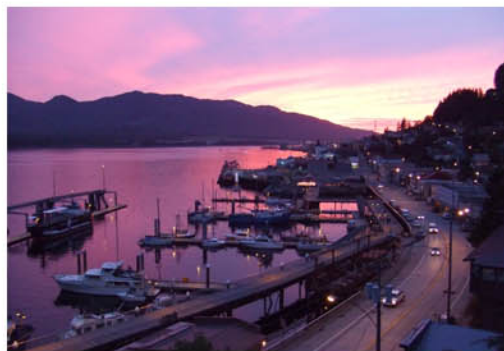


Conclusion





Neighborhood Visioning Workshop, April 22, 2010

Ketchikan residents care about their downtown neighborhoods, and showed it by attending the public meetings and continuing to participate in this planning project. The projects and programs described in this document reflect what property owners, business owners and residents of the three neighborhoods told us throughout the planning process. Not all of the proposed projects and programs can be tackled overnight. Some can be started immediately; others must wait for further planning to be done, funding to be available, agreements with implementing agencies to be in place, or the staff capacity to be ready. Implementation options are discussed over the next few pages.

There are three categories of projects we considered for each neighborhood:

- **short-term actions**
at least one in each neighborhood that is quick, produces fast results and is relatively easy to implement (e.g., a restroom or bus shelter project, mini-park, or pedestrian safety improvement);
- **longer-term projects**
at least one in each neighborhood that leverages public funds for maximum private investment (e.g., Hopkins Alley revitalization) and phasing over years to accomplish (e.g., Mission Street corridor); and
- **multi-year programs serving all neighborhoods**
at least one applied in all neighborhoods (e.g., paint-up/fix-up, marquee and rain canopy, etc.).

The highest priority projects and programs as identified by the neighborhoods, property/business owners and our consulting team are presented. Additional projects are presented in the project matrices. The projects not considered a high priority at this time should be viewed as future priorities for implementation when funding opportunities are presented.

While the priority projects and programs have been carefully developed and reviewed and have advanced to the point of satisfactory cost estimation, many steps remain to bring them to reality. They are never easy! Funding is, of course, key. They will also require cooperation across both local governments and with neighborhoods and property owners. They will need champions and leadership at all levels, City and Borough staff support, and technical assistance in design and development.

The Projects

A key objective in project development in all three neighborhoods is to advance projects that serve to directly improve Ketchikan as a visitor destination and simultaneously enhance each neighborhood as excellent places to live and to conduct business. All projects proposed enjoy the endorsement of property and business owners and the neighborhood citizens who participated in the public process. The projects range from completing significant elements of the highly anticipated 4,000 lineal feet waterfront boardwalk/promenade to smaller projects such as public restrooms and key pedestrian safety improvements. The priority proposed projects for Year One include:

- Mission Street Corridor elements
- Whale Park/Totem Way Improvements
- Waterfront Promenade in Downtown & Old Town
- Stedman Street Public Restroom & Bus Shelter
- Hopkins Alley Improvements

If these and other projects are selected by the Borough Assembly to advance, continued design development, cooperation with the City, and public participation are requisite to successful implementation. The proposed start-up schedule outlines the next steps for project implementation.

It is recommended that a five-year implementation strategy be adopted once the Borough has had the opportunity to review the proposed projects, consider the variety of public and private funding sources available, determine the staffing and technical assistance resources to be employed, and reach agreement with key stakeholders--especially the City of Ketchikan. Year One should be seen as the year to organize the projects and deploy the resources necessary to accomplish at least 3-4 projects and to shape the smooth financing and implementation of additional projects over the remaining 4 years of the 5-year strategy.

While many of the projects will be financed with CPV, State and Federal funds, a number of them will have private property owner investment components, including the Mission Street corridor and Hopkins Alley. In addition, some of the projects will have elements to be carried out by non-profit organizations such as Ketchikan Area Arts & Humanities Council and Historic Ketchikan.

The Programs

Four programs that would serve all three neighborhoods (and other parts of the community) grew out of the project planning workshops:

- Paint-up/Fix-up program
- Marquee and Rain Canopy program
- Green Streets and Spaces program
- Waterfront Boardwalk/Promenade program

These programs are seen as multi-year endeavors. They are relatively low-cost activities with potentially substantial leveraged private investment. Their purpose is to provide key technical assistance and incentives to encourage private investment leadership in projects that will directly benefit our tourism product and will also bring substantial benefits to Ketchikan citizens. They can begin almost immediately.

Implementation is seen as a partnership between non-profits (Historic Ketchikan, Garden Club, Ketchikan Arts Council and all three neighborhood organizations), local governments and property/business owners. The most efficient implementation arrangement would be for one individual (staff or contracted) to provide program management leadership across all four programs. That individual would be supported by local government and non-profit staffs as well as contracted technical assistance from local architects, engineers and planners as needed.

The program leadership would be proactive in developing incentives and encouraging private participation. The first year would emphasize startup of 5-6 model projects across the four programs and completing the groundwork to catalyze property owner investment. Local government grant support would diminish after the first year and be reduced to only required program coordination costs by years three and four. The number of program activities would expand considerably beginning in Year Two.



Conclusion: The Next Step

Strategic Framework for Implementation

We propose that a five-year strategic framework be adopted for moving ahead with priority projects and programs that will include targets to be monitored and reported annually as evidence of achievement of the strategy. As a basis for this strategy, we suggest the following ten criteria for determining Borough Assembly project and program priorities:

- Community desirability as expressed in neighborhood surveys and public meetings
- Importance of project or program to enhance and sustain the visitor industry
- Importance of the project or program to expand local jobs and enhance the property and sales tax bases
- Implementation and financing agreement with the City of Ketchikan on those projects or programs affecting City lands, services or future maintenance
- Logic of project or program in terms of sequence or timing
- Availability of funds to start the project
- Readiness of project or program to proceed (planning and design in place, neighboring property owners in agreement, land is secure, etc.)
- Management relationships established with Borough/City staffs, non-profits, neighborhood groups and others
- Capacity of staff, contracted managers or technical assistance to lead or support project
- Extent of private sector or other grant support to leverage local government funds

Options for Phase 5 Technical Assistance

As part of our team's proposal to conduct this Downtown Neighborhood Revitalization project, we indicated that we would be prepared to assist with a set of implementation priority actions. These were to be determined by the Borough upon submission and Borough review of the final report. This assistance would be carried out over a time period agreeable to the Borough and would be designed to advance projects selected by the Borough as its priorities. The implementation services that now appear to be logical priorities might include:

- Assistance with any further public review of Borough project priorities including the City Council and staff, PLEDAC, Community Enhancement Committee, Arts Council, Historic Ketchikan, and others deemed appropriate by the Borough
- Assistance with conduct of a workshop(s) to finalize a 5-year implementation strategy, define project design and management roles, complete a work plan and schedule for priority projects, and itemize financing sources
- Assistance with design development, contract documents, permitting/approval procedures or other implementation measures for high priority projects
- Assistance with grant applications for priority projects
- Identification of tax, financial, technical assistance and other incentives to encourage private investment
- Assistance to the planning staff to complete downtown neighborhood plans and
- Other assistance needs that may be identified over the course of public review of projects proposed herein.

Proposed Start-Up Implementation Schedule: Year One

(The schedule assumes December, 2010 program approval and start-up.)

