



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Meeting Agenda Community Development Committee

Tuesday, April 27, 2021

3:00 PM

Via Video Conference

MEETING CALLED TO ORDER

PLEASE TAKE NOTICE

DUE TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDERS N-25-20 AND N-29-20 WHICH SUSPEND CERTAIN REQUIREMENTS OF THE BROWN ACT, AND THE ORDER OF THE HEALTH OFFICER OF THE COUNTY OF MENDOCINO TO SHELTER IN PLACE TO MINIMIZE THE SPREAD OF COVID-19, COMMITTEE MEMBERS, AND STAFF WILL BE PARTICIPATING BY VIDEO CONFERENCE IN THE COMMUNITY DEVELOPMENT COMMITTEE MEETING APRIL 27, 2021.

In compliance with the Shelter-in-Place Orders of the County and State no in-person meeting will be held and the public is invited to attend virtually. The meeting will be live-streamed on the City's website at city.fortbragg.com and on Channel 3. Public Comment regarding matters on the agenda may be made in any of the following ways: (1) By joining the Zoom video conference, (2) Through the City's online eComment agenda feature, (3) Emailed to Joanna Gonzalez, jgonzalez@fortbragg.com, (4) Written comments delivered through the drop-box for utility payments to the right of the front door at City Hall, 416 N. Franklin Street, or (5) Voice mail comments called in to (707) 961-2827 ext 111 by 2:00 PM on the day of the meeting.

Comments can be made at any time prior to the meeting, in real-time while the item is being considered by the Committee All eComments or emails received before or during the meeting that have not been published with the agenda packet will be read aloud into the record. Public comments are restricted to three minutes. Written comments on agendized matters and those exceeding three minutes will be included in the public record as part of the agenda packet the next business day after the meeting.

We appreciate your patience and willingness to protect the health and wellness of our community and staff. If you have any questions regarding this meeting, please contact Community Development at (707)961-2827 ext 111.

ZOOM WEBINAR INVITE

You are invited to a Zoom webinar.

When: Apr 27, 2021 03:00 PM Pacific Time (US and Canada)

Topic: Community Development Committee

Please click the link below to join the webinar:

<https://zoom.us/j/99057729516?pwd=QWJ4d1FySXVSSXEraWhoN3B3NTR4Zz09>

Passcode: 458089

Or One tap mobile :

*US: +16699009128,,99057729516#,,,,*458089# or +12532158782,,99057729516#,,,,*458089#*

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

*US: +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799 or +1 301 715 8592 or +1 312 626 6799
or +1 646 558 8656*

Webinar ID: 990 5772 9516

Passcode: 458089

International numbers available: <https://zoom.us/u/adgvKGTaT>

ROLL CALL

1. APPROVAL OF MINUTES

- 1A [21-188](#) Approve the Community Development Committee Minutes of March 23, 2021

Attachments: [03232021 CDC Minutes.pdf](#)

2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

3. CONDUCT OF BUSINESS

- 3A. [21-163](#) Monthly Oral Update Regarding Central Business District Economic Development Strategy

- 3B. [21-161](#) Receive report and provide direction to staff on preparing a grant application for the Rural Recreation and Tourism Grant Program from the State of California.

Attachments: [RRT Staff Report](#)
[Rural Recreation and Tourism Project Concepts](#)

- 3C. [21-162](#) Receive Report Regarding Code Enforcement Strategy Designed to Help Revitalize and Strengthen the Central Business District and Provide Direction to Staff

Attachments: [04272021 CBD Code Enforcement](#)
[Att. 1 - CBD Economic Development Tools](#)
[Att. 2 - CBD Property Evaluation form](#)

- 3D. [21-164](#) Receive Report Regarding Improvements to Guest House Museum Property to Accommodate Public Gatherings in the Central Business District as an Amenity to Support Economic Development in the Central Business District

Attachments: [04272021 CBD Public Gathering Space](#)

4. MATTERS FROM COMMITTEE / STAFF

ADJOURNMENT

STATE OF CALIFORNIA)
)ss.

COUNTY OF MENDOCINO)

I declare, under penalty of perjury, that I am employed by the City of Fort Bragg and that I caused this agenda to be posted in the City Hall notice case on April 23 , 2021.

Joanna Gonzalez

State of California)
) ss
County of Mendocino)

I declare, under penalty of perjury, that I am employed by the City of Fort Bragg in the Community Development Department and that I caused this agenda to be posted in the City Hall notice case on April, 23, 2021.

