at least four of the members of the Board shall be present, and two thirds of those present shall so approve.

Section 4. Training sessions developed or arranged by the City Clerk and approved by the City Manager shall be mandatory unless a member's absence is excused by the Chairperson. The City Manager and/or City Clerk, in their discretion and in consultation with the City Attorney as needed, may develop model procedures to be used as a guide for the Board.

## **ARTICLE VIII – COMMITTEES**

Section 1. Committees of one or more members for such specific purposes as the business of the Board will only become active upon approval of Council. A memorandum and resolution will go before Council outlining the reason, tasks assigned and termination date. Committees shall be considered to be discharged upon completion of the purpose for which it was appointed, and after its final report is made to and approved by the Board.

Section 2. All committees shall make a progress report to the Board at each of its meetings.

**ARTICLE IX – BYLAW AMENDMENTS**

The Bylaws may be amended at any meeting of the Board by a majority plus one of the members, provided that notice of said proposed amendment is given to each member in writing. The proposed amendment shall be introduced at one meeting and action shall be taken at the next Board meeting. Amendments to bylaws shall be effective upon approval of the amendments by City Council via resolution.



# Creating Parks and Public Spaces for People of All Ages

## A Step-by-Step Guide



[AARP.org/LivableParks](https://AARP.org/LivableParks)





# About Us

Our organizations have come together to highlight the importance of parks — and give community leaders (and park advocates from all corners) tools they can use to both create and improve green spaces and public places for people of all ages. This resource is funded by AARP.



**Main Website:** [AARP.org](https://www.aarp.org)  
**Microsite:** [AARP.org/Livable](https://www.aarp.org/Livable)  
**Email:** [Livable@AARP.org](mailto:Livable@AARP.org)  
**Facebook:** [/AARPLivableCommunities](https://www.facebook.com/AARPLivableCommunities)  
**Twitter:** [@AARPLivable](https://twitter.com/AARPLivable)  
**Free Newsletter:** [AARP.org/LivableSubscribe](https://www.aarp.org/LivableSubscribe)

Founded in 1958, AARP is a nonprofit, nonpartisan social welfare organization with a membership of nearly 38 million that empowers people to choose how they live as they age. The AARP Livable Communities initiative works nationwide to support the efforts of neighborhoods, towns, cities and rural areas to provide safe, walkable streets; age-friendly housing and transportation options; access to needed services; and opportunities for residents of all ages to participate in community life.



**Website:** [880Cities.org](https://www.880cities.org)  
**Email:** [Info@880Cities.org](mailto:Info@880Cities.org)  
**Facebook:** [/880Cities.org](https://www.facebook.com/880Cities.org)  
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**Free Newsletter:** [880Cities.org/News-Insights](https://www.880cities.org/News-Insights)

8 80 Cities, a nonprofit organization based in Toronto, Ontario, works to improve the quality of life for people living in cities. 8 80 Cities brings citizens together to enhance mobility and public spaces in order to create more vibrant, healthy and equitable communities. 8 80 Cities believes that if everything we do in our public spaces is great for an 8-year-old and an 80-year-old, then it will be great for all people. 8 80 Cities has worked on park and public space projects in more than 300 cities on five continents.



**Website:** [TPL.org](https://www.tpl.org)  
**Email:** [Info@TPL.org](mailto:Info@TPL.org)  
**Facebook:** [/TheTrustForPublicLand](https://www.facebook.com/TheTrustForPublicLand)  
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**Free Newsletter:** [TPL.org/Magazine](https://www.tpl.org/Magazine)

Trust for Public Land (TPL) is a national nonprofit that works to connect everyone to the benefits and joys of the outdoors. As a leader in equitable access to the outdoors, TPL works with communities to create parks and protect public land where they are needed most. Since 1972, TPL has protected more than 3 million acres of public land, created more than 5,000 parks, trails, schoolyards, and iconic outdoor places, raised \$84 billion in public funding for parks and public lands, and connected more than 9 million people to the outdoors.

**Cover** (Clockwise from top left): Dallas, Texas (page 7) | Macon, Georgia (page 21) | Philadelphia, Pennsylvania (page 15) | Lancaster, Pennsylvania (page 40)

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# Creating Parks and Public Spaces for People of All Ages

## A Step-by-Step Guide

By AARP, 880 Cities and Trust for Public Land

### 2 Introduction

**Parks Help Make Communities Livable for People of All Ages**

### 4 Part 1: Goals, Strategies and Spotlights

**Improve Existing Parks**

- Provide Activities
- Design for All
- Engage and Energize

**Connect People to Parks**

- Put Pedestrians First
- Remove Barriers

**Create New Parks (Even in Unconventional Spaces)**

- Take Back Space
- Think Outside the Box

### 20 Part 2: The Tool Kit

**Worksheets and Planning Resources**

- The Steps
- AARP Livability Index
- ParkServe
- AARP Walk Audit Tool Kit
- Intercept Survey
- Public Space Audit
- Public Space Field Study
- Programming Calendar
- Community Asset Map
- AARP Pop-Up Placemaking Tool Kit

#### About This Guide

***Creating Parks and Public Spaces for People of All Ages*** has been

produced for a broad audience — local leaders, policymakers, community advocates and neighborhood residents — for use in collecting data, evaluating opportunities, and generating ideas for how to increase the quality and quantity of parks and outdoor spaces nationwide. This free publication is available for order or download at

**[AARP.org/LivableParks](https://www.aarp.org/LivableParks)**.

### 40 Creating Parks and Public Spaces That People Want to Use



## INTRODUCTION

# Parks Help Make Communities Livable for People of All Ages

Public parks are important places for building a sense of community and social belonging. They are spaces that belong to everyone, regardless of age, gender, ethnicity, religion or income. However, the way parks are designed, maintained and programmed doesn't always reflect the purpose and promise of such uniquely public spaces. Pinched for funds by competing priorities, many municipalities neglect their park networks or fail to invest in these vital places as their communities grow and change.

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## Quality Parks and Green Spaces ...

- **IMPROVE PHYSICAL HEALTH**

Parks help raise the physical activity levels of park users, reduce their obesity rates, increase vitamin D levels and improve blood pressure, bone density and cardiorespiratory fitness.

- **PROVIDE MENTAL HEALTH BENEFITS**

Access to parks and natural areas has been shown to reduce stress, anger and aggression; improve coping abilities; lessen social isolation; enhance relationship skills; and improve cognitive function. For children, learning in natural environments can boost reading, math, science and social studies skills. Time spent in quality outdoor spaces can enhance creativity and problem-solving; reduce hyperactivity; and improve focus, attention and behavior.

- **CREATE CLEANER AIR AND WATER**

Parks, green spaces and trees play a vital role in overall ecosystem health by reducing stormwater runoff and absorbing pollutants.

- **ENHANCE COMMUNITY CONNECTIONS**

Great parks and public spaces build community pride, bring people together, and increase civic engagement and the sense of belonging.

- **ADD VALUE AND SAVE MONEY**

Trust for Public Land reports that city parks provide both direct economic value and cost saving benefits to municipalities. The impact is seen and can be measured by looking at seven factors:

1. Increased property values (which bring increased tax revenue)
2. Park-related spending by tourists
3. The direct use of a park system by residents
4. The good health of residents
5. A sense of community cohesion (which, by building social bonds, can help prevent problems that would otherwise incur costs for law enforcement or fire protection)
6. Clean water
7. Clean air

- **ENABLE PEOPLE OF ALL AGES TO GET OUT AND ABOUT**

Public parks and outdoor spaces became a needed respite and sought-after destination when the global COVID-19 pandemic forced social distancing and prevented indoor gatherings.

## But Many Parks and Green Spaces Aren't Benefiting People of *All* Ages

- **PUBLIC PARKS ARE FALLING SHORT FOR OLDER ADULTS**

Throughout the world and across the United States, populations are aging.

By 2050, 1 in 6 people worldwide will be age 65 or older.<sup>1</sup> By 2030, 1 in 5 Americans will be 65-plus. By 2034, older adults in the United States are expected to outnumber children — for the first time ever.<sup>2</sup>

Older adults represent an increasingly large share of the U.S. population, but their use of parks is disproportionately low.

A 2014 study of 174 neighborhood parks in 25 major U.S. cities found that children — representing 20 percent of the total U.S. population — made up 38 percent of park users. Although adults age 60 and older accounted for 20 percent of the general population, they represented only 4 percent of total park users.<sup>3</sup>

- **CHILDREN ARE SPENDING LESS TIME OUTDOORS**

Even though children in the aforementioned study represented the highest percentage of park users, the amount of time children spend outdoors has declined significantly over the past two generations. Limited outdoor play opportunities and a lack of nature-rich experiences have a negative impact on child development.

- **THERE IS A SOLUTION, AND A RATHER SIMPLE ONE AT THAT**

Says Gil Penalosa, the founder and chair of 80 Cities and a parks and public spaces expert: “If everything we do in our public spaces is great for an 8-year-old and an 80-year-old, then it will be great for people of all ages.”

## The Goal

### A PARK WITHIN A 10-MINUTE WALK

Trust for Public Land — along with the National Recreation and Park Association and the Urban Land Institute — is leading a movement to ensure that everyone in the United States has access to a quality park or green space within a 10-minute walk of his or her home.

From Portland, Maine, to Honolulu, Hawaii, more than 200 mayors endorse the 10-minute walk as a park standard for all.

While the U.S. has a vast and inspiring national parks system as well as much state-managed and protected parkland, the nation is short on community-level parks and green spaces — and there's an even greater deficit of high-quality community parks that are well-used and well-loved.

The good news is that everyone in a community can help keep local parks safe, accessible and vibrant. Some efforts may take years to show results, but any initiative of any size can start today.

Learn more at [10minutewalk.org](http://10minutewalk.org).



MELISSA STANTON, AARP

▲ The 5.4-acre Romare Bearden Park in Charlotte, North Carolina, features gardens, an open lawn and a shaded plaza with cafe-style seating.

<sup>1</sup> United Nations, *Global Issues: Ageing* (2019), [un.org/en/global-issues/ageing](http://un.org/en/global-issues/ageing) | <sup>2</sup> United States Census, 2018 Population Estimates and 2017 National Population Projections, [census.gov](http://census.gov) |

<sup>3</sup> *An Aging Nation: The Older Population in the United States*, [census.gov/prod/2014pubs/p25-1140.pdf](http://census.gov/prod/2014pubs/p25-1140.pdf) and *American Journal of Preventive Medicine* (2016), “The First National Study of Neighborhood Parks: Implications for Physical Activity,” 51(4), p.3-5



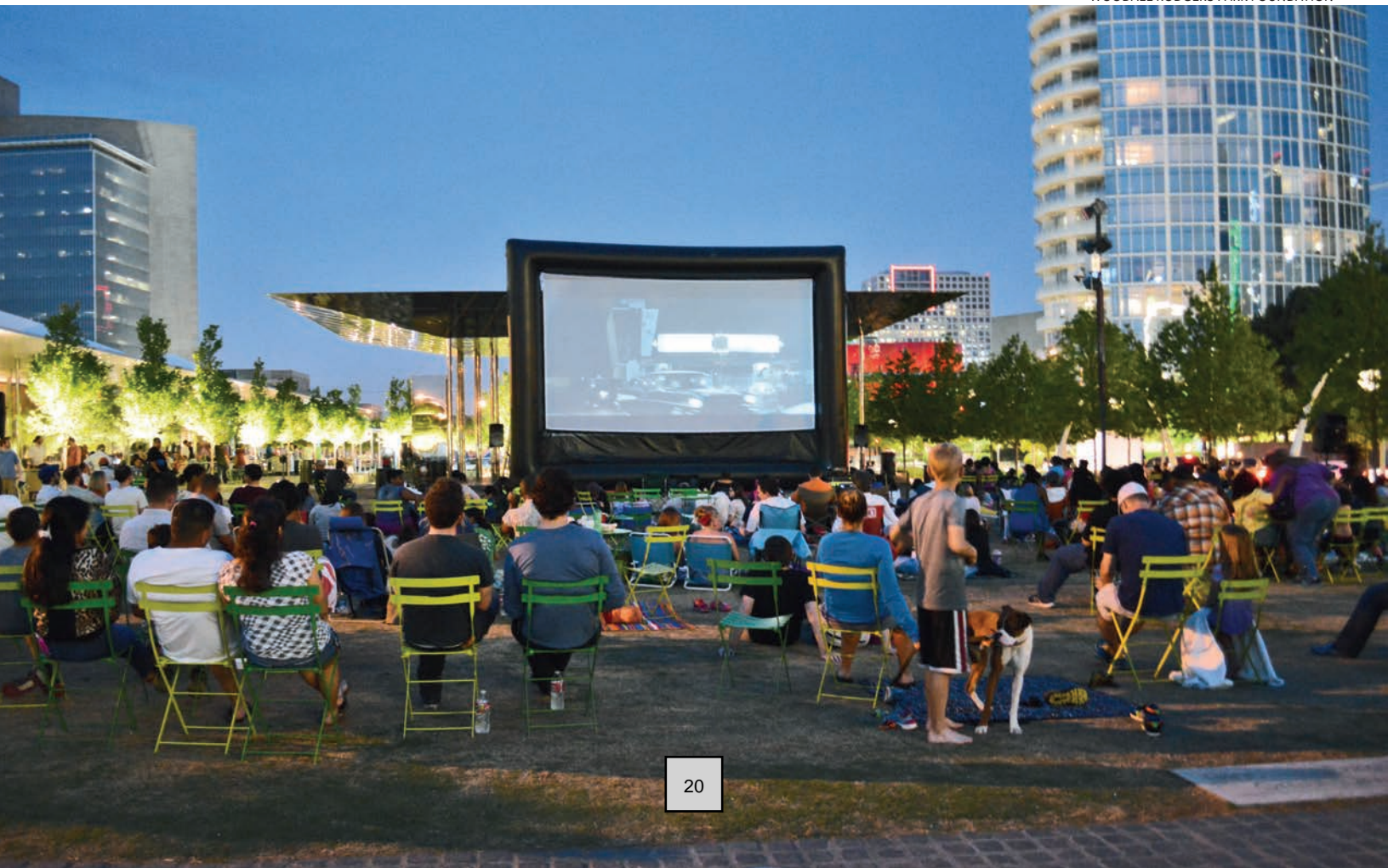


MELISSA STANTON, AARP

▲ Formerly an asphalt parking lot, Schenley Plaza — located in Pittsburgh, Pennsylvania’s Schenley Park — features cafe-style seating that welcomes diners and non-diners alike.

▼ In Dallas, Texas, Klyde Warren Park sits atop an eight-lane freeway that cuts through the city’s downtown. Construction of the 5.2-acre deck park, which was completed in 2012, reunited two neighborhoods. The location is now a gathering place from morning to night with “rooms” and activities for toddlers on up. (Learn more on page 7.) Fun Fact: To prevent the park deck from becoming too heavy, it was built with foam blocks and a special soil.