<i>Program Tasks</i>	<i>Start</i>	<i>Finish</i>
Assembly to define project/program priorities	Jan-2011	Jan-2011
Assembly/Council agreement reached	Jan-2011	Jan-2011
Engage PLEDAC, Borough/City staffs, HK, et al	Jan-2011	Feb-2011
5-year implementation strategy drafted	Jan-2011	Feb-2011
Workshop to establish project design/roles	Feb-2011	Feb-2011
Project management relationships established	Feb-2011	Feb-2011
Project/program financing measures defined	Feb-2011	Feb-2011
Year One Work Plan and Schedule determined	Feb-2011	Mar-2011
RFPs for project/program assistance developed	Feb-2011	Mar-2011
Staff/coordinator/consultants selected & in place	Mar-2011	Apr-2011
Private investment incentives developed	Feb-2011	Apr-2011
1st 4 projects selected for assistance	Mar-2011	Apr-2011
1st 6 program-initiated private investments selected	Mar-2011	Apr-2011
Property owner agreements as needed	Apr-2011	Apr-2011
Project financing arrangements in place	Apr-2011	May-2011
Design development for selected projects	Mar-2011	Jul-2011
Public review of selected projects	Apr-2011	Jul-2011
Contract documents for projects as needed	Apr-2011	Jul-2011
Permitting & approvals for 1st 10 activities	Apr-2011	Jul-2011
Bid periods (as needed for construction projects)	Apr-2011	Aug-2011
Construction start/finish (construction projects)	May-2011	Sep-2011
Performance review, design of 2nd year program	Sep-2011	Oct-2011



Appendix



Landscape Strategies

Planters

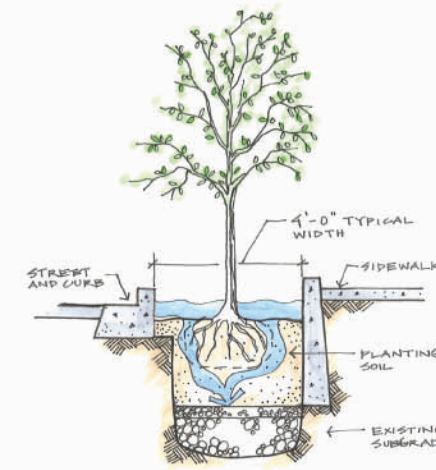
Self-Contained

A simple way to add landscape and make the downtown neighborhoods more visually appealing. They can be placed on many types of impervious surfaces, and can contain small trees, shrubs, flowers and groundcovers.

Flow-Through

Structures filled with gravel, soil and vegetation that temporarily store stormwater runoff on top of the soil and filter sediment as the water slowly infiltrates. Excess water collects at the bottom of the planter and drains to a further conveyance system. Flow-through planters can be built immediately next to buildings and are ideal for sites with constrained sites, poor soils, steep slopes, or on structure.

Another efficient and versatile way to add color to the downtown area during the summer months and tourist season is through hanging baskets and planter boxes.



Flow-Through Planters Section

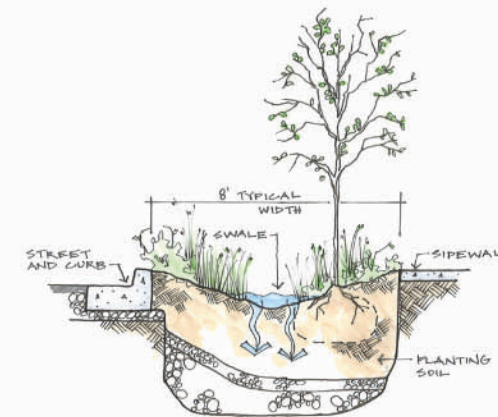


Flow-Through Planter

Raingardens and Vegetated Swales

Typically long, narrow, gently sloping landscaped depressions that collect and convey stormwater runoff. They are planted with dense vegetation that treats stormwater. As the stormwater flows along the length of the swale, the vegetation and check dams slow the stormwater down, filter it, and allow it to infiltrate into the ground. Swales can overflow to an approved discharge point. Swales can be added between rows of parking, between sidewalks and parking areas or along the length of a roadway.

Incorporating stormwater management strategies that direct roof and street runoff into dedicated landscape zones prevents large puddles in walkable zones while also supporting lush vegetation. Green Streets can also work to reduce pollution, recharge the groundwater, and reduce volume and peak flow.



Raingardens & Vegetated Swales Section

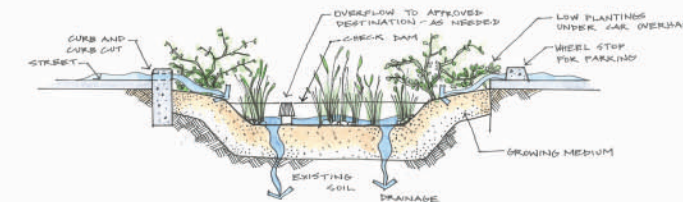


Raingardens & Vegetated Swales



Curb Extensions

Similar to vegetated swales, but are often used to retrofit existing roadways. The extension protrudes into the roadway by removing a portion of the existing paving and replacing it with a vegetated areas that store and infiltrate stormwater. Existing curbs and sidewalks may not need to be modified to add a curb extension. The landscaped area is surrounded by curbs-the existing on the sidewalk side and the new curb on the street side. The curb extensions can overflow to an approved discharge point, or overflow to an additional raingarden down slope.



Curb Extensions Section



Curb Extension

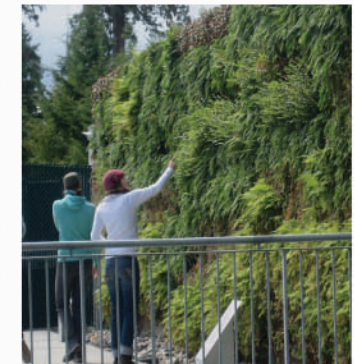


Green Walls

Either free standing or part of an existing structure, and partially or completely covered in vegetation. Green facades are usually made up by climbing plants rooted in the ground that grow up the side of the building. Living walls are modular steel or textile panels of a variety of plants and growing medium secured to a frame and anchored on an existing building. Green walls can reduce the energy consumption of building by acting as thermal insulation, but can also purify the air, provide habitat for insects and birds, and serve as a unique and beautiful vertical garden.



Green Walls



Street Trees & Shrubs

Recommended Plant Palette

Name, Latin	Name, Common
-------------	--------------

TREES

Acer buergerianum	Trident Maple
Acer glabrum	Douglas Maple
Acer platanoides	Norway Maple
Alnus Sinuata	Sitka Alder
Amelanchier grandiflora	Apple Serviceberry
Chamaecyparis nootkatensis	Alaska (Yellow) Cedar
Malus fusca	Pacific Crab Apple
Picea stichensis	Sitka Spruce
Pinus contorta var. contorta	Shore Pine
Platanus acerifolia	London Plane
Prunus emarginata	Bitter Cherry
Sorbus sitchensis	Sitka Mountain Ash
Taxus brevifolia	Western Yew
Thuja plicata	Western Red Cedar
Tsuga heterophylla	Western Hemlock

SHRUBS

Acer circinatum	Vine Maple
Amelanchier alnifolia	Serviceberry
Cornus stolonifera	Red-osier Dogwood
Linnea borealis	Twinflower
Menziesia ferruginea	Rusty Menziesia
Myrica gale	Sweetgale
Opopanax horridus	Devilsclub
Ribes bracteosum	Stink Currant
Sambucus racemosa ssp pubens	Red Elderberry
Spiraea douglasii	Hardhack
Symphoricarpos albus	Snowberry
Vaccinium parvifolium	Red Huckleberry
Viburnum edule	High Bushcranberry