Joanna Gonzalez
Administrative Assistant, Community Development



City of Fort Bragg

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Text File

File Number: 21-188

Agenda Date: 4/27/2021

Version: 1

Status: Business

In Control: Community Development Committee

File Type: Committee Minutes

Agenda Number: 1A

Approve the Community Development Committee Minutes of March 23, 2021



City of Fort Bragg

416 N Franklin Street
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Phone: (707) 961-2823
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Meeting Minutes Community Development Committee

Tuesday, March 23, 2021

3:00 PM

Via Video Conference

MEETING CALLED TO ORDER

Chair Norvell called the meeting to order at 3:00 PM

ROLL CALL

Present: 6 - Bernie Norvell, Jessica Morsell-Haye, Joanna Gonzalez, Heather Gurewitz, Sarah McCormick, and Chantell O'Neal

1. APPROVAL OF MINUTES

1A. [21-124](#)

Approve the Community Development Committee Minutes of February 23, 2021

2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

None.

3. CONDUCT OF BUSINESS

3A. [21-125](#)

Receive Report and Discuss Work Plan to Implement Economic Development Strategies, Focused on the Central Business District

Housing and Economic Development Coordinator McCormick presented the prepared report to the Committee. The Committee asked clarifying questions. Discussion included temporary waivers for capacity fees, creating outdoor public spaces, possible improvements to the Town Hall restrooms and the possible installation of bollards. The Committee gave direction to staff.

Public Comments

- * Chris Hart
- * Jacob Patterson
- * Megan Coron
- * Jenny Shattuck via email

This Staff Report was recommended for approval

3B. [21-118](#)

Receive Report and Provide Direction to Staff on Developing an Application for the Rural Recreation and Tourism Grant Program Available from California State Parks

Associate Planner Gurewitz presented the prepared report. The Committee asked clarifying

questions.

Public Comment:

* Jacob Patterson

Discussion included creating an indoor gymnasium, an outdoor passive recreation park, or creation of a Native American cultural resource center.

This Staff Report was recommended for approval

3C. [21-114](#) Receive Report and Make Recommendations to Planning Commission and City Council on Commercial Cannabis Ordinances

Associate Planner Guerwitz presented the prepared report to the committee. The committee asked clarifying questions and gave staff recommendations. The Committee would like to split out the land use portion of the Cannabis Cultivation policies for the Planning Commissions review.

Public Comment:

* Jacob Patterson

* Jay Koski

*Brandy Moulton

Discussion included Micro Business policy parameters, allowable zoning for retail, cultivation, definition of delivery and getting the input of the Planning Commission to move forward.

This Staff Report was referred back to staff

4. MATTERS FROM COMMITTEE / STAFF

None.

ADJOURNMENT

Chair Norvell adjourned the meeting at 4:53



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Text File

File Number: 21-163

Agenda Date: 4/27/2021

Version: 1

Status: Business

In Control: Community Development Committee

File Type: Staff Report

Agenda Number: 3A.

Monthly Oral Update Regarding Central Business District Economic Development Strategy

City Council held two special meetings to consider the topic of economic development - March 1 and March 16, 2021. Over the course of these meetings, several potential investments were discussed regarding how the City might best invest resources to support the Central Business District (CBD).

The Community Development Committee reviewed these economic development tools, assigning them to various Council Committees to be discussed, and either provide staff direction for implementation or develop a recommendation to City Council for further discussion.

A monthly oral update will be provided to the Community Development Committee.



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Text File

File Number: 21-161

Agenda Date: 4/27/2021

Version: 1

Status: Business

In Control: Community Development Committee

File Type: Planning Staff Report

Agenda Number: 3B.

Receive report and provide direction to staff on preparing a grant application for the Rural Recreation and Tourism Grant Program from the State of California.



CITY OF FORT BRAGG

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COUNCIL COMMITTEE ITEM SUMMARY REPORT

MEETING DATE: APRIL 27, 2021
TO: COMMUNITY DEVELOPMENT COMMITTEE
FROM: HEATHER GUREWITZ
AGENDA ITEM TITLE: PROVIDE DIRECTION TO STAFF ON PREPARING A GRANT APPLICATION FOR RURAL RECREATION AND TOURISM PROGRAM FROM THE STATE OF CA

BACKGROUND AND OVERVIEW:

The Rural Recreation and Tourism (RRT) Program is administered through California State Parks and intended to create new recreation opportunities within rural communities to support health-related and economic goals. This program is funded by Proposition 68 (2018 Bond Act), which is found in Public Resources Code §80090(a)(b).