WOODALL RODGERS PARK FOUNDATION





## PART 1

# Goals, Strategies and Spotlights

Good park management goes beyond routine maintenance, such as emptying trash cans and repairing broken benches. The first step for any county, city, town or neighborhood that's looking to improve its parks or build new ones is to take a holistic view of what a park is and what park workers can and should be doing. That means looking strategically at existing assets, how to connect the community to those assets and how to identify potential new resources that can create opportunities for interaction. In all of these strategies, employing a focus on creativity — paired with bringing diverse user groups together — will pay dividends.

## Let's Look at How To ...

### 1. IMPROVE EXISTING PARKS

The typical American city has 18,000 acres of parkland within its borders. That's a lot of real estate to work with. Cities have a massive opportunity to leverage their existing parkland assets to create healthier, more connected and more vibrant communities.

### 2. CONNECT PEOPLE TO PARKS

What use is a park if people can't get to it? For communities to be healthy and active, residents must be able to safely walk and ride their bicycles to and within public parks.

### 3. CREATE NEW PARKS (EVEN IN UNCONVENTIONAL SPACES)

Building connected, active, dynamic park systems within walking distance of every home may not be achievable in the short term, especially in communities that lack parks and green spaces. In such cases, planners and advocates may need to think outside the box and look for opportunities in unconventional spaces, such as underused or abandoned public areas that can be transformed into places for gathering, playing and other types of recreation



CITY OF SUWANEE, GEORGIA

▲ In 2001, Suwanee, Georgia, had just 16 acres of parks and trails. The city's strategic plan to increase and preserve its green spaces has resulted in more than 350 acres of parks, paths, playgrounds and gardens.

▼ Benches in residential areas (like this one adjacent to Annapolis, Maryland's historic downtown) enable neighbors to sit and visit outside of their own homes and yards.



MELISSA STANTON, AARP



## GOAL

# Improve Existing Parks

When a town or city builds a community center, it doesn't just let the building sit there unstaffed. The municipality hires employees to organize classes and activities to ensure that the center serves the community and is a vibrant social hub. The same thinking must be applied to underperforming and underused parks and similar public places. Bringing life to green spaces requires year-round use and activities geared toward diverse ages, backgrounds and abilities. Parks and other green spaces are, in effect, outdoor community centers; they require the same level of management and investment to thrive.

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## STRATEGY

# Provide Activities

Have you ever been to a beautiful park only to find there isn't much to do in it? Energy is the hardest quality to bring to a park because energy can't be designed or built.

A wide range of programs, events and activities are critical to creating parks that are dynamic, inclusive, accessible and welcoming to people of all ages and interests.

A consistent calendar of community-building activities will draw people to a park. Quality programming balances large-scale events such as concerts, festivals and movie nights with smaller activities along the lines of dance classes, knitting groups and book clubs.

### **Among the ways to create dynamic parks for people of all ages:**

- **OPERATE YEAR-ROUND**  
Cities and towns often invest millions of dollars to build and maintain park systems. If those parks are only used for part of the year, the community isn't getting a very good return on its investment. By developing uses and activities for all 12 months, park management can maximize the facility's value. (See an example from Anchorage, Alaska, on page 33.)
- **SCHEDULE SEASONAL ACTIVITIES**  
If parks and green places are to be used year-round, park management must take advantage of the opportunities each season brings. Lighting, music, food, shade and warmth are among the key ingredients for successful seasonal programming.
- **PROGRAM FOR ALL AGES**  
Parks and public spaces should — as much as possible — be for *everyone*, which means offering activities for toddlers and teens, adults and older adults. Public places with varied and dynamic programming that's responsive to the community's needs often result from building a culture of partnerships and participation.
- **OFFER VARIETY THROUGHOUT THE DAY**  
Visit any park or outdoor gathering place at 7 a.m. Visit again at noon, once more at 5 p.m. and again at 8 p.m. The people who use the space differs each time. Understanding the ebb and flow of a park space and the different interests of its users can help in developing programs that engage existing users and attract new ones.



## SPOTLIGHT

# Klyde Warren Park

5.2 acres | Dallas, Texas

Located across from the Dallas Museum of Art and Nasher Sculpture Center, Klyde Warren Park is a popular gathering spot for city residents and a fun destination for tourists.

Built on a deck secured above the Woodall Rodgers Freeway and between two downtown streets, the park is publicly owned but privately operated and managed by the Woodall Rodgers Park Foundation. It is well-populated from 6 a.m. to 11 p.m. thanks to a rich schedule of activities that appeal to people of all abilities and ages.

The free offerings include yoga and dance classes, storytelling, lectures, and outdoor performances and movies. (See page 4.) The WiFi-equipped park has clean restrooms, including in the gated children's play area.

Dogs are welcome on leash throughout the park and off leash in the My Best Friend's Park area, which features a dog-friendly drinking and frolicking fountain. Food trucks and vendors are stationed in and alongside the park, and a park restaurant hosts weekday happy hours.

Park guests can easily plan their visits by checking the park calendar, activity guide and map

▼ The park's "Reading & Games Room" is a spot for catching up on the news or playing board games outdoors.



at [KlydeWarrenPark.org](http://KlydeWarrenPark.org). The website also provides a way for individuals and groups to reserve park spaces for weddings or other events.

Klyde Warren Park demonstrates how a prime location, community-led ideas and a multitude of activities can keep a park vibrant year-round.

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**RELEVANT TOOL:** Programming Calender, page 36

▼ The circular structure seen to the left in the photo is a tree house for kids and adults.



## STRATEGY

# Design for All

Seeking to understand what draws families and children to parks, urban planners examined 50 inner-city and 50 suburban parks. The researchers found that active recreation facilities and well-designed natural features are key to capturing children's attention — getting them away from electronic devices and outside and into parks.<sup>3</sup>

We know that women, older adults and parents with young children rate park safety and comfort as high priorities. Because of that, the presence of women, children and older adults is a significant indicator of good park design. If a park doesn't have many such users, think about what elements or qualities might be deterring their visits.

Park infrastructure should enable rather than discourage inclusive and dynamic uses and activities. When that isn't happening, park management can leverage any pleasant and popular areas that do exist while improving the areas that don't feel safe or comfortable.

### Among the ways to design for all:

- **CREATE COMFORTABLE PLACES**

Even the most active park user needs a place to occasionally sit. Well-placed and welcoming park seating is especially vital for older adults. Quality seating encourages people to use parks more often and for longer periods of time.

- **PROVIDE AMENITIES**

Small-ticket items — such as functioning water fountains, clean and safe restrooms, informative signage — say a lot about the quality of a park and its home community. Signage should be legible, attractive and consistent. While trash bins are a must-have park item and not an amenity per se, such receptacles should enable visitors to sort their throwaways for recycling and the bins need to be regularly emptied and kept as insect- and rodent-free as possible.

- **SUPPORT PHYSICAL ACTIVITIES FOR PEOPLE OF ALL AGES**

The structures and equipment in parks and public spaces should appeal to users of diverse ages, abilities and interests.

**Playgrounds** should be available and have equipment suitable for the very young, for school-age children (including teens) and even adults. Outdoor table and field games such as bocce, ping-pong, checkers and chess can be enjoyed by people of all ages.

**Pedestrian paths** are consistently rated by older adults as the most desired infrastructure feature to have in parks. Even in small parks, walking paths with marked distances provide users with an easy way to exercise. Paths should be wide enough to accommodate visitors who are pushing strollers or using wheelchairs.

**Fitness lots** are often designed to be used by a narrow age demographic. But exercise spaces can and should enable physical activities by people of all ages. Park planners need to think strategically about where to place exercise equipment and fitness lots so the spaces will attract users.

**Natural design** features, such as community gardens, can encourage outdoor activities, local pride and intergenerational projects.

**Flexible design** allows for customizing spaces for different uses. An example: a basketball court that becomes a skating rink in the winter.

Great parks provide spaces for active, passive and contemplative recreation. A mixture of sports facilities, public art, open spaces, quiet nooks, running paths and seating areas will create a park that has something for everyone.

<sup>3</sup> "What Brings Children to the Park?" (2010), *Journal of American Planning Association*. [tandfonline.com/doi/abs/10.1080/01944360903418338](https://doi.org/10.1080/01944360903418338)



## SPOTLIGHT

# Zachary Reyna Memorial Playground

1 acre | LaBelle, Florida



PLAYCORE

▲ The Zachary Reyna Memorial Playground was created for the benefit of young children, teens and adults.

**T**he Hendry LaBelle Civic Park is a 22-acre recreational compound in the rural central Florida community of LaBelle (population 4,600). The park contains several soccer fields and basketball courts, a pickleball court, a recreation center, a dog park and more.

In 2014, the park set aside an acre within its grounds for the multigenerational Zachary Reyna Memorial Playground. Named in honor of a young resident who was stricken by a rare and deadly infection, the space features an area for children ages 2 to 5, another for 5- to 12-year-olds, several exercise stations for adults, picnic tables, barbecue pits, benches and a drinking fountain.

The city positioned the playground beneath a canopy of trees and within walking distance of the area's schools and residential neighborhoods.

This sort of project is typically found in larger

cities, where tax dollars for park projects are more readily available. That's why Ramiro Rodriguez, Hendry LaBelle's recreation director, put together a board of influential community members.

"At the conception of this playground project, we recognized that the funding would not be coming from local revenue," he said.

An all-volunteer board of community members launched and ran the fundraising campaign that made the playground a reality. One of the largest donors wasn't even a LaBelle resident.

When asked why she contributed, the donor explained, "I wanted children to have a safe place to play, and I believe in paying it forward."

While donations and grants funded the playground's creation, the city provides its maintenance.

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**RELEVANT TOOL:** Community Asset Map, page 38

## STRATEGY

# Engage and Energize

The first thing people typically encounter when entering a park is a large sign with an exhaustive list of restricted and forbidden activities.

Many local governments see their role in park management as regulators, with park visitors needing to be monitored and supervised.

But good park management is about facilitation. Residents, community groups and local businesses possess an often untapped capacity to bring life and energy to parks.

### Among the ways to engage and energize:

- **INVITE THE COMMUNITY**

Include residents and other stakeholders before, during and after making major decisions or changes. To do this, community engagement activities can't be limited to 7 p.m. meetings at city hall. Hosting fun, innovative engagement activities at various times of the day can catch people as they go about their daily routines. When leaders, advocates and municipal staff seek out people at nearby libraries, community centers, transit hubs and schools they can gather information about and from individuals who aren't regular park users.

- **BUILD BROAD-BASED ALLIANCES**

The most successful and well-used parks require a range of committed partners, each of whom can lend a flavor and expertise to creating a vibrant park or outdoor public space. Developing partnerships between parks and local chambers of commerce, neighborhood associations, libraries, community centers, businesses, hospitals, schools, retirement homes, faith groups and other community organizations will build the kind of sustainable, inclusive community stewardship needed for parks management.

- **ENCOURAGE STEWARDSHIP**

Engaged and energized residents tend to have stronger connections to their local parks and public spaces. A common form of organized park stewardship is "Friends of ..." groups, which are typically nonprofit organizations composed of volunteers who care deeply about the park and will advocate for improvements and organize fundraisers, special events, programs and more. Creating a friends group or working closely with an existing one is an excellent way to get park improvements off to a good start and ensure that the park is cared for and enhanced for years to come.



PUBLIC ART SAINT PAUL

▲ In Saint Paul, Minnesota, Amanda Lovelee (left) of the city's Public Art Saint Paul initiative, gathered community input about issues by traveling in her Pop Up Meeting van. A sign reading "Ask me how to get a FREE St. Pop" helped start conversations.



VAN NESS MAIN STREET

▲ By organizing a plaza party, a small group of residents in Washington, D.C.'s Van Ness neighborhood got other neighbors out of their apartments to meet one another and discuss how to energize the area's barren public spaces.



## SPOTLIGHT

# Elm Playlot

0.5 acre | Richmond, California

▼ Planned, designed and built by neighborhood residents, the Elm Playlot hosts classes, drop-in activities, and services for children and adults.



Located in the city's Iron Triangle neighborhood, the Elm Playlot sits in an area with high levels of poverty and, at times, crime. The city's attempt to revitalize the park by installing generic off-the-shelf playground equipment failed. The play set was vandalized within the first week.

Help arrived in 2008 in the form of Pogo Park, a community development corporation that transforms blighted, neglected and little-used inner-city parks into, the firm says, "safe, green and beautiful public spaces for children to play."

The Pogo Park team understood that a successful transformation of the space depended upon residents being directly involved in the process. Pogo Park hired and trained residents to serve on the Elm Playlot Action Committee.

Members committed to planning, designing, building and managing the Elm Playlot. They adopted an iterative approach to their work by constructing prototypes of ideas collected from the community. The successful samples were fine-tuned for permanent use.

"If the community makes the changes themselves, then the change is deeper and felt more widely," said Toody Maher, executive director of Pogo Park.



Open from sunrise to sunset, the Elm Playlot has an on-site staff and offers a variety of free arts, nature and exercise programs. The space features a community center with a kitchen and bathrooms. There's a zip line, a tot lot, a community garden, a trike path, several barbecue pits, custom-made benches and more. Regular offerings include a homework club, chess club, and activities run by a performing arts center.

**RELEVANT TOOLS:** Intercept Survey, page 25  
AARP Pop-Up Placemaking Tool Kit, page 39



## GOAL

# Connect People to Parks

In 2017, San Francisco became the first city in the United States to ensure that all of its residents were within a 10-minute walk of a park. People who lived within walking distance of a park during the COVID-19 pandemic, could safely get outside, gather with friends, exercise and perhaps better maintain their mental health. Alas, the 100 million Americans who don't have a park close to home were vying for the same patch of outdoor space as many of their neighbors. And as the data around access to parks shows, that was too often the case for low-income neighborhoods and communities of color, the same communities that were hit hardest by the virus.

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## STRATEGY

# Put Pedestrians First

Walking is the most popular activity in parks.

The economic, social and health benefits of walking are well-documented, so much so that the U.S. Centers for Disease Control and Prevention describes walking as “the closest thing you can have to a wonder drug.”

Walking allows people to interact, which encourages a sense of belonging. People who interact often with others are less likely to experience dementia if they walk regularly, and research shows that children who walk to local destinations, such as school or a park, exhibit higher levels of happiness, energy and relaxation.<sup>4</sup>

### Among the ways to put pedestrians first:

- **PUT PARKS WITHIN WALKING DISTANCE**  
Can a parent or caregiver easily push a stroller to a local park? Can a teen or older person walk to a park to meet a friend? An area might have green spaces galore, but if people can't walk to those places, many in need of time outdoors won't get out and about.