GROUNDCOVER

Aquilegia formosa	Red Columbine
Coptis asplenifolia	Fern Leaved Goldthread
Cornus canadensis	Bunchberry
Dodecatheon jeffreyi	Tall Mountain Shootingstar
Dodecatheon pulchellum	Few-flowered Shootingstar
Epilobium latifolium	Dwarf Fireweed
Erigeron peregrinus	Subalpine Daisy
Fritillaria lanceolata	Chocolate Lily
Lupinus nootkatensis	Nootka Lupine
Streptopus amplexifolius	Clasping Twistedstalk
Streptopus roseus	Rosy Twistedstalk
Tiarella trifoliata	Foamflower
Adiantum pedatum	Maidenhair Fern
Blechnum spicant	Deer Fern

GRASSES, SEDGES AND RUSHES

Calamagrostis canadensis	Bluejoint Reedgrass
Festuca rubra	Red Fescue
Hordeum brachyantherum	Meadow Barley
Carex laeviculmis	Smooth Sedge
Carex macloviana	Falkland Island Sedge
Carex pluriflora	Several Flowered Sedge
Eleocharis palustris	Creeping Spike Rush
Juncus effusus	Common Rush
Juncus falcatus	Marten's Rush
Luzula multiflora	Many Flowered Wood Rush

TREES



SHRUBS



GROUND COVERS & GRASSES



Street Trees & Shrubs

Recommended Plant Mixes

Name, Latin	Name, Common
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UNDERSTORY MIXES

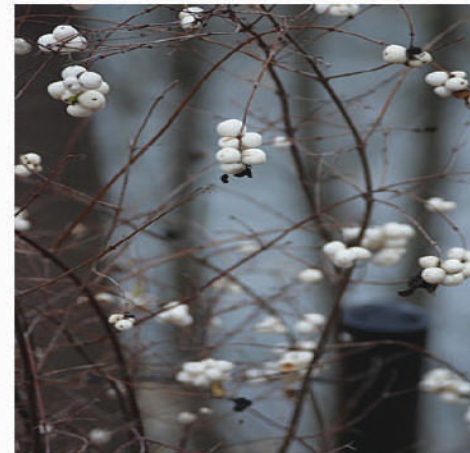
PART TO FULL SHADE LOCATION

Carex pluriflora	Several Flowered Sedge
Cornus canadensis	Bunchberry
Tiarella trifoliata	Foamflower
Cornus stolonifera	Red-osier Dogwood
Adiantum pedatum	Maidenhair Fern
Blechnum spicant	Deer Fern
Eleocharis palustris	Creeping Spike Rush
Juncus effusus	Common Rush



PART TO FULL SUN LOCATION

Carex laeviculmis	Smooth Sedge
Luzula multiflora	Many Flowered Wood Rush
Spiraea douglasii	Hardhack
Viburnum edule	High Bushcranberry
Vaccinium parvifolium	Red Huckleberry
Carex pluriflora	Several Flowered Sedge
Aquilegia formosa	Red Columbine
Juncus falcatus	Marten's Rush
Dodecatheon jeffreyi	Tall Mountain Shootingstar
Myrica gale	Sweetgale
Carex laeviculmis	Smooth Sedge
Spiraea douglasii	Hardhack
Linnea borealis	Twinflower
Symphoricarpos albus	Snowberry
Erigeron peregrinus	Subalpine Daisy
Fritillaria lanceolata	Chocolate Lily
Blechnum spicant	Deer Fern
Calamagrostis canadensis	Bluejoint Reedgrass
Red elderberry	Red-osier Dogwood
Symphoricarpos albus	Snowberry
Lupinus nootkatensis	Nootka Lupine