- **THINK HUMAN SCALE**

If the walk to a park is difficult or unsafe, people won't make the effort. That's why streets must be designed at a human scale, which means creating an atmosphere of comfort, dynamism and safety for pedestrians, as well as a connected network of sidewalks that are maintained, properly lit, and lined with a varied and interesting streetscape.

- **SLOW DOWN THE STREETS**

Lower income neighborhoods see a disproportionately high number of pedestrian fatalities. Older adults and children account for more than 25 percent of all pedestrian deaths and more than 20 percent of all pedestrian injuries. Pedestrians struck by vehicles traveling at 40 mph die as a result 80 percent of the time. When struck by a vehicle traveling 20 mph, pedestrians *survive* 90 percent of the time.<sup>5</sup> Slower speeds, safe crossings and continuous sidewalks are key ingredients for connecting parks to the people who need them the most.

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<sup>4</sup>“Health Benefits of Walking,” America Walks (2017), [americawalks.org/learning-center/benefits-of-walking-2/health/](http://americawalks.org/learning-center/benefits-of-walking-2/health/)

<sup>5</sup>“Traffic Safety Facts 2015 Data: Pedestrians,” U.S. Department of Transportation, National Highway Traffic Safety Administration (2017), Publication: DOT-HS-812-375



## SPOTLIGHT

# Tattnall Square Park

16 acres | Macon, Georgia



◀ Dubbed the “peace fountain,” Tattnall Square Park’s centerpiece structure inspires splashing — and reading. The brick paths leading to and around the fountain feature inspiring words (“Trust,” “Hope,” “Justice,” “Love”) and other engraved messages. The park’s trash cans double as displays for quotations from both famous names and local residents.

**T**attnall Square Park is one of the oldest parks in the United States. But over time, as the city of Macon’s fortunes declined, the park was poorly maintained and became crime-ridden.

The creation of the volunteer group Friends of Tattnall Square Park, and a grant in 2010 from the Knight Foundation, helped restore the public square into a vibrant gathering space in Macon’s College Hill neighborhood.

Numerous design changes made the park a safer, more comfortable and overall more useful place for people of all ages.

Many of the improvements were inspired by the municipality’s decision to join the AARP Network of Age-Friendly States and Communities. (Learn more about that program at [AARP.org/AgeFriendly](https://www.aarp.org/agefriendly).) Working with AARP Georgia and a livability consultant, local stakeholders assessed the walkability and age-friendly features of the park and its surroundings.

Among the recommended and implemented changes: Bicycle lanes and wide sidewalks were installed. A roundabout was constructed to make the nearby streets safer by slowing the fast-moving traffic around the park. Motor vehicles are now barred from the park’s interior.

Asphalt surfaces were torn up and replaced with trees and landscaping. Benches, performance spaces and drinking fountains were added. The lighting was updated, and an elegant fountain was installed to replace one removed in the 1960s. Prominent entrances welcome pedestrians into the park and define Tattnall Square’s boundaries.

“People of all ages can enjoy nature without being a consumer, without purchasing anything,” said Andrew Silver, chair of Friends of Tattnall Square Park. “Up to 1,000 people visit the park every week to enjoy the open space and trees.”

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**RELEVANT TOOL:** AARP Walk Audit Tool Kit, page 24

## STRATEGY

# Remove Barriers

In 2016, the New York City Department of Parks & Recreation launched the Parks Without Borders initiative to make the city's parks more open, welcoming and beautiful by improving "entrances, edges and park-adjacent spaces." Small-scale yet high-impact design changes can make parks more inviting and accessible.

### Among the ways to remove barriers:

- **PUT OUT THE WELCOME MAT**

Improving access to park spaces and upgrading entrances and perimeters are excellent ways to enhance the connectivity and accessibility of a park or other public space. For instance, an entrance can be widened, repositioned or aesthetically enhanced. Gates and fences can be lowered or removed to increase visibility between a park and the neighborhood it serves.

- **DECORATE!**

Improving a park and its perimeter can involve adding outdoor furnishings, such as benches, tables and sun umbrellas. Adjacent spaces can get a face-lift in the form of, for instance, distinctive pavement, artwork and attractive accessories. Whimsically crafted bicycle racks are dually beneficial as decorative and practical additions.

- **GO GREEN OR GREENER**

Sometimes an area that's considered to be a park or public space isn't particularly green. In such cases, greenery needs to be added with in-ground landscaping and trees or, if that's not possible, potted plants and flowers.

▼ **District Wharf (commonly The Wharf) is a popular mixed-use development along the Washington D.C. waterfront. Public seating is playful and plentiful.**





## SPOTLIGHT

# Centennial Commons

0.5 acre | Philadelphia, Pennsylvania



▲ Centennial Commons has been dubbed a “park within the park” and a “front porch” to Fairmount Park.

The Parkside neighborhood of Philadelphia lacks basic amenities, such as a recreational center or library. What it does have, directly across Parkside Avenue, is Fairmount Park, a space that was enhanced in 2018 by adopting both “borderless park” and pedestrian-friendly principles.

Launched by the Fairmount Park Conservancy, the Centennial Commons project, named for the site of the Centennial Exhibition of 1876, is part of Reimagining the Civic Commons, a national initiative that counters economic and social fragmentation in cities by revitalizing and connecting parks and other public spaces.

The two goals of the project’s “Parkside Edge” effort: make it easier for pedestrians to access the park (Parkside Avenue can be challenging to cross) and make them *want* to visit the park.

“Parks only reach their potential when people use them,” said Jamie Gauthier, executive director of the Fairmount Park Conservancy. “Through an extensive community engagement process, we

learned that Parkside residents have long used these lawns for picnics, but they wanted some proper seating. We realized that people were risking fast-moving traffic just to cross the street.”

By adding pedestrian crossings and traffic-calming measures, the project improved the safety of park-bound pedestrians.

To entice residents into the park, custom swings and benches were placed along the street to make the area more than just an accessway to a large open field.

The additions have helped to integrate the park into the streetscape and attract people of all ages and abilities to the space.

When the first phase of the improvements opened for use, Gauthier declared, “We’re seeing the beginnings of how this historic site can be remade into a welcoming community gathering place.”

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**RELEVANT TOOLS:** AARP Walk Audit Tool Kit, page 24  
Intercept Survey, page 25



## GOAL

# Create New Parks (Even in Unconventional Spaces)

Many publicly owned buildings, such as schools, libraries and civic centers, have outdoor spaces, be they courtyards or parking lots, lawns or open fields, that can be repurposed for passive or active recreation and other forms of programming. Other examples of unconventional places for parks, greenery and gathering places include vacant lots, laneways, highway underpasses, bus shelters and streets. For neighborhoods lacking traditional parkland, such spaces can serve as catalysts for community transformation.

## STRATEGY

# Take Back Space

The point of “parkifying” unconventional spaces is to turn underused and/or neglected locations into places for people.

### Among the ways to take back space:

- **BE IMAGINATIVE**

When a location wasn’t originally intended to be a park or recreational space, or when items weren’t designed for such places, creativity is key. For instance, a seaside town might turn a no-longer-seaworthy boat into a playground structure for kids to climb on. In 2011, artist Candy Chang used chalkboard paint to cover the facade of an abandoned house in New Orleans, Louisiana. She then stenciled the prompt “*Before I die I want to ...*,” inviting people to complete the statement by writing their responses using colorful chalk. The wall was quickly filled with statements. After receiving worldwide attention, Chang created a guide for how other communities could do the same.

- **ADD VALUE**

Whatever is created needs to improve the area and be useful to it. For example, it might not be

▼ Located in downtown Fargo, North Dakota, Broadway Square is a self-proclaimed “Placemaking Space” created for community gathering. The half-acre park’s unique seating (see the red spool-like objects) is a practical attraction.



MELISSA STANTON, AARP

the best idea to create a pocket park (see page 19) in a vacant lot located in an area people can’t easily walk, bicycle or drive to. However, the same project might be a great addition in a walkable, bike-friendly neighborhood that has no parks.

- **BUILD IT BECAUSE IT’S WANTED**

Whatever type of park or green space is added needs to be wanted by the community. Successful examples of parkifying unusual spaces spur people to think differently about their communities and inspire others to attempt similar projects where they live.



## SPOTLIGHT

# Gallery Alley

Less than 0.5 acre | Wichita, Kansas



WICHITA DOWNTOWN DEVELOPMENT CORP.

▲ Like some other projects in this guide, downtown Wichita’s alleyway makeover received Knight Foundation funding.

The phrase “Meet me in the alley” has often served as a threat. That’s changing in many downtowns nationwide.

For instance, in 2017, the Wichita Downtown Development Corp. transformed an underused alley (located at 616 E. Douglas Street) into Gallery Alley, a vibrant, walkable public space filled with outdoor dining and activities and art and music by local artists and entertainers.

To make the space cozier, the alley’s brick pavement was painted in bright colors and bistro lights were strung along the entire 140-foot length.

In its prior life, the 15-foot-wide alley was used by downtown drivers as a traffic-avoiding

shortcut. Yet even drivers considered the space unsafe as well as inconvenient. (If two cars entered from opposite ends, one would have to back out. Moreover, visibility was limited for cars exiting the alley and merging into traffic on the city’s streets.)

Sometimes all it takes to transform a space is some paint and strings of lights, tables and chairs, music, and people. By “activating” the alley with simple design-and-use interventions, Wichita turned a dark, unsafe space into a safe and inviting destination for all.

**RELEVANT TOOL:** Programming Calendar, page 36



## STRATEGY

# Think Outside the Box

There are times when a great idea or project hits a dead end simply because there's no official process for getting it done. This is a common stumbling block for ideas so novel and creative that they've never been attempted before.



RYAN RUSSO, NYC DEPARTMENT OF TRANSPORTATION (2)

▲ The NYC Plaza Program is run by the New York City Department of Transportation, which transformed a chaotic parking site at the Pearl Street Triangle in Brooklyn into a sunny seating area.

### Among the ways to think outside the box:

- **CREATE IDEAS AND SOLUTIONS**

It's worth taking the time to learn what might prevent a project from being implemented. Innovators need to know the rules in order to relax them. Pioneers often need to achieve their goals by simultaneously ignoring and abiding by the rules. Effective advocacy and community outreach, as well as finding loopholes in, for instance, zoning codes and permitting processes, can reveal ways to circumvent the norms in order to create people-friendlier spaces.

- **FIND CHAMPIONS IN UNLIKELY PLACES**

Parkifying unconventional spaces will likely require finding champions — municipal offices, business owners, nonprofits — that might be unaccustomed to dealing with park- and public-space-related issues. Since these stakeholders may be unfamiliar with the benefits of activating underutilized spaces for recreational use, the onus is on the placemaker to build a strong case for the project.

- **IDENTIFY SHARED GOALS**

When park advocates seek out potential partners or benefactors, the advocates need to know how their goals align with those of the individuals or groups they're hoping to work with. For instance, if the proposed project takes place on a privately owned parking lot, identify how the activities can also benefit the landowner. If the aim of the project is to reduce social isolation, try approaching the city's public health department, which may have the same goal. When a project's goals are aligned with those of others, the project's wins can also become their wins.

## SPOTLIGHT

# Plazas, Pocket Parks and Parklets

20 square feet and up | Lots of locations — *nationwide*

**W**hen a community has more asphalt than green acres, parks and public spaces often need to take to the streets.

The NYC Plaza Program partners with local organizations to transform underused streets into vibrant public spaces. The program is a key part of the city's effort to ensure that all New Yorkers live within a 10-minute walk of quality open space.

A similar solution is the “pocket park.” Such spaces, which sometimes consist of little more than a mowed lawn and a few tables and chairs, are an excellent way to fill vacant lots or oddly shaped parcels of land and keep them from becoming eyesores or outright hazards.

The term “parklets” describes on-street parking spaces that have been transformed into public seating areas. Municipal-transportation, planning or economic-development departments often manage parklet programs. However, the concept's origins are grassroots, going back to 2005, when the San Francisco-based design firm Rebar transformed a parking spot into a mini-park by rolling out a carpet of live grass and topping it with a bench and potted tree.

As retold by *CityLab*, after feeding the parking meter, the designers “retreated across the street to observe the results.... Within minutes, a man sat down on the bench, took off his shoes, and began to eat lunch. Another person joined soon after, and the two began having a conversation. That's when [the] collaborators knew they were on to something: ‘We created an opportunity for social interaction that wasn't there before.’ ”

The experiment inspired PARKing Day, usually celebrated on the third Friday of September.

During the height of the COVID-19 pandemic, parklets — and closed streets that were transformed into outdoor dining rooms (or “StrEateries”) — helped restaurants throughout the nation remain open to diners and stay in business.



▲ Parklets, like this pre-pandemic one in the Rosslyn neighborhood of Arlington, Virginia, typically occupy a single parallel parking space, making them about 6 feet by 20 feet in size. ▼ In 2020, parklets started popping up all over (including throughout Hoboken, New Jersey) due to the pandemic-related closures of indoor gathering spaces.



**RELEVANT TOOL:** ParkServe, page 23



## PART 2

# The Tool Kit

This section features worksheets and planning resources to guide local leaders and residents through the planning phases of improving a park or public space. These tools were developed and are used by AARP, 880 Cities and Trust for Public Land. Regardless of the type of space being improved, these tools, resources and worksheets (*yes, go ahead and make copies*) will help answer the following questions before a public space project is implemented:

- Who uses the community's existing parks and public spaces and what do they do there?
- What challenges do the community's parks and public spaces face?
- What opportunities exist for enhancing the community's parks and public spaces?
- What people and groups should be included in efforts to improve the parks and public spaces?



MELISSA STANTON, AARP

▲ The forest-like Guy Mason Park playground is located down a hill off of busy Wisconsin Avenue in Washington, D.C.





880 CITIES

▲ A mobile sauna in Como Park was a hot spot during Saint Paul, Minnesota's annual winter carnival.



880 CITIES

▲ Can't get the kids to the beach? Take them to a parking lot instead. That's what many parents did in Macon, Georgia, after the city delivered two truckloads of play sand for a downtown event.



PLAYCORE

▲ A FitLot is an outdoor fitness park that makes gym-quality exercise equipment accessible to the public. An AARP Community Challenge grant helped fund some programming at this lot in New Orleans, Louisiana, where a team of coaches provided 36 hours of free training to, reports an organizer, "an extremely dedicated group of seniors in a community that suffers one of the largest health disparity gaps in the country."

## PARK PLANNING TOOL

# The Steps

**STEP 1:** Use the **AARP Livability Index** (page 22) to gain a deeper understanding of the community and identify its strengths and weaknesses.

**STEP 2:** Use the **ParkServe** tool (page 23) from Trust for Public Land to learn how many residents live near a park or green space.

**STEP 3:** Visit the actual or potential project location and conduct a **Public Space Audit** (page 28).

**STEP 4:** Use the **AARP Walk Audit Tool Kit** (page 24) to assess the area's walkability.

**STEP 5:** Use the **Public Space Field Study** (page 32) to understand who visits the park or public location and what they do there.

**STEP 6:** Recruit volunteers and have them help conduct an **Intercept Survey** (page 25) so the project team can understand how visitors feel about a park or green space location.

**STEP 7:** Collect and organize data from the **Public Space Audit**, the **Public Space Field Study** and the **Intercept Survey** to identify key themes and commonalities.

**STEP 8:** Complete the **Community Asset Map** (page 38) to identify key stakeholders and partners who might support the community's parks and public space efforts.

**STEP 9:** Complete the **Programming Calendar** (page 36) to understand what types of activities or events already happen in the location and identify new ideas that could make the space more inclusive and accessible.

**STEP 10:** Use the **AARP Pop-Up Placemaking Tool Kit** (page 39) to test potential solutions or livability features.



## PARK PLANNING TOOL

# AARP Livability Index

The web-based **AARP Livability Index** is an interactive tool that assesses the livability of neighborhoods and communities across the United States.

Developed by the AARP Public Policy Institute, the index was created to inform and encourage local leaders, policymakers and residents to make their communities more livable for people of all ages.

To calculate livability scores, the index uses more than 50 national data sources and 61 indicators spread across the seven categories: Housing, Neighborhood, Transportation, Environment, Health, Engagement, Opportunity.

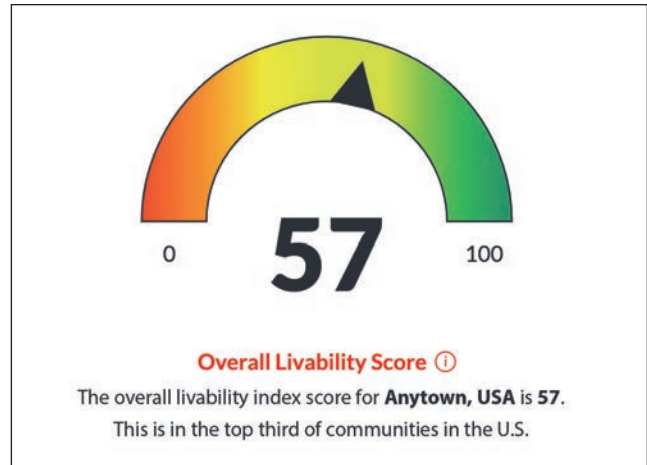
The index can use an address; zip code; or town, city or county name to access an overall livability assessment or determine a score in any of seven major categories.

### INSTRUCTIONS

1. Go to **[AARP.org/LivabilityIndex](https://www.aarp.org/LivabilityIndex)** and search for an address, zip code, municipality or state.
2. Record the index scores in the grid (right).

### ANALYZING THE RESULTS

- Note which livability categories the community performs well in and which need improvement.
- List the categories that could be improved by enhancing the accessibility and vibrancy of the community's parks and public spaces.



## Livability Score

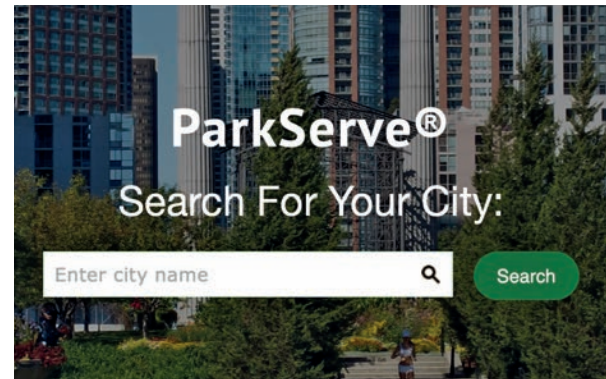
Location:	
Total Index Score:	
• Housing	
• Neighborhood	
• Transportation	
• Environment	
• Health	
• Engagement	
• Opportunity	

# **PARK PLANNING TOOL** **ParkServe**

Developed by Trust for Public Land, **ParkServe** is an online database that assesses the availability of parks and green spaces within a 10-minute walk of residential properties.

## INSTRUCTIONS

1. Go to **ParkServe.org** and search for a city.  
Complete the Community Parks Profile below.
2. Click “See [City Name] Map” to explore where parks are most needed. This will generate a map of the city and identify areas of need for park space based on the 10-minute-walk principle.
3. Use the website’s **ParkEvaluator Tool** to identify where you’d like to add new parks or public spaces.



## ANALYZING THE RESULTS

- Note whether the neighborhood lacks access to parks, and expand the menus under Equity, Health and Climate to learn more.
- If the neighborhood is already well-served by parks, consider what can be done to improve those and other green spaces.

## Community Parks Profile

• <b>Percentage of residents within a 10-minute walk of a park</b>	
• <b>Number of parks within the city</b>	
• <b>Total park acreage within the city</b>	
• <b>Median park size</b>	
• <b>Persons per acre of parkland</b>	
• <b>Percentage of youth within a 10-minute walk of a park</b>	
• <b>Name of the city’s largest park</b>	
• <b>Acreage of the city’s largest park</b>	



## PARK PLANNING TOOL

# AARP Walk Audit Tool Kit

Too many communities in the United States are designed exclusively or almost exclusively for automobile travel, with little consideration given to the needs of pedestrians.

Multilane roadways that are unsafe to cross and a lack of sidewalks and street maintenance are all factors that discourage or outright prevent people from walking within their communities.

- Walk audits are observational surveys that document the safe walkability of a particular street, sidewalk, intersection or area.
- Although not all parks can be walkable destinations for all users, people within a park space should be able to safely walk without having to dodge motor vehicles or inattentive cyclists.
- The **AARP Walk Audit Tool Kit** is a free, self-service guide for assessing and reporting on the safety and walkability of a street, intersection or neighborhood. Accompanying worksheets can be downloaded, shared and printed for use.
- The data and documentation gathered during a walk audit can be shared with elected officials and municipal staff to help bring about needed change.

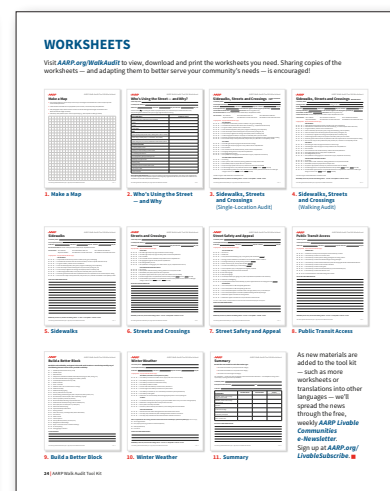
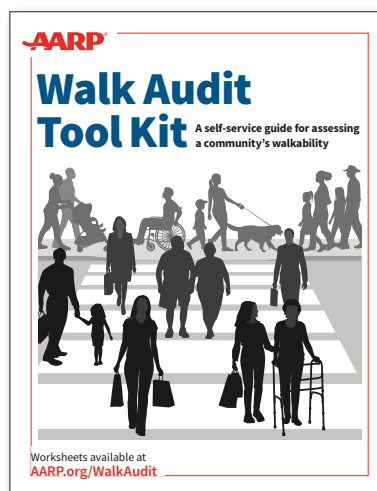
### A walk audit can improve a community by:

- Helping to create a pedestrian-friendly environment
- Increasing exercise opportunities for community members
- Fostering more social interactions among neighbors
- Reducing the need to drive — and better enabling non-drivers to get where they need and want to go
- Reducing traffic congestion and pollution
- Increasing property values

## INSTRUCTIONS

A resident, community group and/or local leader can survey and report on the safety and walkability of a street, intersection or neighborhood by downloading or ordering the free, photo-filled 28-page publication.

Visit [AARP.org/WalkAudit](https://www.aarp.org/WalkAudit)





# **PARK PLANNING TOOL** **Intercept Survey**

Learn how people feel about and use parks and public spaces. Combined with the **Public Space Audit** (page 28), this data will provide a detailed picture of the area's assets and needs.

## SUPPLIES NEEDED

- Pens
- Clipboards
- Intercept Survey Worksheets (see page 26)

## INSTRUCTIONS

### 1. Identify a Space

The location can be an existing park, public space or underused site (e.g., a street, school playground, alley, parking lot).

### 2. Visit the Location, Distribute the Surveys

Approach people who are spending time in or passing through the park or public green space. Identify yourself as a researcher and ask if they have a couple of minutes to answer an anonymous survey about the location. Give each person a survey sheet. Stay close by to answer any questions he or she may have.

## ANALYZING THE RESULTS

- Read all of the completed survey forms to identify patterns or common responses.
- Sort the data by characteristics such as age, gender and/or income level. Doing so can help identify common themes or specific needs.

### TOOL KIT TIPS

- Conduct the survey at different times of day and during different days of the week to ensure that a diverse mix of park users are represented.
- Recruit friends or volunteers to help.
- Record and organize the results on spreadsheets to help identify patterns and key findings.



CITY OF CAMDEN, SOUTH CAROLINA

▲ An alley in downtown Camden, South Carolina, was uninviting. So the city asked passersby to help make stained-glass globes for hanging alongside LED string lights (shown). The space has become an attractive and useful connector for shoppers, diners and chalk artists.

▼ A green, well-appointed town square in the heart of Rockville, Maryland, serves as a community backyard for visitors, office workers and apartment residents.



MELISSA STANTON, AARP

# Intercept Survey Worksheet

Date: \_\_\_\_\_ Time: \_\_\_\_\_

**1. Why did you come here today?** *(Check all that apply)*

- ☐ Just passing through
- ☐ Waiting for transit
- ☐ An event *(Which one?)* \_\_\_\_\_
- ☐ Food and/or drink
- ☐ Active recreation (walking, bicycling, exercise, sports, etc.)
- ☐ Meeting family and/or friends
- ☐ Spending time by myself
- ☐ Other *(Please explain)* \_\_\_\_\_

**2. How often do you visit this park or outdoor space?**

- ☐ Daily                      ☐ Weekly                      ☐ Monthly                      ☐ Annually or less

**3. How did you get here today?** *(Check all that apply)*

- ☐ Walk                      ☐ Bike                      ☐ Transit                      ☐ Private car                      ☐ Taxi / Uber / Lyft
- ☐ Other *(Please explain)* \_\_\_\_\_

**4. How was your trip here?**

- ☐ Very good                      ☐ Good                      ☐ Fair                      ☐ Poor                      ☐ Very poor

Why? \_\_\_\_\_

**5. If you walked, how would you rate the sidewalks you used to get here?**

- ☐ Very good                      ☐ Good                      ☐ Fair                      ☐ Poor                      ☐ Very poor

**6. If you bicycled, how would you rate the bicycle lanes or bicycle-priority streets, if any?**

- ☐ Very good                      ☐ Good                      ☐ Fair                      ☐ Poor                      ☐ Very poor

**7. If you took public transit, how would you rate the nearest transit stop?**

- ☐ Very good                      ☐ Good                      ☐ Fair                      ☐ Poor                      ☐ Very poor

**8. If you drove, how would you rate the parking situation here?**

- ☐ Very good                      ☐ Good                      ☐ Fair                      ☐ Poor                      ☐ Very poor

**9. Have you ever actively supported or helped maintain this park or outdoor space?**

- ☐ Yes                      ☐ No                      If yes, please explain: \_\_\_\_\_

**10. Overall, how would you rate this park or outdoor space?**

- ☐ Very good                      ☐ Good                      ☐ Fair                      ☐ Poor                      ☐ Very poor

11. What do you like about this park or outdoor space? \_\_\_\_\_

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12. What don't you like about this location? \_\_\_\_\_

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13. What uses or activities would you like to see here in the future? \_\_\_\_\_

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14. In your opinion, which age groups would enjoy this space? *(Check all that apply)*

☐ All ages    ☐ Children    ☐ Teens    ☐ Adults    ☐ Older adults

15. What is your age?

☐ Under 13    ☐ 13–17    ☐ 18–24    ☐ 25–44    ☐ 45–64    ☐ 65+

16. Do you identify as:

☐ Female    ☐ Male    ☐ Nonbinary

17. What is your household's income? *(Do not include roommates unless taxes are filed jointly)*

☐ Under \$15,000    ☐ \$15,000–\$24,999    ☐ \$25,000–\$34,999    ☐ \$35,000–49,999  
☐ \$50,000–\$74,999    ☐ \$75,000–\$99,999    ☐ \$100,000+

18. Do you identify as: *(Check all that apply)*

☐ African American    ☐ Asian American  
☐ Hispanic or Latinx    ☐ Indigenous, American Indian or Alaska Native  
☐ Native Hawaiian or Pacific Islander    ☐ White  
☐ Other *(Please explain)* \_\_\_\_\_

19. What is your zip code? \_\_\_\_\_

20. Is there anything else you would like to share? \_\_\_\_\_

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# Public Space Audit

The **Public Space Audit** provides a mix of qualitative and quantitative data to identify what is currently working in a space and what aspects need to be improved. This activity will help evaluate the experience of visiting the area and provide insights about the location's design and programming.

## SUPPLIES NEEDED

- Pen
- Clipboard
- Copy of the Public Space Audit Worksheet

## INSTRUCTIONS

### 1. Identify the Location

The audit space can be an existing park, public place or underused site (e.g., street, school playground, alley, parking lot).

### 2. Visit the Location

Become familiar with the site and its surroundings before answering the questions.

### 3. Complete the Worksheet

Record the date, time and location. Feel free to make additional notes and observations.

## ANALYZING THE RESULTS

- Since these results will represent the experience of the auditor, it's important to supplement the data by collecting feedback from others in the neighborhood. The **Intercept Survey** (page 25) will help do that.

### TOOL KIT TIP

- For some questions, about a location's size, for instance, it may be better to seek the answer through online resources such as Google Maps or by contacting the parks or transportation department.



▲ A park along Water Street in remote, tiny Eastport, Maine (population 1,600), has walking paths, benches, picnic tables, a Little Free Library — and a great view.