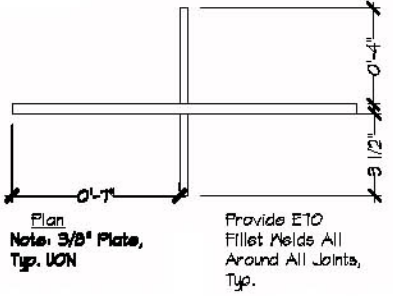
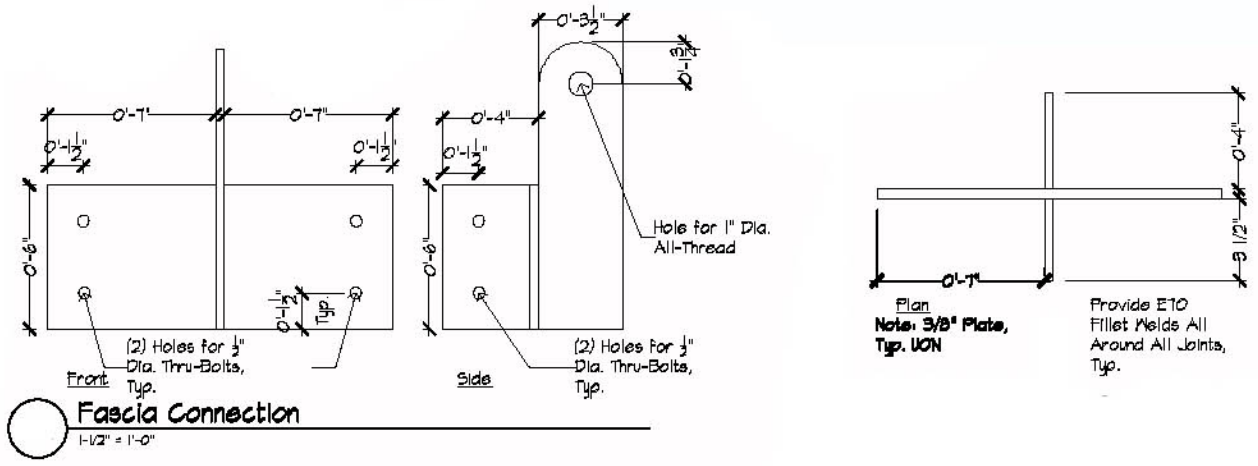
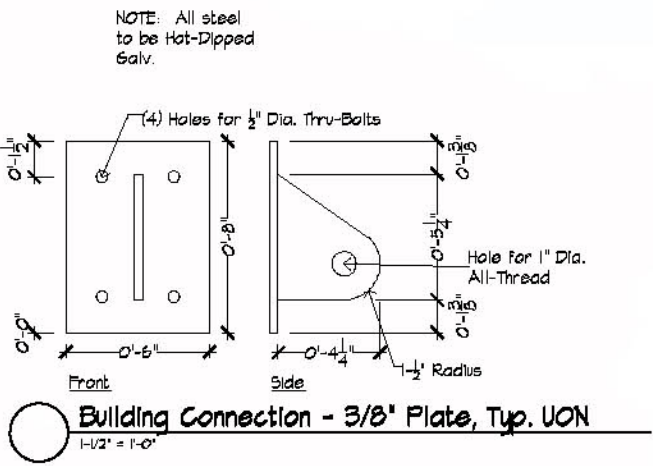
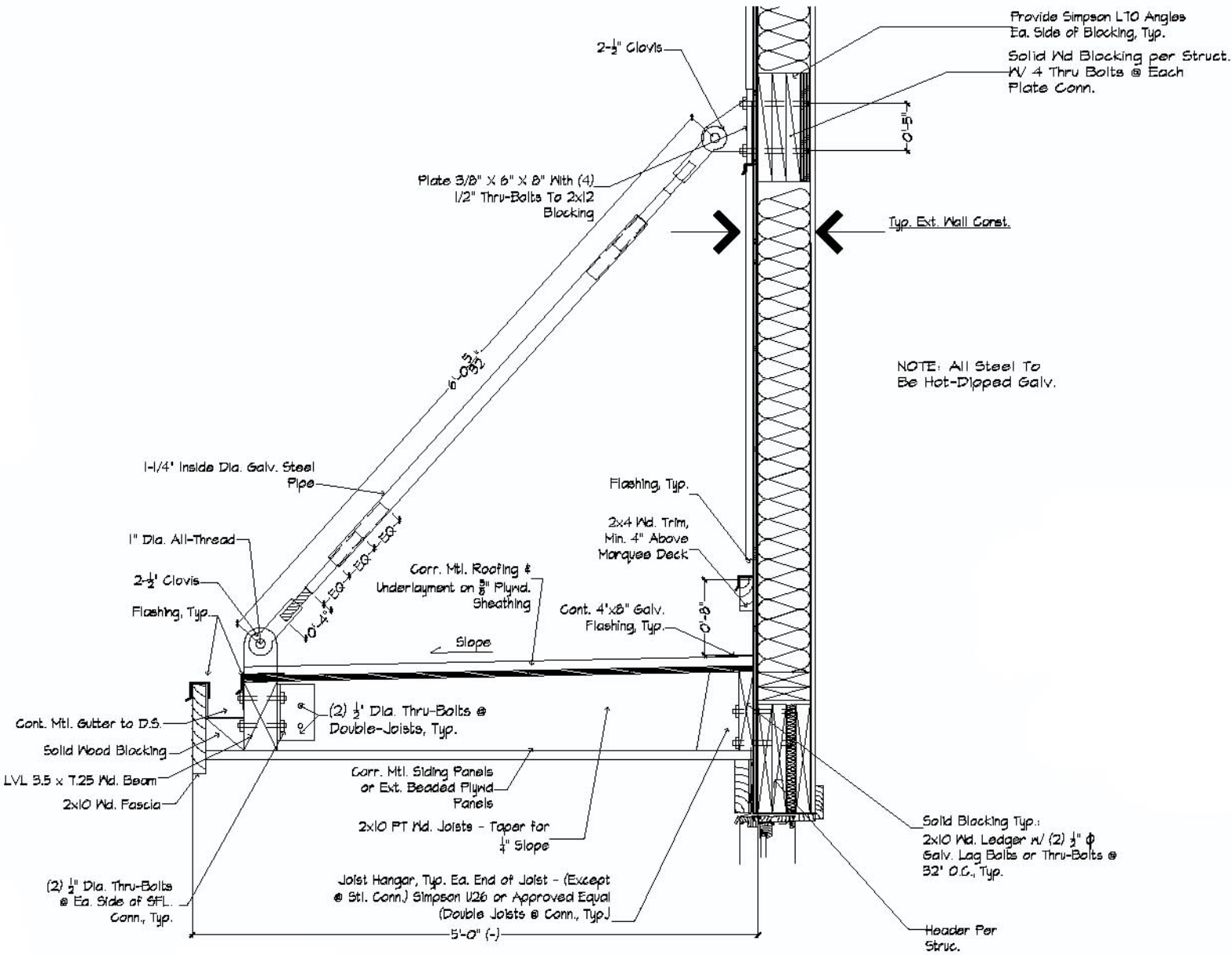
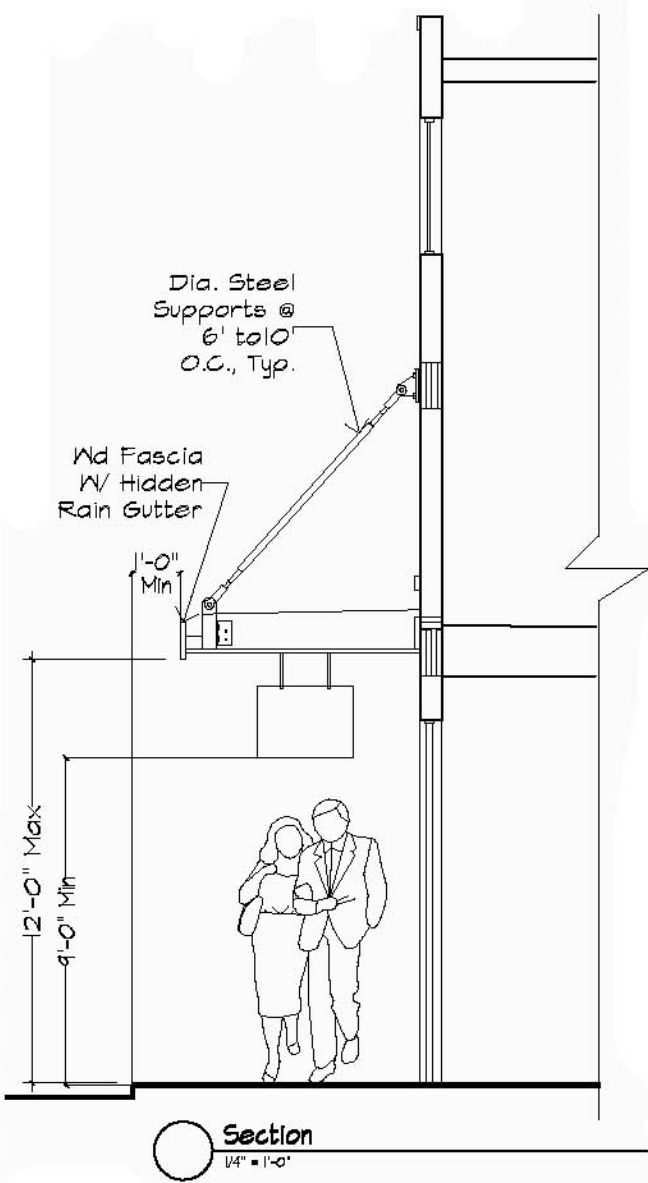
SUNNY AND DRY TOLERANT

Amelanchier alnifolia	Serviceberry
Linnea borealis	Twinflower
Vaccinium parvifolium	Red Huckleberry
Carex macloviana	Falkland Island Sedge
Luzula multiflora	Many Flowered Wood Rush



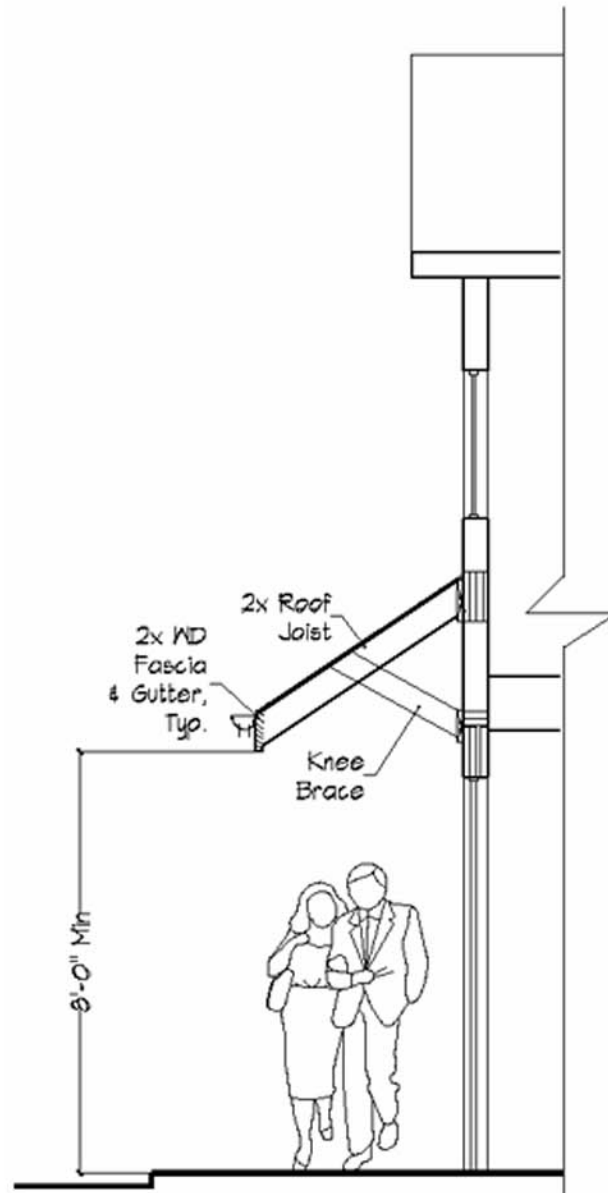
Sidewalk Marquee Details

The following is a design for a traditional horizontal sidewalk marquee of up to 5 feet in width supported by the building facade. The marquee is made of pressure-treated wood, with a steel diagonal support and metal connectors at the building. The rain gutter is integrated within the design and hidden behind the wood fascia. The addition of gypsum sheathing on the top and bottom of the marquee construction gives it a 1 hour fire rating, which is required for some installations. Marquees are most effective at 9-12 feet above the sidewalk, and should be no closer than 1 foot from the curb edge to avoid damage by large vehicles. Consult a structural engineer to verify building connection requirements. Permitting of a new marquee requires a building permit and a State of Alaska R.O.W Encroachment permit if located on Tongass Avenue, Water Street, Front Street, Mill Street, and Stedman Street.

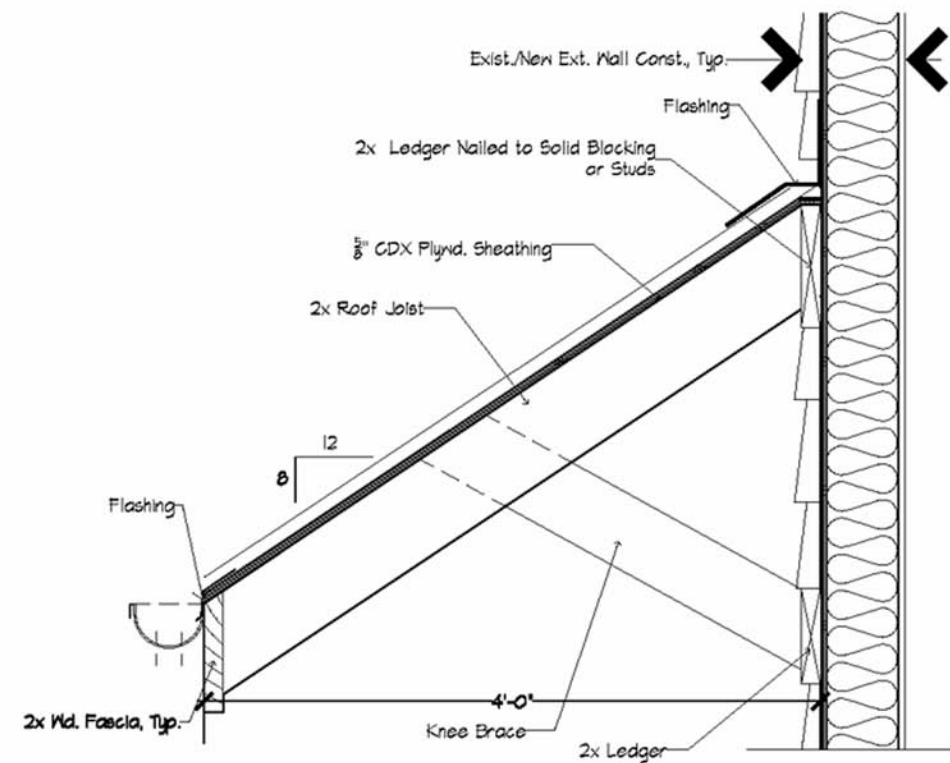


Shed Roof Marquees & Railing Details

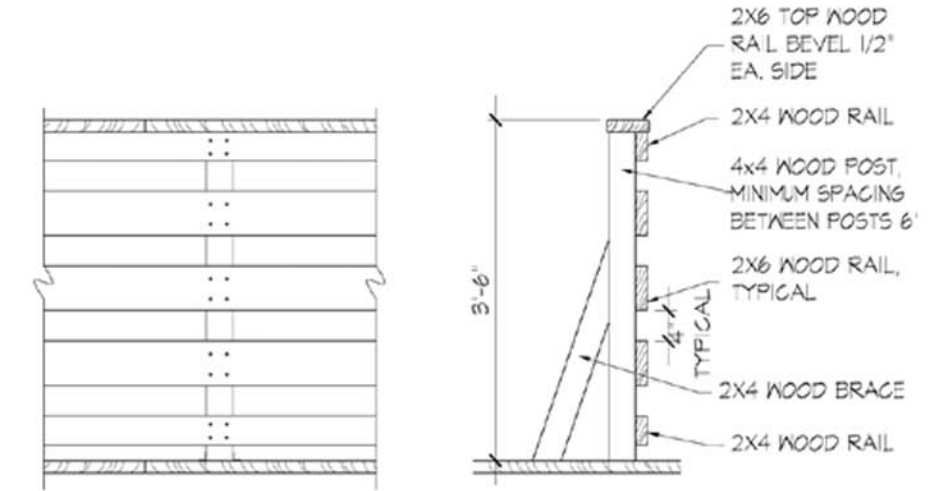
The shed roof marquee below is a variation of the traditional horizontal marquee and, most often, is seen on smaller, gabled roofed buildings. The sloping roof joists are supported by a diagonal wood brace. The detail below is for a small, residential scaled shed roof up to 4 feet in width, such as those found above an entry door. Larger shed roof marquees can be constructed of larger wood members with metal connectors.