# Public Space Audit Worksheet

Name: \_\_\_\_\_

Location: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_ a.m. | p.m. *(Circle one)*

Weather: \_\_\_\_\_

## 1. Describe this location:

What is it? *(e.g., park, alley, street corner)* \_\_\_\_\_

Where is it? *(address or nearest intersection)* \_\_\_\_\_

How big is it? *(approximately)* \_\_\_\_\_ Is it public property? \_\_\_\_\_

## 2. Describe the surrounding area:

What type of area is it? *(Check all that apply)*

☐ Residential ☐ Industrial ☐ Rural/Undeveloped ☐ Commercial ☐ Mixed-Use

What are some key destinations in the area? *(e.g., library, school, coffee shop)* \_\_\_\_\_

## 3. How does this location make you feel?

	Strongly Agree	Agree	Disagree	Strongly Disagree
Comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relaxed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Why do you feel this way? \_\_\_\_\_

**4. On a typical day, how do people use this location?** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**5. How many programs, activities or events take place in this location during different seasons and times of day and for which age groups?**

	Many	Some	Few	None	Examples:
Spring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Summer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Fall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Winter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Daytime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Nighttime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Children (under age 13)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Teens (13–19)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Younger Adults (20–39)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Adults (40–64)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Older Adults (65+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

**5. Rate the quality of the following features:**

	Good	Fair	Poor	None	Comments:
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Drinking fountains	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Places to be physically active	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Places to eat and/or drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Places to sit or take a break	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Restrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Shelter from the weather	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Street noise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Trees and landscaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

## 6. How well-connected is the location?

### *Walking*

- |                                                                                                |                  |
|------------------------------------------------------------------------------------------------|------------------|
| a. The streets in or adjacent to the location have sidewalks.                                  | Agree   Disagree |
| b. There are clear directional signs or visual cues to guide people to the space.              | Agree   Disagree |
| c. There are pedestrian signals at intersections.                                              | Agree   Disagree |
| d. The signals provide adequate crossing time for slower walkers.                              | Agree   Disagree |
| e. There are signals or design elements for blind/visually impaired pedestrians.               | Agree   Disagree |
| f. Sidewalks and crossings are accessible for people using mobility aids (e.g., a wheelchair). | Agree   Disagree |
| g. There are traffic calming features (e.g., speed bumps) in the area.                         | Agree   Disagree |
| h. What is the posted speed limit in the area? _____                                           |                  |
| i. Traffic is moving at or below the speed limit.                                              | Agree   Disagree |

### *Cycling*

- |                                                                      |                  |
|----------------------------------------------------------------------|------------------|
| a. There are designated bike lanes or trails connected to the space. | Agree   Disagree |
| b. There is a secure place to park your bike in the space.           | Agree   Disagree |

## 7. How likely are you/would you be to allow your child or an older relative to visit this location?

- ☐ Likely      ☐ Somewhat likely      ☐ Not likely

## 8. What opportunities do you see for this location? \_\_\_\_\_

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## 9. What challenges do you see for this location? \_\_\_\_\_

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## PARK PLANNING TOOL

# Public Space Field Study

The **Public Space Field Study** is divided into two observational surveys, which you will fill out yourself: One is focused on how people move to and from a space, the other on what people do in the space. If possible, conduct the survey at different times of the day, different days of the week and even different seasons of the year.

### SUPPLIES NEEDED

- Pen
- Clipboard
- Public Space Field Study Worksheets (page 34)

### INSTRUCTIONS

#### 1. Identify a Space

The location can be an existing park, public space or underused site (e.g., street, school playground, alley, parking lot). Become familiar with the site and its surroundings. Determine the entry/exit point of the space or the area of greatest activity. Stand in a location that provides a broad view of the area.

#### 2. Select and Complete a Worksheet

Draw a simple map on the worksheet and mark a spot at which you'll be able to see the greatest number of park users. Record the date and time of your data collection at the top of the sheet.

#### **Worksheet A: Movement Study** (see page 34)

- Record the number of people walking into or out of the space, the number of people riding a bicycle and, as accurately as possible, the gender and age of those who pass by.
- Observe and record information about the people in the area for 15-minute intervals.

#### **Worksheet B: Activity Study** (see page 35)

- Record the activities of people in the space, dividing the activities into categories if necessary. Also record, as accurately as possible, the gender and age of those who pass by.
- Observe and record information about the activities in the area for 15-minute intervals.

### ANALYZING THE RESULTS

- Who is missing or underrepresented, based on the observations? (It can be useful to compare the survey findings with local census data to determine whether the mix of people who visit the site reflects the area's demographics.)
- Age data are useful when developing new programming or design ideas. For instance, if older adults aren't visiting the area, consider reaching out to them to understand why.
- The presence or underrepresentation of women during the observation period can be a significant issue. Women tend to be selective about the public spaces they visit. A lack of female park visitors could be an indication that a space is considered unsafe.
- Are a range of activities taking place in the park or public space?
- Are there activities the community might enjoy that aren't currently happening in the space?
- Is a mix of passive activities (sitting, socializing) and active activities (playing, exercising) occurring in the space?



### TOOL KIT TIP

- Try to complete these activities during typical weather conditions.
- Recruit friends or volunteers to help implement the activity studies.
- Record the final results in a spreadsheet to help organize and summarize the data.

▼ In 2015, elected leaders in Anchorage, Alaska, voted to turn a former greenhouse property that was in disrepair into a much-needed 12-acre recreation area and green space in the city's east end. The Muldoon Town Square Park is usable year-round, with a colorful "all-inclusive" playground, picnic shelter and running track. In the winter, the track becomes a curvy ice ribbon that's used by both new and experienced skaters.



JERRIANNE LOWTHER

# Public Space Field Study Worksheet

## PART A: Movement Study

Name: \_\_\_\_\_

Location: \_\_\_\_\_

Date: \_\_\_\_\_ Start Time: \_\_\_\_\_ End Time: \_\_\_\_\_

Weather: \_\_\_\_\_

### Pedestrians

AGE	FEMALE	MALE	N/A
Children (under 13)			
Teens (13–19)			
Younger Adults (20–39)			
Adults (40–64)			
Older Adults (65+)			

### Bicyclists

AGE	FEMALE	MALE	N/A
Children (under 13)			
Teens (13–19)			
Younger Adults (20–39)			
Adults (40–64)			
Older Adults (65+)			

# Public Space Field Study Worksheet

## PART B: Activity Study

Name: \_\_\_\_\_

Location: \_\_\_\_\_

Date: \_\_\_\_\_ Start Time: \_\_\_\_\_ End Time: \_\_\_\_\_

Weather: \_\_\_\_\_

### Activity Types

ACTIVITY	NUMBER OF PARTICIPANTS	ACTIVITY	NUMBER OF PARTICIPANTS
Walking		Resting	
Sitting		Exercising	
Talking/Socializing		Bicycling	
Eating/Drinking		Vending	
Board Games, etc.		Entertaining	
Playing		Waiting	
Team Sports			

### Age and Gender

AGE	FEMALE	MALE	N/A
Children (under 13)			
Teens (13–19)			
Younger Adults (20–39)			
Adults (40–64)			
Older Adults (65+)			





## PARK PLANNING TOOL

# Programming Calendar

Create a calendar of activities, programs or events to ensure that a park or public space is used during all seasons, both day and night, and is accessible to people of all ages.

### INSTRUCTIONS

#### 1. Identify a Space

The location can be an existing park, public space or underused site (e.g., street, school playground, alley, parking lot).

#### 2. List the Existing Activities

Use the Programming Calendar Worksheet to record the current activities, programs and events, checking all that apply. (These details can often be found online.) Also record the season, time of day and intended audience.

#### 3. List Ideas for New Activities

Complete a second calendar worksheet by noting ideas for the types of activities, programs and events that seem appropriate. Check all that apply.

### ANALYZING THE RESULTS

- The activities listed should be suitable for a range of seasons, times and age groups.
- Every column (season, time of day, age group) should be marked at least twice.
- Ideally, some activities will apply to more than one season, time or age group.



LIFE ON THE GREENWAY

▲ The Rose Kennedy Greenway is a linear park that spans 1.5 miles through several neighborhoods in Boston, Massachusetts. The greenway partners with cultural institutions and businesses to host more than 400 free, multicultural, multigenerational public programs and events a year.



# Programming Calendar Worksheet

Activity, Program or Event (Include a brief description)	SPRING	SUMMER	FALL	WINTER	DAY	NIGHT	CHILDREN (under 13)	TEENS (13-19)	YOUNGER ADULTS (20-39)	ADULTS (40-64)	OLDER ADULTS (65+)



## PARK PLANNING TOOL

# Community Asset Map

A **Community Asset Map** is useful for identifying local stakeholders, like-minded organizations and potential partners, including decision-makers who may need to approve any park or green space project.

Other local figures, such as elected officials or influential residents, can give a project legitimacy and momentum by lending their support.

Altogether, an asset map is a way of creating a list of people and groups to connect with when planning a public space improvement project.

### INSTRUCTIONS

1. List the names of influential people and organizations in the community, divided by category.

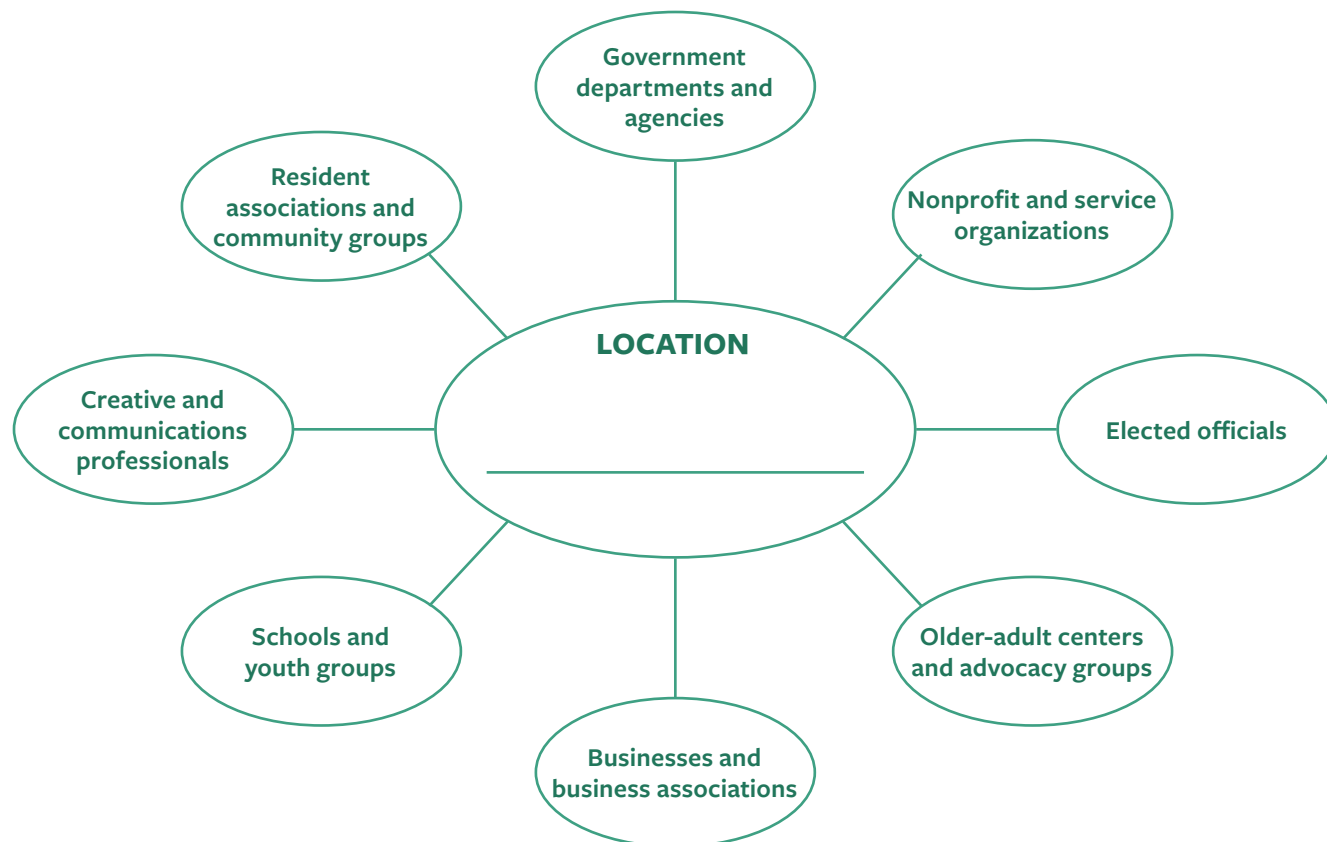
2. Include any contact information.

3. If desired, enter the information into a spreadsheet.

### ANALYZING THE RESULTS

Consider the needs and interests of each stakeholder:

- How do the interests of those stakeholders align with the project's goals?
- What questions or concerns might they have?
- Before approaching any individuals or organizations, consider what aspects of the project are and are not negotiable.



# **PARK PLANNING TOOL** **The Pop-Up Placemaking Tool Kit**

When done right, temporary livability projects can lead to permanent change. Testing potential solutions by demonstrating them for the community can build support — and often outright enthusiasm — for needed change.

- Pop-up projects typically involve community members working together to bring attention to overlooked spaces, address neighborhood issues, or test ideas for how to make improvements within a public or, sometimes, private space such as streets, empty buildings or underused lots.
- A pop-up demonstration can be organized and implemented quickly or over time.
- Pop-up projects can involve the temporary placement of bike lanes, crosswalks, parklets, sidewalk cafes, plazas, benches, potted trees and more. Such trial runs allow communities to evaluate new concepts and make adjustments before investing in large-scale change.

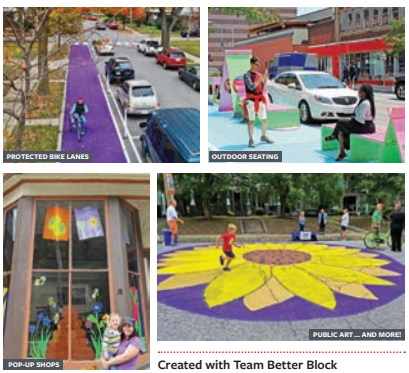


TEAM BETTER BLOCK

▲ A pop-up placemaking demonstration in Fort Wayne, Indiana, featured a painted plaza and crosswalk, a protected bike lane, a parklet and outdoor games.

## **The Pop-Up Placemaking Tool Kit**

Projects that inspire change — and improve communities for people of all ages



Created with Team Better Block

## INSTRUCTIONS

Visit [AARP.org/LivablePopUp](https://www.aarp.org/LivablePopUp) to order or download the free 40-page publication and find articles and “recipes” for creating temporary spaces (like the Pittsfield, Massachusetts, alleyway below) that pop!





# Creating Parks and Public Spaces That People Want to Use

According to Trust for Public Land, park spaces that feature any of the following will entice people (and often pets) of all ages to spend time outdoors.



▲ People and pets of all ages have fun at a **DOG PARK** in Lancaster, Pennsylvania.



▲ When a **COMMUNITY GARDEN** (officially the Florence Fang Asian Community Garden) opened in the Bayview-Hunters Point neighborhood of San Francisco, California, it filled a need for green space and healthy food.

► **TRAILS** for walking and hiking (like this one in Dryden, New York), are great places for being active. Having a place to sit along the way is always appreciated.



▲ The tennis-like game of **PICKLEBALL** is popular among the 50-plus set — so much so in Wisconsin's Chippewa Valley that the area has several dozen indoor or outdoor courts.