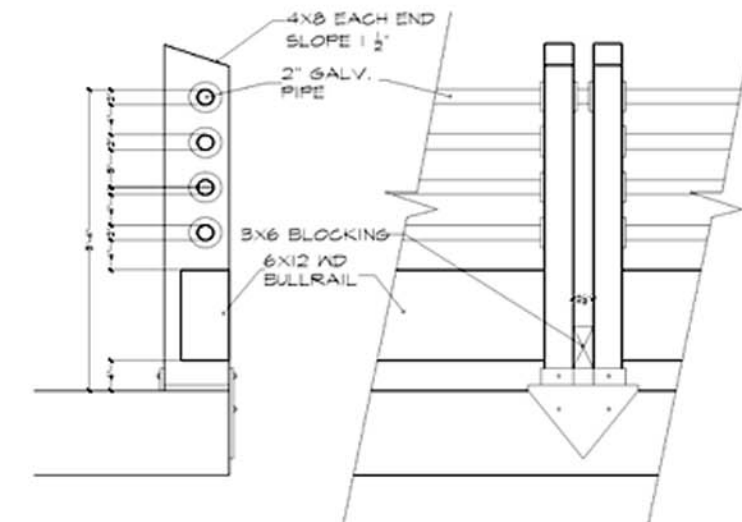
Shed Roof Marquee



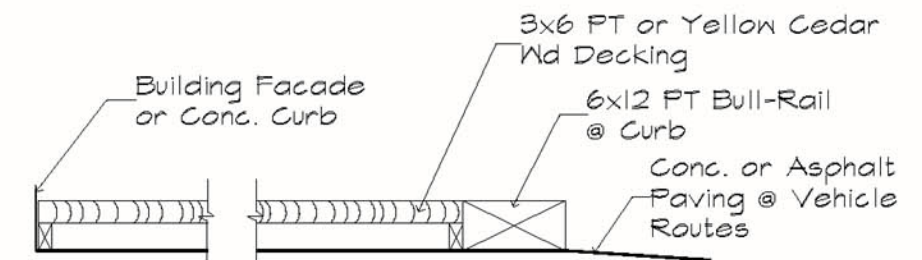
Typical Shed Marquee



Wood Guardrail Detail



Steel Guardrail Detail



Raised Wood Boardwalk Detail

Street Furniture & Lighting



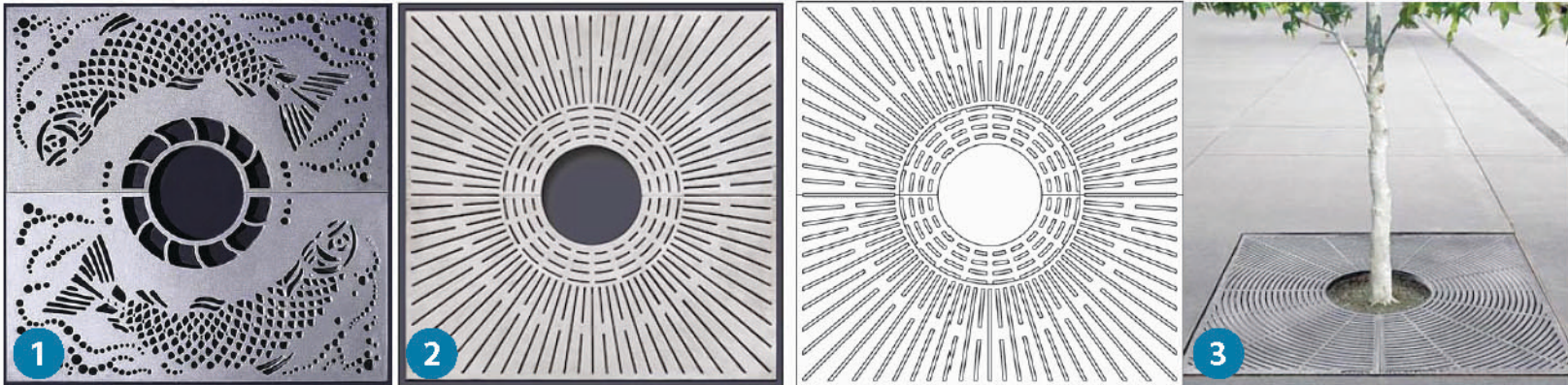
Benches

1. Landscape Forms / Gretchen Bench, 6', backed with armrests
 Recycled Plastic Wood: \$1340.00 + 12% shipping
 Yellow Cedar (Alaska, local source): \$1480.00 + 12% shipping
2. Fair Weather / CA-2 Contour Bench, 6', backed without armrests
 Recycled Plastic Wood: \$1131.00 including shipping
 Yellow Cedar (Alaska, local source): \$1036.00 including shipping



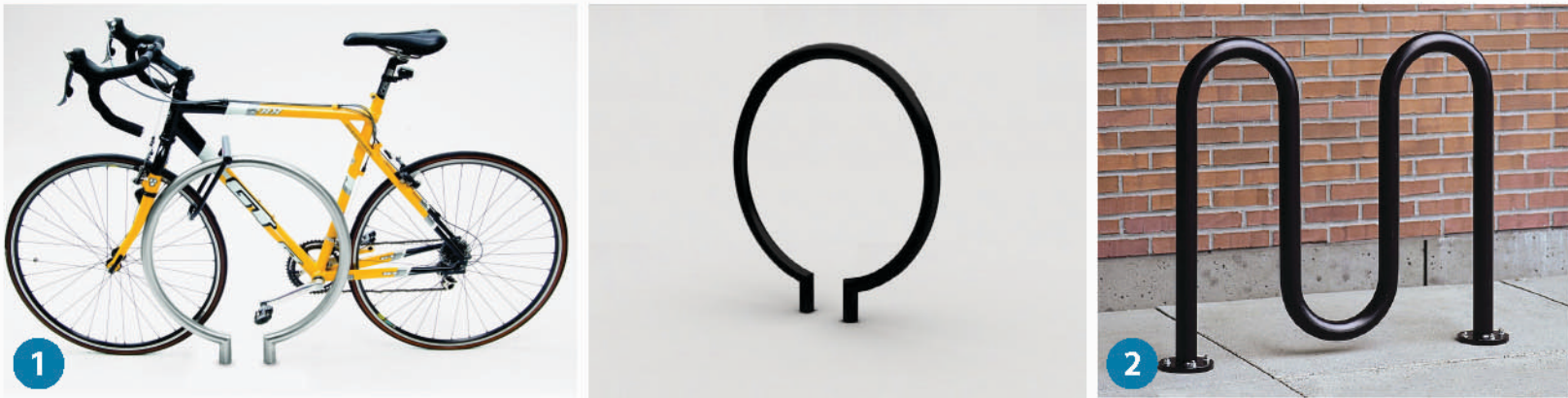
Trash Receptacle

1. Landscape Forms / Gretchen Litter Receptacle
 Recycled Plastic Wood: \$820.00 + 12% shipping
 Yellow Cedar (Alaska, local source): \$930.00 + 12% shipping
2. Landscape Forms / Scarborough Litter Receptacle : \$870.00 + 12% shipping
3. Fair Weather / TR-4 Plaza Series with Dome Top Litter Receptacle : \$980.00 including shipping
4. Fair Weather / TR-12 Plaza Series Flared Litter Receptacle : \$1104.00 including shipping



Tree Grate

1. Fair Weather / 48" Cast Iron - Salmon Theme : \$757 including shipping
2. Fair Weather / 48" Cast iron - Sunburst Theme : \$565 including shipping
3. Fair Weather / 48" Cast Iron - Radiating Pattern : \$583 including shipping



Bicycle Rack

1. Landscape Forms / Ring Rack: \$250.00 + 12% shipping
2. Fair Weather / BR-1.5 Loop Rack : \$450 including shipping

Notes

Suggested Colors and Finishes:
 All metal products to be powder coated black or dark blue.
 All wood products to be recycled plastic wood (drift color) or Alaskan furniture finished by the manufacturer with local Alaska Yellow Cedar.

Street Furniture & Lighting



Benches

- 1. Fair Weather / PTR-4 Plaza Series Steel Planter : \$508.00 including shipping
- 2. Fair Weather / PTR-12 Plaza Series Steel Planter : \$652.00 including shipping
- 3. Landscape Forms / Rosa Planter, polyethylene
 - 24" x 15": \$280.00 + 12% shipping
 - 30" x 18": \$370.00 + 12% shipping
 - 42" x 13": \$460.00 + 12% shipping
 - 36" x 23": \$520.00 + 12% shipping

Bollards

- 1. Fair Weather / B-1 Steel Bollard, 4", 6" or 8" width \$410.00 including shipping
- 2. Fair Weather / CB-C Cast Iron Bollard : \$585.00 including shipping
- 3. Fair Weather / CB-D Cast Iron Bollard : \$566.00 including shipping



Signage

- 1. Fair Weather / Double-Post Wayfinding Sign, artwork not included \$1200.00 including shipping