▲ A **SPLASH PAD** in downtown Phoenix, Arizona, provides welcome relief from the heat — and some silly fun — for people of all ages and abilities.



CLOCKWISE FROM TOP LEFT: JEFF RUPPENTHAL, LNP MEDIA GROUP | CHIPPEWA VALLEY PICKLEBALL CLUB | MELISSA STANTON, AARP | TOWN OF DRYDEN | FLORENCE FANG ASIAN COMMUNITY GARDEN

# Check Out These Free Publications

Resources for local leaders, livability practitioners and involved residents about zoning, cold weather spaces, equity, and homelessness.



From **AARP** and **Congress for the New Urbanism**

[AARP.org/Livable](http://AARP.org/Livable)

- **Enabling Better Places: A Handbook for Improved Neighborhoods**



From **880 Cities**

[880Cities.org](http://880Cities.org)

- **Winter Placemaking Guide**
- **Addressing Homelessness in Parks: An Inclusive Practices Guide**



From **Trust for Public Land**

[TPL.org](http://TPL.org)

- **Parks and an Equitable Recovery**

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## Creating Parks and Public Spaces for People of All Ages

**Editor:** Melissa Stanton, *AARP Livable Communities*

**Art Director:** Mimi Park, *Design Park Inc.*

**Contributing Editors:** Danielle Arigoni, Director, *AARP Livable Communities, Government Affairs*

Amanda O'Rourke, Executive Director, *880 Cities*

Charlie McCabe, Director (former), *Trust for Public Land: Center for City Park Excellence*

**Research by 880 Cities:** Rossana Tundo, Ryan Lo, Ryan O'Connor, David Simor

**Copy Editor:** Don Armstrong | **Art Production:** Steve Walkowiak

Pine tree graphic by Ryan Lo

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**Limit of Liability/Disclaimer of Warranty:** *Creating Parks and Public Spaces for People of All Ages* features parks and locations throughout the United States, many of which had no interaction with or support from AARP, 880 Cities or Trust for Public Land. While AARP, 880 Cities, Trust for Public Land and the contributors to this publication used their best efforts in preparing this resource, they make no representations or warranties with respect to the accuracy or completeness of the contents and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation or community. The named organizations and contributors will not be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. The fact that an organization or website is referred to in this work as a citation and/or a potential source of further information does not mean that the authors endorse the information an organization or website may provide or recommendations it may make. Further, readers should be aware that Internet websites listed in this work may have changed or disappeared between when this work was written and when it is read.





# Creating Parks and Public Spaces for People of All Ages

## A Step-by-Step Guide

Public parks are important places for building a sense of community and social belonging. They are spaces that belong to everyone, regardless of age, gender, ethnicity, religion or income.

However, the way parks are designed, maintained and programmed doesn't always reflect the purpose and promise of such uniquely public spaces. Pinched for funds by competing priorities, many municipalities neglect their park networks or fail to invest in these vital places as their communities grow and change.

**AARP, 80 Cities** and **Trust for Public Land** have come together to highlight the importance of parks — and give community leaders (and park advocates from all corners) tools they can use to both create and improve green spaces and public places for people of all ages.

Visit [AARP.org/LivableParks](https://www.aarp.org/LivableParks) to download a PDF of this guide or order a free printed edition.

Several of the parks projects pictured in this guide were created with support from the **AARP Community Challenge** grant program. Learn about this annual opportunity at [AARP.org/CommunityChallenge](https://www.aarp.org/CommunityChallenge).

Learn about our new publications and other programs by subscribing to the free, weekly **AARP Livable Communities e-Newsletter** at [AARP.org/LivableSubscribe](https://www.aarp.org/LivableSubscribe).



▲ Suwanee, Georgia (page 5)



▲ Anchorage, Alaska (page 33)



▲ Eastport, Maine (page 28)



▲ Richmond, California (page 11)





## City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

## Office of the City Clerk

491 East Pioneer Avenue  
Homer, Alaska 99603

[clerk@cityofhomer-ak.gov](mailto:clerk@cityofhomer-ak.gov)

(p) 907-235-3130

(f) 907-235-3143

### Memorandum

TO: BOARD, COMMISSION, AND COMMITTEE MEMBERS  
FROM: MELISSA JACOBSEN, MMC, CITY CLERK  
DATE: SEPTEMBER 15, 2022  
SUBJECT: IMPLEMENTATION OF NEW AGENDA MANAGEMENT SOFTWARE

---

The Clerk's office staff currently uses a product called Municode Meetings to compile and publish agendas and packets for Council and the Board, Commissions, and Committees. Earlier this year we met with two other companies that provide agenda management services and have selected iCompass.

iCompass provides for improved internal routing capabilities to assist staff in preparation for Council and Board, Commission, and Committee packets. There is an app available if you're a tablet user and if not there will be easy access through the online portal that will be on the City webpage. It also has an easy to use public facing portal for citizens to stay informed on meeting schedules and agendas.

Although the new software won't go live until the first of the New Year, we will be using it internally, so next month you'll start to see the changes in your packet materials. As we make this transition we will present at each group's meeting to give you an overview of how to navigate the new software.

If you'd like a quick peek at what's to come, visit the City of Wasilla's page at <https://cityofwasilla.civicweb.net/Portal/> or the Village of Lisle at <https://villageoflisle.civicweb.net/portal/> to see what the iCompass public portal offers.

City of Homer  
Parks, Arts, Recreation & Culture  
Advisory Commission Presents:



Dave Brann



Kachemak Bay Club

# BEN WALTERS PARK RECOGNITION CEREMONY

Thursday,  
October 20, 2:00–3:30pm

Acknowledging the adoption of the  
Ben Walters Park by the  
**Kachemak Bay Rotary Club** and their  
efforts in continuous improvements to  
make it better for all.

**Ben Walters Park**  
(near McDonald's)

Join us!  
**Serving hamburgers,  
hot dogs and drinks.**  
Open to the public.  
Rain or shine!

# City of Homer

Homer, Alaska

## Mayor's Certificate of Appointment

Greetings

Be It Known That

*Christine Thorsrud*

Has been reappointed to

serve as

**"Committee Member"**

on the

**"Americans with Disabilities Act**

**Compliance Committee"**

*This appointment is made because of your dedication to the cause of good government, your contributions to your community and your willingness to serve your fellow man.*



*In Witness whereof I hereunto set my hand  
this 9<sup>th</sup> day of August, 2022.*

A blue ink signature of Ken Castner, Mayor of Homer, Alaska.

Ken Castner, Mayor

Attest:

A blue ink signature of Melissa Jacobsen, MMC, City Clerk.

Melissa Jacobsen, MMC, City Clerk





# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

Office of the Mayor

491 East Pioneer Avenue

Homer, Alaska 99603

[mayor@ci.homer.ak.us](mailto:mayor@ci.homer.ak.us)

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(f) 907-235-3143

## Memorandum 22-129

TO: HOMER CITY COUNCIL  
FROM: MAYOR CASTNER  
DATE: AUGUST 8, 2022  
SUBJECT: REAPPOINTMENT TO THE AMERICANS WITH DISABILITIES ACT (ADA)  
COMPLIANCE COMMITTEE

---

Christine Thorsrud is reappointed to the ADA Compliance Committee. The term will expire August 31<sup>st</sup> 2025.

### Recommendation

Confirm the reappointment of Christine Thorsrud to the ADA Compliance Committee.



## City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

## Office of the Mayor

491 East Pioneer Avenue  
Homer, Alaska 99603

[mayor@ci.homer.ak.us](mailto:mayor@ci.homer.ak.us)

(p) 907-235-3130

(f) 907-235-3143

August 9, 2022

Christine Thorsrud  
P.O. Box 1349  
Homer, Alaska 99603

Dear Christine,

Congratulations! Council confirmed/approved your re-appointment to the Americans with Disabilities (ADA) Compliance Committee during their Regular Meeting of August 8, 2022, via Memorandum 22-129.

The 2022-2023 Public Official Conflict of Interest Disclosure Statement is enclosed. Please complete this document and return it to the Clerk's office. This form will be retained in the Clerk's office. It is a public document and may be requested by any member of the public. In the event the Public Official Conflict of Interest Disclosure Statement is requested by a member of the public, you will be notified of the requestor's name.

Thank you for your willingness to continue serving the City of Homer on the ADA Compliance Committee. There certainly are exciting times ahead.

Your term will expire August 31, 2025.

Cordially,

Ken Castner, Mayor

Enc: Memorandum 22-129  
Certificate of Re-appointment

Cc: ADA Compliance Committee



# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

## Office of the City Manager

491 East Pioneer Avenue  
Homer, Alaska 99603

[citymanager@cityofhomer-ak.gov](mailto:citymanager@cityofhomer-ak.gov)

(p) 907-235-8121 x2222

(f) 907-235-3148

### Memorandum

TO: Mayor Castner and Homer City Council  
FROM: Rob Dumouchel, City Manager  
DATE: October 6, 2022  
SUBJECT: City Manager's Report for October 10, 2022 Council Meeting

---

#### Main Street Sidewalk Construction

We're just waiting on a break in the weather to pave the sidewalk... almost done!

#### Master Transportation Plan and Trail Symposium

On October 1<sup>st</sup>, the City and Homer Drawdown co-hosted the Homer Pathways Forward: Non-Motorized Transportation Symposium. Thanks to Homer Drawdown and Kachemak Campus for this event partnership! The event was well attended and the public had a lot of great comments and suggestions. It was great to be back in person and see community members fully engaged. There were many take-aways, but one theme stood out: The sidewalks and paths that people most care about are on roads the City doesn't own. We will be discussing this more in the future.





Next up for the Transportation Plan are two surveys; one is a survey monkey, and the other is a mapping tool where people can make comments with a pinpointed location. You can find the project website and surveys here: <https://www.cityofhomer-ak.gov/publicworks/transportation-plan>. Paper survey copies are available at the Library and City Hall. Economic Development Manager Julie Engebretsen and Brad Parsons of the Independent Living Center will be providing broad project overviews to all City Boards and Commissions during the month of October. An update will be provided to Council at the October 24<sup>th</sup> meeting. The next community meeting is scheduled for Wednesday, November 9<sup>th</sup> at the college.

### **Comprehensive Plan and Zoning Code RFP**

Two major priorities set in the Council's 2022 visioning work session were the updates of the Comprehensive Plan and the Zoning Code. A staff working group, together with councilmembers Aderhold and Davis, collaborated to create an RFP for consulting services. We have chosen to put them out for proposal together to ensure a smooth transition from Comprehensive Plan to Zoning Code rewrite. We don't typically bring draft RFPs to Council, but this is a particularly large/important project and we wanted to make sure the Council had a chance to see this document before it hits the street. You will notice that the RFP contains instructions not to exceed \$650,000. Based on experience, current market conditions, and general market research, we believe that this multi-year project can be accomplished at or below that number. We have not yet asked Council for an appropriation, but I have mentioned throughout the last year that these updates were projects I had in mind as potential uses of the \$1.5M Council moved into the General Fund CARMA account earlier this year (Ordinance 22-09).

### **Homeland Security Site Visit**

We recently received a visit from an audit team working for the State's office of Homeland Security. They came to review our Homeland Security grants for 2018, 2019, 2020, and 2021. The audit consisted of an extensive review of our financial files for each grant year and an on-site evaluation of various equipment to ensure the accuracy of our grant equipment inventory reports. Our financial files were found to be in very good order and our equipment inventory report checks were also positive. The team complimented Homer for doing things the right way and submitting required reports as needed and on time. The visit took half the time anticipated largely due to our team's strong performance in grant management.

### **AMLJIA Board of Trustees**

The Alaska Municipal League (AML) Board of Directors and the Alaska Municipal League Joint Insurance Association (AMLJIA) Board of Trustees have voted to approve me as an AMLJIA trustee. I will officially take my seat on the Board at their December meeting held during the AML conference. To prepare for the transition, I attended the most recent quarterly meeting of the AMLJIA Board of Trustees in Anchorage. I also participated in a strategic planning session. The board meets quarterly and will pay for any required travel.

### **Cities of Opportunity Cohort**

I nominated Economic Development Manager Julie Engebretsen to participate in a statewide cohort for the Alaska Municipal League's new "Cities of Opportunity" program. She was accepted to the program which is now underway. The cohort will meet monthly over the next year with an emphasis on economic development and healthy communities, in concert with the Alaska Conference of Mayors. Determinants of economic development and community health include the physical, social, economic, and work and service environments. The cohort includes up to twenty municipal leaders to share experiences and challenges, evaluate community data trends, identify potential local government roles, produce a road map for local action, and connect with strategic partners to discuss implementation. At the first meeting, Julie was able to share with other communities the success of Homer's Community Health Needs Assessments, and the

partnerships created through MaPP. Julie is looking forward to sharing our learned experiences with colleagues in other Alaskan communities, as well as to learn from their successes.

### **Budget Priorities and Planning**

We are scheduled to have a discussion regarding Council budget priorities at our next meeting (October 24<sup>th</sup>), there will also be a public hearing. This will be the first of many opportunities to talk about what you want to see in the FY24/25 budget.

As part of an initiative to increase outreach to boards and commissions early in the budget process, Finance Director Walton has been meeting with different bodies to talk about the FY24/25 budget. She met with the Library Advisory Board and Port Commission in their respective September meetings to discuss the FY24/25 budget process and to answer any budget related questions. The FY24/25 budget schedule was distributed and discussed. Future capital planning and spending was a hot topic in both meetings. Director Walton is also scheduled to meet with the Economic Development Commission (EDC) on Tuesday, October 11<sup>th</sup>. The plan is to share the FY24/25 budget schedule and to be available to answer any questions the EDC has regarding the budget process.

### **Caselle Fiscal Year Conversion**

With the completion of the FY21 audit, we were able to make some large structural changes to our Caselle account to accommodate for the change of fiscal year initiated by Ordinance 20-89. Caselle staff led the transition, with support from Finance and IT staff. This software modification was the last major piece of our transition from a calendar year to a fiscal year. Finance is currently confirming that the transition was completed appropriately.

Enclosures:

1. October Employee Anniversaries
2. Comprehensive Plan and Zoning Code Update memo and RFQ/RFP



# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

## Office of the City Manager

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Homer, Alaska 99603

[citymanager@cityofhomer-ak.gov](mailto:citymanager@cityofhomer-ak.gov)

(p) 907-235-8121 x2222

(f) 907-235-3148

## Memorandum

TO: MAYOR CASTNER AND CITY COUNCIL  
FROM: Andrea Browning  
DATE: October 10, 2022  
SUBJECT: October Employee Anniversaries

---

I would like to take the time to thank the following employees for the dedication, commitment and service they have provided the City and taxpayers of Homer over the years.

<b>Paul Raymond</b>	<b>Public Works</b>	<b>9</b>	<b>Years</b>
<b>Charles Lee</b>	<b>Police</b>	<b>2</b>	<b>Years</b>
<b>Emily Larson</b>	<b>Fire</b>	<b>1</b>	<b>Year</b>





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[citymanager@cityofhomer-ak.gov](mailto:citymanager@cityofhomer-ak.gov)

(p) 907-235-8121 x2222

(f) 907-235-3148

### Memorandum

TO: Mayor Castner and Homer City Council  
FROM: Ryan Foster, Special Projects Coordinator  
DATE: September 27, 2022  
SUBJECT: Request for Proposal/Request for Qualifications for Updating the Comprehensive Plan and Zoning Code

---

An update of the Comprehensive Plan and modernization of the Zoning Code was identified as a Council priority during the 2022 Visioning work session held in March at the Pratt Museum. The Title 21 Zoning and Planning Code has been updated in sections over the years, but it has not had a significant update in decades. It is generally viewed as difficult to work with by the public and City staff and unable to achieve the vision and goals currently set out in the Comprehensive Plan. The Comprehensive Plan underwent a technical update in 2018, but since the Zoning and Planning Code implements the vision of the Comprehensive Plan, it is highly recommended to undergo a full update of the Comprehensive Plan in advance of a Code rewrite.

Given the above current situations, City staff are proposing to move forward on a two-phase project, starting with a new Comprehensive Plan and ending with a complete update of the Title 21 Zoning and Planning Code. In hiring a consultant firm to fully update the two most important regulatory documents for planning and development in the City of Homer, staff recommends a two-stage process:

- Stage 1 - Request for Qualifications (RFQ): Reviewed and scored by a selection committee.
- Stage 2 - Request for Proposals (RFP): Those firms selected through the RFQ process will then submit an RFP, with a not to exceed amount of \$650,000, for review by a selection committee that will evaluate the proposals and make a recommendation to the City Manager.

An additional component necessary for project success is a budget of \$30,000 for advertising, outreach, and materials, such as food, for public meetings.

#### **Comprehensive Plan Update (Phase I)**

What it is: A Comprehensive Plan establishes, at a high level, a vision, goals, and objectives for the future development of the City. A new Comprehensive Plan would directly influence and guide the complete update of the Title 21 Zoning and Planning Code, established as Phase II of this project. This plan also helps determine the best approach to the topics of parking, density, form/layout, mobility/connectivity, building height, sustainability, green infrastructure, and coordinating land use and transportation plans to name a few.

What Homer gets:

1. Delivery of a completely updated Comprehensive Plan.
2. A vision and guidance for the update of the Title 21 Zoning and Planning Code.
3. Public and key stakeholder outreach to better inform and guide the Comprehensive Plan.
4. Detailed consideration of the topics of parking, density, form/layout, building height, mobility/connectivity, sustainability, and green infrastructure.
5. Alignment of the Comprehensive Plan with Council Goals, Master Transportation Plan and Non-Motorized Trails and Transportation Plan (currently under development), Homer Spit Plan, and the Town Center Development Plan.
6. Presentation of the Comprehensive Plan to the Planning and Zoning Commission, Economic Development Commission, and City Council public hearings for recommendation and approval.
7. Consultants, by taking on the bulk of the project (with a limited support role by City staff), free up City staff to continue to provide day-to-day services, ensures on-time project deliverables, and utilizes consultant subject matter expertise.

What Homer receives when complete: A Comprehensive Plan that guides the future development of the City over the next 20 years and addresses the unique planning challenges of the community, such as limited developable land, a strong demand for housing, and consideration of our unique geographical and topographical conditions.

**Title 21 Zoning and Planning Code Update (Phase II)**

What it is: The City's Title 21 Zoning and Planning Code defines the processes, establishes zoning districts, and associated development standards for land use development in the City. The Zoning and Planning Code is the regulatory framework that implements the vision, goals, and objectives established in the Comprehensive Plan.

What Homer gets:

1. Delivery of a completely updated Title 21 Zoning and Planning Code.
2. A modernized code by bringing the standards up to date by applying measures that reflect contemporary best practices, land use trends, and market demands, while improving efficiency and user friendliness into the code.
3. A code that provides for the implementation of the vision of the new Comprehensive Plan.
4. Consultants conduct all public and key stakeholder outreach to better inform and guide the new code.
5. Alignment of the new Title 21 Zoning and Planning Code with the new Comprehensive Plan, Master Transportation Plan and Non-Motorized Trails and Transportation Plan (currently under development), Homer Spit Plan, and the Town Center Development Plan.
6. Presentation of the new Title 21 Zoning and Planning Code to Planning and Zoning Commission and Council public hearings for recommendation and approval.
7. Consultants, by taking on the bulk of the project (with a limited support role by City staff), free up City staff to continue to provide day-to-day services, ensures on-time project deliverables, and utilizes consultant subject matter expertise, especially in writing code.

What Homer receives when complete: An updated Title 21 Zoning and Planning Code that will allow the City to realize the vision and goals defined in the Comprehensive Plan with updated processes and development standards. In addition, greater efficiency, clarity, and user friendliness will be built into the zoning code.

#### Attachments

Request of Qualifications for Comprehensive Plan and Zoning Code Update

Request for Proposal for Comprehensive Plan and Zoning Code Update



City of Homer

# **Request for Qualifications**

## City of Homer Comprehensive Plan and Zoning and Planning Code Update

Issue date: Issue date: TBD



**Submittal Deadline:**

**4:30 pm, TBD**

## **City of Homer Comprehensive Plan and Zoning and Planning Code Updates**

**Issue date: TBD**

The City of Homer is soliciting qualifications from qualified firms to perform the work for **City of Homer Comprehensive Plan and Zoning and Planning Code Updates**.

The first Homer Comprehensive Plan was adopted in 1954. The most current comprehensive plan is the 2018 edition, which received a technical update. A new Comprehensive Plan is necessary to establish a current vision, goals, and objectives for the future of the City and a new zoning code will be required to implement that vision.

The City wishes to have this work conducted immediately upon issuance of contract.

**RECEIPT OF QUALIFICATIONS DEADLINE:** Qualifications will be accepted until 4:30 p.m., Alaska Standard Time, TBD. Qualifications shall be submitted via hard copy at the City Clerk's Office, City of Homer, 491 E Pioneer Ave, Homer, AK 99603. All proposers must submit a City of Homer Plan Holders Registration form to be on the Plan Holders List to be considered responsive.

**SCOPE OF WORK:** The work will consist of two phases. Phase I: helping the City of Homer complete a new Comprehensive Plan, and Phase 2: helping the City of Homer update the Zoning and Planning Code. The work will include involvement with stakeholders, including, but not limited to the City Council, City staff, community members, and community interest organizations. Timeline for completion of this work is two years, one year for each phase of the project.

**EVALUATION CRITERIA:** The City will select firms to interview. The City will enter negotiations with one firm deemed to provide the best value for the project, including cost and other factors. Interested parties shall submit the following items with their Statements of Qualifications:

1. Letter of interest.
2. Description of the team and its ability to meet City of Homer needs.
3. Statements of Qualifications shall include the following information:
  - a. Name(s) of firm serving as prime and any subconsultants as well as Organization Chart.
  - b. A brief history of the firm(s) serving on the team, including applicable licenses.

c. Resumes of key personnel, which shall include, as a minimum, the following personnel:

- i. Project Manager
- ii. Design Lead
- iii. Economic Lead
- iv. Code Writing Lead

e. Information demonstrating team's record of performance on past projects for communities similar in size and character to the City of Homer. Provide names and telephone numbers of five client contacts for reference purposes.

f. Information demonstrating team's record of performance with cost control and project scheduling.

g. Five writing samples demonstrating team's effectiveness writing (i) complex text for lay audiences and (ii) enforceable code. Writing samples may contain graphics.

### **Scoring of firms**

- |                                                                            |                   |
|----------------------------------------------------------------------------|-------------------|
| 1. Team's past experience with projects of comparable size and complexity: | 100 Points        |
| 2. Team's past experience with cost control and project scheduling         | 100 Points        |
| 3. Experience of Key Personnel                                             | 100 Points        |
| 4. Writing samples                                                         | 100 Points        |
| 5. Positive report from references:                                        | <u>100 Points</u> |

**Total: 500 Points**



**Request for Proposals  
By the City of Homer, Alaska  
Professional Services to Update  
Homer's Comprehensive Plan and Zoning and Planning Code**

Proposals for professional services to update the City of Homer's Comprehensive Plan and Zoning and Planning Code will be received at the Office of the City Clerk, City Hall, City of Homer, 491 East Pioneer Avenue, Homer, Alaska until 4:00 P.M., Date: TBD, 2022. The time of receipt will be determined by the City Clerk's time stamp.

The project consists of furnishing all labor, materials, equipment, tools, supervision, and other facilities necessary to perform the desired services. The City reserves the right to negotiate the scope of work with the selected firm to meet budgetary goals. If a negotiation is unsuccessful, the City may enter negotiations with the next highest rated firm. The work includes, but is not limited to the following:

- Develop a City of Homer Comprehensive Plan
- Fully Update the Zoning and Planning Code

Please direct all questions regarding this project to:

**Ryan Foster, Special Projects Coordinator  
City of Homer, Administration  
491 E. Pioneer Avenue  
Homer, Alaska 99603  
907-299-8529**

Homer reserves the right to accept or reject any or all proposals, to waive irregularities or informalities in the proposals, and to award the contract to the respondent that best meets the selection criteria.

Dated this XX<sup>th</sup> day of Month, 2022.

CITY OF HOMER

\_\_\_\_\_  
Robert Dumouchel, City Manager

Request for Proposals  
By the City of Homer, Alaska  
Professional Services to Update the  
City of Homer's Comprehensive Plan and Zoning and Planning Code

The City of Homer, Alaska is requesting proposals from pre-qualified firms who were pre-qualified as result of the City's earlier Request for Statements of Qualification process. Proposals from firms who have not been pre-qualified will not be accepted

The following subjects are discussed in this RFP to assist you in preparing your proposal.

- I. Introduction
- II. Scope of Services
- III. General Requirements
- IV. Proposal Format and Content
- V. Evaluation Criteria and Selection Process
- VI. Schedule

## **I. Introduction**

The City of Homer is soliciting proposals from prequalified teams to produce a comprehensive plan and fully update the zoning and planning code. These documents will help guide future development and growth for the City of Homer with an outlook of 20 years.

The City of Homer is growing up. We are a relatively young city facing a transition point in our history. We are an eclectically developed pioneer community at the end of the road in Alaska, on its way to becoming a more intentionally developed small city, endeavoring to be best in class for municipal governance, services, and quality of life. Homer is a very significant city in Alaska, in part, because we are the transition point between the road system and numerous off-road communities. We also have a highly active port & harbor which is likely to experience a significant expansion during the Comprehensive Plan's useful life.

Homer is motivated to become the best small city in Alaska, and it all starts with planning. We are extremely excited to conduct a significant update to our Comprehensive Plan and Zoning and Planning Code. It is important to understand that this update is not about maintaining the status quo, it's about transformative change as it relates to land use, while still maintaining Homer's community character.

The first Homer Comprehensive Plan was adopted in 1954. The most current comprehensive plan received a technical update in 2018. Since 1999, the City has adopted a Non-Motorized Trails and Transportation Plan, a Transportation Plan, Homer Spit Plan, and the Town Center Development Plan, which are additional components to the Comprehensive Plan.

The City expects that public involvement will be a grass-roots effort emphasizing outreach to, and contribution from, a variety of stakeholders, including citizens, businesses, community groups/organizations, local agencies, City advisory boards/commissions, and the City Council. The City further expects the community participation plan will be innovative and consider the use of focus groups as well as intensive short-term teams or work groups, such as workshops, to identify issues, create a community vision, and to assist in establishing the goals and objectives.

The goal is for both phases (Phase I: the comprehensive plan and Phase II: zoning and planning code update) to be completed within two years after award of the contract; however, complex issues may require more in-depth study, which may result in an extension of the completion date and negotiation to amend the contract. As in many Alaskan communities, the summer months are the "busy months" for Homer residents. One distinctive aspect of Homer is that many seasonal business operators live elsewhere during the winter months. The Proposer should develop a schedule that is flexible enough to allow busy residents and business owners/operators the opportunity for significant input throughout the planning process, while recognizing the seasonal nature of the community.

## **II. Scope of Services**

The project consists of furnishing all labor, materials, equipment, tools, supervision, and other facilities necessary to develop a Homer Comprehensive Plan and a Zoning and Planning Code Update as a two-phased project in accordance with the standards and criteria of the City of Homer.

### **Phase I: Comprehensive Plan**

The project goals for updating the comprehensive plan are

1. Create a fully updated Comprehensive Plan.
2. Determine the best approaches to the topics of housing, parking, density, form/layout, building height, sustainability, mobility/connectivity, and coordinating with the motorized and non-motorized transportation (the Master Transportation Plan is currently being updated).
3. Identify strategic actions that the City can proactively engage in to ensure the success of the Comprehensive Plan, e.g., site acquisition, infrastructure investment, etc.
4. Provide a vision and guidance for the Phase II update of the Title 21 Zoning and Planning Code.
5. Conduct public and key stakeholder outreach to better inform and guide the Comprehensive Plan.
6. Align the Comprehensive Plan with other City plans such as Master Transportation Plan, Capital Improvement Plan, and City Council Goals.
7. Deliver the Comprehensive Plan to the Planning Commission, Economic Development Commission, and City Council public hearings for recommendation and approval.
8. City staff provide project support with a project manager, participation/facilitation in outreach events, and information/feedback to consultants.

The development of the Homer Comprehensive Plan will include, but not be limited to, the following tasks:

#### **Task 1. Background Research and Analysis**

In Task 1, the consultant will complete a review of all-relevant planning, financial, and development documents that relate to development, planning regulation, and protection of Homer's built and natural environment. Examples of such documents include:

- 2018 Homer Comprehensive Plan Update
- Town Center Development Plan
- Homer Spit Comprehensive Plan
- Community Design Manual
- ADA Transition Plans
- Climate Action Plan
- Long Range Transportation Plan
- 2005 Homer Area Transportation Plan (currently being updated)
- Non-Motorized Transportation and Trails Plan (currently being updated)
- Adopted Water and Sewer Master Plan
- Census and growth projections
- Homer City Code (in particular Title 21 Zoning and Planning Code)
- Capital Improvement Plan/Legislative Requests/State Transportation Improvement Program Requests

- City of Homer Annual Budget
- Beach Policy
- Homer Land Allocation Plan
- 2022 Local Hazard Mitigation Plan
- State of Alaska tourism information
- State of Alaska planning enabling legislation
- Review of KPB planning and platting powers, with city granted planning powers of the city and extraterritorial power over the Bridge Creek Water Protection District

At the completion of Task 1 the consultant should be knowledgeable with the history, social and land use development patterns, culture, environmental opportunities/challenges, development constraints, infrastructure, and fiscal issues facing Homer.