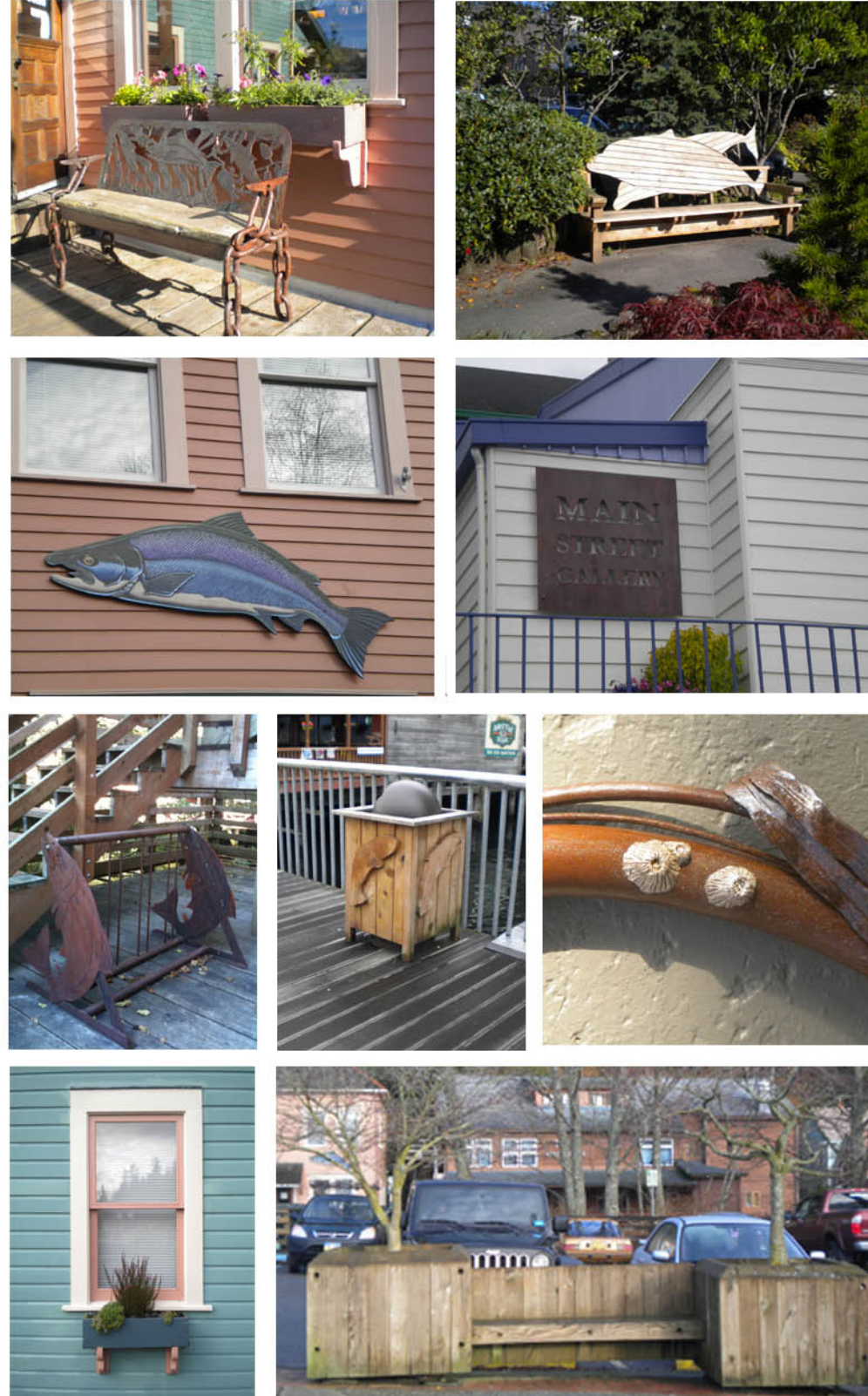
Notes

Suggested Colors and Finishes:
 All metal products to be powder coated black or dark blue.
 All wood products to be recycled plastic wood (drift color) or Alaskan furniture finished by the manufacturer with local Alaska Yellow Cedar.

Locally Made Furnishings & Functional Art

The community of Ketchikan has a wealth of resources - not the least of which are the people who make this island their home. There are many talented craftsmen and artists who contribute to community with their creative efforts - making street furnishings that transcend the merely functional to create a piece that is uniquely Ketchikan. As the neighborhoods move forward with their revitalization projects, it is recommended that we invest in our community by using our local talents and materials. From a simple wood bench or planter made of locally milled cedar to a custom metal fish bike rack - there are many options offered by local businesses. Buying locally supports the neighborhood revitalization efforts by creating jobs and new business opportunities as well as sharing our unique community spirit with visitors.

The items shown at the left are an example of Ketchikan-made products. A directory of local businesses that produce street furnishing would greatly assist in development of this industry in the community, and become a resource for local governments and neighborhood groups as they look to purchase items in the future.



Benches

Wood & Steel Bench with Fish Designs - By Request
 Yellow or Red Cedar with Back Rest, 8' Long - \$900
 Yellow or Red Cedar Plain Bench, 6' Long - \$450

Signage

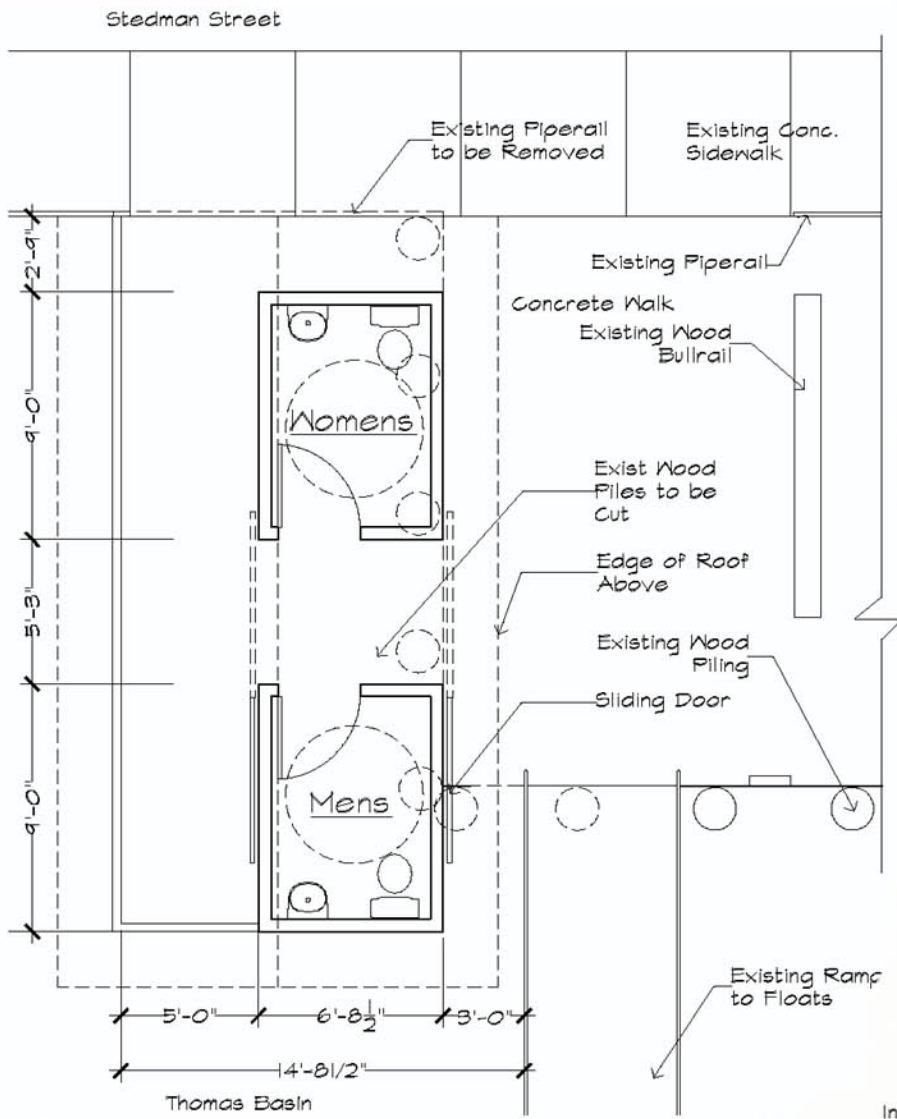
Painted Wood Salmon
 Steel Signage with Cut-out Lettering