### **Task 2. Public Participation Process**

The design of an effective public participation process is a critical element for the successful completion of the Homer Comprehensive Plan and Zoning and Planning Code Updates. The consultant shall design and implement a public participation process that ensures members of the public are actively involved in the planning effort. The consultant should identify methods that do not require long standing commitments of time by members of the public yet provide for meaningful input. The use of charrettes/workshops, open houses, work sessions, online web pages/surveys, focus groups, and study circles or other suitable methods is encouraged. The consultant will work with City staff throughout the public participation process, to provide:

- Meeting Coordination
- Facilitation of Meetings
- Open Houses
- Advertisements
- Informational Handouts
- Newsletters and Other Mailings
- On-going Updates

The proposal shall identify the Public Participation Team that will be responsible for the production, publication, and distribution of informational materials and mailings. The Proposal shall include a Public Participation Matrix, which identifies the expected points of engagement with the public, identifying the recommended roles for City staff, community stakeholders, and the consultant personnel.

### **Task 3. Site Analysis and Identification of Issues and Concerns**

Task 3 utilizes information from the background research, site visits, and constraints mapping to analyze, and create maps and analysis illustrating the City's existing conditions. The mapping and analysis shall include:

- Brief Study Area Overview
- Key Demographic Considerations (summary of existing demographic information such as population, employment, housing, and projections)
- Existing Land Use(s)
- Existing Zoning
- Land Use and Community Design (including density, layout, and form)
- Housing
- Mobility and Transportation Network including parking
- Infrastructure (Gray and Green)



- Sustainability
- Environmental Issues/Hazards/Constraints including Flood Regulations
- Public Facilities and Services
- Recreation Facilities
- Economic Development/Opportunities
- Local Government Boundaries
- Slope Hazard Analysis

Key issues, concerns, and constraints shall be identified.

#### **Task 4. Preparation of Goals, Objectives, and Recommendations**

Based upon the information obtained in the previous tasks, the consultant shall collaborate with the community to develop goals, objectives, and recommendations.

#### **Task 5. Development or re-development strategies**

In addition, the consultant shall prepare an overall development and/or redevelopment strategy and more specific policies for the use of the land – utilization of city owned land, land acquisition and/or disposal strategies, infrastructure improvements, commercial areas, public open space, and facilities.

#### **Task 6. Preparation of Future Growth and Development Alternatives**

The consultant shall review projections of future population and economic growth and the resulting impact on land use and development patterns. Alternatives will include evaluation and discussion of future development, redevelopment, conservation practices, and impacts on public infrastructure.

The alternatives shall be described in both a narrative and graphic/mapping manner. The purpose of these alternatives is to allow the public to become more aware of the impacts of future growth in Homer and to assist in developing goals, objectives, and recommendations. The identification of the most preferred development scenario is part of this task.

#### **Task 7. Recommendations for Implementation**

Task 7 shall consist of preparing recommendations for achieving the goals, objectives, and recommendations of the Comprehensive Plan Update. Standard implementation techniques such as zoning and subdivision regulation changes should be considered, as well as other techniques such as growth management, impact fees, encouraging walkable development centers or nodes, etc. In addition, this task shall result in the following:

- A timeframe for identified actions.
- A table allocating responsibilities for actions among the various governmental agencies and where applicable, not-for-profit organizations having interests in conducting the programs.
- A schedule of proposed Capital Improvement Projects.
- A general description of any land use development regulations or incentives that may be adopted by the City to achieve the goals, policies, and guidelines set forth in the plan.
- A description of other procedures that the City may use in monitoring and evaluating the implementation of the plan.
- A statement describing proposed programs of public services or changes in existing programs to include estimates of the needed increase in personnel, equipment, supplies, and related matters.

- The proposed development criteria to be incorporated into any recommended or existing land development regulations.
- Identification of potential funding sources for projects or other issues identified during the planning process.
- A description of measures to be implemented to promote economic, social, and environmental sustainability.

### **Task 8: Presentations**

The consultant will be required to undertake a series of presentations at various stages of the planning effort to the Planning Commission and City Council. The purpose of these presentations is to provide information and obtain feedback. The consultant is also expected to present the plan when formally reviewed and considered by the Planning Commission and City Council. Presentations to other boards and commissions, such as the Economic Development Advisory Commission; Parks, Art, Recreation, and Culture Advisory Commission; and Port and Harbor Commission may be warranted. A minimum of six presentations should be included with the possibility of more to be negotiated.

### **Task 9: Final Plan**

Draft a final Comprehensive Plan based on findings from Tasks 1-8 working closely with City staff and providing an opportunity for public review and comments on draft version(s).

### **Project Schedule**

The proposal should include a schedule of major milestones for a one-year project for Phase I. The City anticipates the schedule should include, but not be limited to, the following stages:

- Project Start-Up
- Task 1 – Data Collection, Background Research and Analysis
- Task 2 – Public Participation Process
- Task 3 – Site Analysis and Identification of Issues and Concerns
- Task 4 – Preparation of Goals, Objectives, and Recommendations
- Task 5 – Development or re-development strategies
- Task 6 – Preparation of Future Growth and Development Alternatives
- Task 7 – Recommendations for Implementation
- Task 8 – Presentations
- Task 9 – Final Plan

### **Deliverables**

All documents, reports, studies, illustrations, and maps are to be produced in a digital and PDF format. Information will be transferred to the City electronically and 25 hard copies will also be provided. All deliverables will be considered Works for Hire; that is, owned by the City of Homer upon payment of consultant's invoices.

Website with hyperlinks (to be kept current through the end of the consultant's contract)

Draft and Final Documents:

- Formatted for an 8 1/2" x 11" Document with 3-ring binder
- Provide all electronic files used in the creation of the report and illustrations such as GIS Shapefiles, Word files, PDFs, PowerPoint, InDesign, Illustrator, Sketchup, etc.

Maps in Documents should meet the following specifications:

- ESRI GIS Mapping Products
  1. ESRI Shapefile Format and any associated ArcGIS/ArcMap project files/.mxd. An Adobe PDF file is also required of any GIS map product.
  2. All GIS data should be geo-referenced to NAD27, Alaska State Plane Zone 4
- Color
- 11” x 17”, folded (maximum size for inclusion in a bound document)

## **Phase II: Zoning Code Update**

The project goals for updating the zoning code are:

1. Modernize the code by bringing the standards up to date by applying measures that reflect contemporary best practices, land use trends, and market demands while improving efficiency and user friendliness into the code.
2. Identify best code format and create a new code that enables development to take place as a mixture of uses, rather than large areas of single land use or greenfield development.
3. Align with and implement the vision of the Comprehensive Plan.
4. Conduct all public and key stakeholder outreach to better inform and guide the updated Title 21 Zoning and Planning Code.
5. Align the updated Title 21 Zoning and Planning Code to support implementation of related City plans such as Transportation Master Plan, Stormwater, and Water/Sewer Plan.
6. Present the updated Title 21 Zoning and Planning Code to the Planning Commission and City Council public hearings for recommendation and approval.
7. City staff provide project support with a project manager, participation/facilitation in outreach events, and information/feedback to consultants.

The development of the Homer Title 21 Zoning and Planning Code should include, but not be limited to, the following tasks:

### **Task 1. Data Collection, Background Research and Analysis**

Conduct analysis utilizing existing maps for future development and/or potential infill and utilizing feedback from City staff along with constraints mapping. Existing conditions analysis and mapping should include (much of this task can utilize information developed in Phase I of the project):

- Key Demographic Considerations (summary of existing demographic information such as population, employment, housing, and projections)
- Existing Land Use(s)
- Existing Zoning
- Mobility and Transportation Network
- Infrastructure
- Environmental Conditions/Constraints

### **Task 2. Technical Review of Existing Code and Recommendations**

Conduct a technical review to evaluate the strengths and limitations of the current Title 21 Zoning and Planning Code and make preliminary recommendations for updating and making the

document consistent with overall City policies, including the goals of the Comprehensive Plan. Provide a review based on discussions with and feedback received from code administrators and code users including City Staff, design professionals, and the local development community. The Project Team should also draw from its planning experience with other communities and knowledge of land use regulatory tools. The review should evaluate the suitability of the existing Zoning and Planning Code by determining deficiencies and inadequate elements that may create inconsistent interpretations. Submit a diagnostic report that also identifies the steps required to make the Zoning and Planning Code consistent with existing practices in the City, as well as national best practices.

### **Task 3. Public Participation Process**

Provides for public/stakeholder participation to create the overall guiding vision for the new Zoning Code. This shall include providing for a public review of the draft code, as well as a public hearing process at the Planning Advisory Commission and City Council.

### **Task 4. Preparation of Vision, Values, Goals, Objectives, and Recommendation for Code Type**

Recommend the best code format and draft a new code that enables the vision and goals of the comprehensive plan to be implemented, while considering alignment with other City plans and goals. Modernize the code by bringing the standards up to date by applying measures that reflect contemporary best practices, land use trends, and market demands, while improving efficiency and user friendliness into the code. Consider future development to take place as a mixture of uses, rather than large areas of single land use or greenfield development.

### **Task 5. Draft Code**

Draft a new code based on findings from Tasks 1-4 working closely with City staff and providing an opportunity for public review and comments of draft version(s).

### **Task 6. Presentations**

The consultant is required to undertake a series of presentations at various stages of the planning effort to the Planning Commission and City Council. The purpose of these presentations is to provide information and obtain feedback. The consultant is also expected to present the code when formally reviewed and considered by the Planning Commission and City Council. Presentations to other boards and commissions, such as the Economic Development Advisory Commission; Parks, Art, Recreation, and Culture Advisory Commission; and Port and Harbor Commission may be warranted. A minimum of four presentations should be included (identifying whether they are in-person or virtual) with the possibility of more to be negotiated.

### **Task 7. Final Code**

Draft a final Zoning and Planning Code based on findings from Tasks 1-6, working closely with City staff and providing an opportunity for public review and comments of draft version(s).

### **Project Schedule**

The proposal should include a schedule of major milestones for a 1-year project for Phase II. The City anticipates the schedule should include, but not limited to, the following stages:



- Project Start-Up
- Task 1 – Data Collection, Background Research and Analysis
- Task 2 – Technical Review of Existing Code and Recommendations
- Task 3 – Public Participation Process
- Task 4 – Preparation of Vision, Values, Goals, Objectives, and Recommendation for Code Type
- Task 5 – Draft Code
- Task 6 - Presentations
- Task 7 – Final Code

### **Deliverables**

All documents, reports, studies, illustrations, and maps are to be produced in a digital and PDF format. Information will be transferred to the City electronically and 25 hard copies will also be provided. All work products will be considered Works for Hire; that is, owned by the City of Homer once the consultant's invoices are paid.

Website with hyperlinks (maintained through the end of the consultant's contract)

Draft and Final Documents:

- Formatted for an 8 1/2" x 11" Document with 3-ring binder
- Provide all electronic files used in the creation of the report and illustrations such as GIS Shapefiles, Word files, PDFs, PowerPoint, InDesign, Illustrator, Sketchup, etc.
- Publish Code online

Maps in Documents should meet the following specifications:

- ESRI GIS Mapping Products
  1. ESRI Shapefile Format and any associated ArcGIS/ArcMap project files .mxd).  
An Adobe PDF file is required of any GIS map product.
  2. All GIS data should be geo-referenced to NAD27, Alaska State Plane Zone 4
- Color
- 11" x 17", folded (maximum size for inclusion in a bound document)

### **III. General Requirements**

The following information is presented as a general guideline for the preparation of the proposals, though not intended to be an exhaustive list of project requirements.

- A. It is the responsibility of the Proposers to estimate the actual level of effort required to complete the work.
- B. Homer will provide Over the Shoulder review of draft planning documents to provide timely comment and input.
- C. All deliverables shall be in a format and on media approved by the City. Upon completion, the Owner shall be furnished with digital files of all documents.

### **IV. Proposal Format and Content**

Direct questions regarding this proposal to Ryan Foster, Special Projects Coordinator, City of

Homer, (907) 299-8529 or rfoster@ci.homer.ak.us.

Proposals, which do not address the items listed in this section, may be considered incomplete and may be deemed non-responsive by the City.

#### PROPOSAL FORMAT

- A. Letter of Transmittal
- B. Proposed Work Plan
  - 1. Include a Work Plan that illustrates how you will perform the Work and demonstrates your understanding of the project
  - 2. Include a proposed schedule demonstrating how you anticipate the Work will flow so you can complete the project in a timely manner.
  - 3. Identify major challenges that might interfere with your ability to complete the project in a timely manner.
- C. Fee Proposal and Rate Schedule
  - 1. Submit a Fee Proposal to perform the Scope of Services described in your Work Plan.
  - 2. Provide an exact statement of the services to be provided within the fees proposal and fee schedule to be used in billing for services, including out-of-scope services.
  - 3. Provide a Fee Schedule showing fully loaded billing rates for the personnel who will be working on the Project.
- D. Submit one (1) original and six (6) hard copies of the completed Proposal in a sealed, opaque envelope marked as follows:

**City of Homer  
Comprehensive Plan and Zoning and Planning Code Update**

PROPOSAL DATED \_\_\_\_\_, 2022.

The Proposals shall be addressed to:

City of Homer, City Clerk  
491 East Pioneer Avenue  
Homer, Alaska 99603

Proposals shall be received at the office of the City Clerk until 4:00 PM, Date TBD.

#### **V. Evaluation Criteria and Selection Process**

The City of Homer reserves the right to reject any and all proposals submitted and shall not be liable for any costs incurred by any proposer in response to this solicitation or for any work done prior to the issuance of a notice to proceed.

A selection committee will evaluate the proposals and make a recommendation to the City

Manager. The committee will use the following criteria in deriving a numerical score for each proposal:

a. **Work Plan.** The various elements of the Work Plan will be evaluated for clarity, effectiveness, and compliance with RFP requirements.

Task 1	100 Points
Task 2	100 Points
Task 3	100 Points
Task 4	100 Points
Task 5	100 Points
Task 6	100 Points
Task 7	100 Points

b. **Schedule.** The Proposer's Schedule will be evaluated for its expected ability to achieve the effectiveness results in a timely manner. 200 Points

c. **Price.** Evaluated based on the do not exceed amount of \$650,000 100 Points

**TOTAL POSSIBLE POINTS = 1000**

## **VI. Schedule**

Proposals due:	4:00 pm	Date: TBD
Award design contract:		Date: TBD
Notice to proceed:		Date: TBD
Completion of contract:		Date: TBD