Bike Racks, Trash Receptacles & Hand Rail

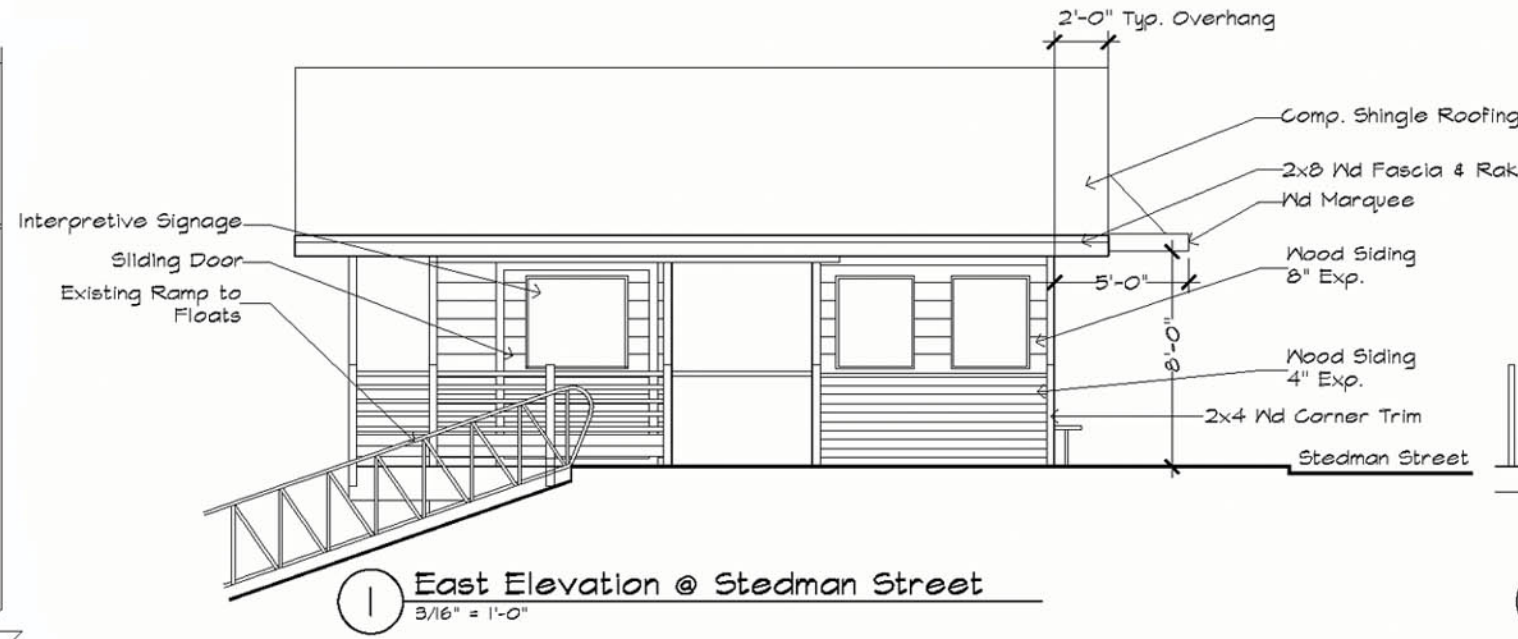
Steel Bike Rack with Fish Design: By Request
 Wood Enclosure for Trash Receptacles
 Detail - Steel Handrail Shaped as Bull Kelp

Planters

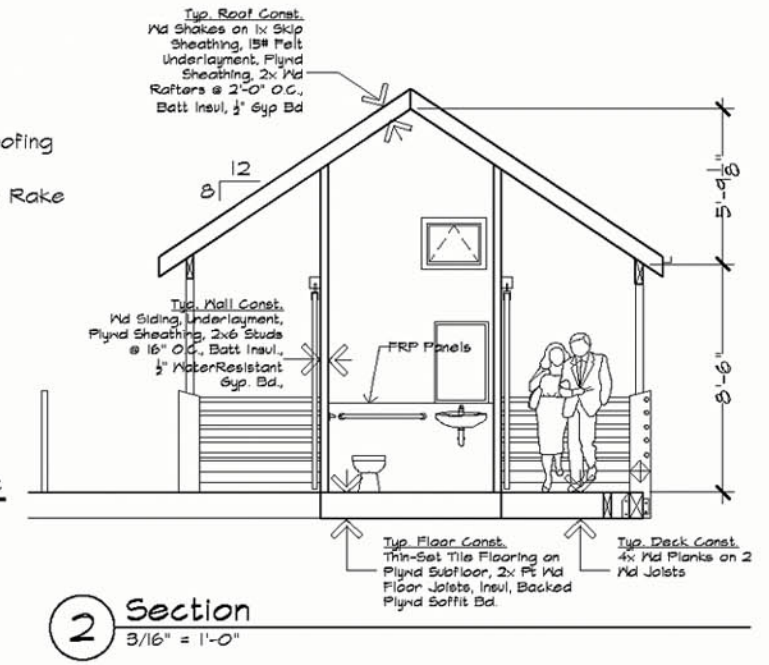
Wood Window Box with Brackets
 Wood Timber Planters with Bench Seating



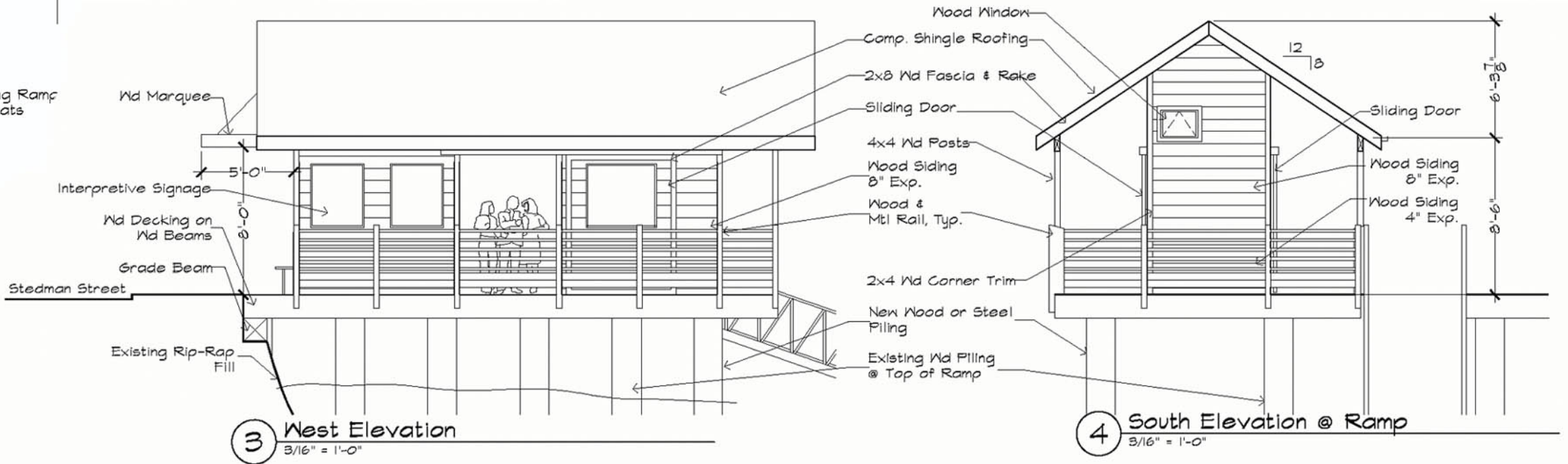
Plot Plan



1 East Elevation @ Stedman Street
3/16" = 1'-0"



2 Section
3/16" = 1'-0"



3 West Elevation
3/16" = 1'-0"

4 South Elevation @ Ramp
3/16" = 1'-0"