The City recently applied for funds to renovate Bainbridge Park from the Prop 68 Statewide Parks Program (SPP). Announcements are expected in July 2021.

The RRT program has a different focus than the SPP program and can be used for the following eligible projects and priorities:

- Amphitheater/performing arts dance, music, and theater stage
- Regional Sports Complex
- Athletic fields (soccer regulation or “futbol-rapido”, baseball, softball, football)
- Athletic courts (basketball, “futsal”, tennis, pickleball, etc.)
- Year round complexes
- Winter recreation features: skiing, snowboarding, snowshoeing, etc.
- Summer recreation features: hiking, mountain biking, equestrian, etc.
- Visitor, interpretive, cultural, historical structures
- Wildlife viewing structure or shade structure/COVERED PARK area
- Non-motorized trail, Equestrian trail, bikeways, pedestrian/bicycle bridge
- Botanical or demonstration gardens and orchards
- Recreation center/gymnasium
- Dog park
- Jogging and walking loop, par course, running track

- Gym exercise equipment (stations fixed into ground) or outdoor exercise equipment
 - Disc Golf
 - Open space and natural area for public recreation use
 - Campground (developed or primitive campsites)
 - Picnic/Bar-B-Que areas
 - Playground and tot lot
 - Plaza, zocalo, gazebo
 - Public art (mosaic tiles, sculptures, murals)
 - Skate park, skating, roller blading, or ice rink, and BMX or pump track (non-motorized bike tracks)

The total amount available is \$23,125,000 and competitive grants will range from \$200,000 to \$3 million. There is no match requirement because the median household income for Fort Bragg is below \$56,982. The due date is November 5, 2021.

At the last Community Development Committee meeting, the committee requested that staff bring back 3-4 projects to review. All three projects are designed to maximize benefits without exceeding the available funding amount.

Staff evaluated several possible projects that have been identified by the City:

1. Rehabilitating the former City Hall East pool building to provide a recreation space
2. Construct ball courts at the CV Starr Center
3. Purchase and construct a pocket park at the corner of Redwood and Franklin
4. Acquire land along the Noyo River for trail and river access
5. Modify parkland around Guest House Museum to create public gathering space

The Pump track will not be evaluated for this grant because this project is already funded.

After an initial review, the three projects that were identified as possible options were:

1. City Hall East Pool Building Conversion - Turning the former pool building into a multipurpose recreational atrium including structural improvements to the existing gym and the creation of public restrooms at the site.
2. CV Starr Covered Outdoor Ball Courts – The plans developed for the CV Starr courts in 2016 were estimated at \$12 Million which is beyond the scope of this project. However, it is possible to do a limited version of the project and create two outdoor covered and fenced courts.
3. CV Starr Indoor Ball Court – Another option is to create one indoor ball court (max 5,200 Square Feet) at the CV Starr Center.

RECOMMENDATION:

Provide direction to staff on the project or projects to move forward for public scoping for an RRT grant.

ALTERNATIVES:

Direct staff to move forward with only one location.

Direct staff not to move forward with the public process and grant application.

ATTACHMENTS:

1. Staff PowerPoint Presentation

Rural Recreation and Tourism Project Concepts

Heather Gurewitz, Associate Planner

Kevin Locke, Assistant Planner

Community Development Department

Options Reviewed

- Rehabilitate the former pool building at City Hall East to provide a recreation space
- Construct ball courts at the CV Starr Center
- Purchase land & create pocket park in downtown
- Acquire land along the Noyo River & create new park
- Create recreation space outside Guest House Museum



Option # 1 Convert Former Pool at City Hall East and Rehabilitate Gym at Laurel St.

Convert former pool into indoor/outdoor multipurpose recreation and rehab old gym

- Existing building was built in the 1920's and has historic value but is a major safety hazard with no access
- Project would fill in the pool and create a patio area with roll up (impact resistant) door access to the gym to create a larger gathering space
- Includes pull down stage to convert for performances
- Renovate restrooms for public access
- Pocket park with possible glass pavilion
- Estimated cost will be \$2.5 - \$3 Million minimum



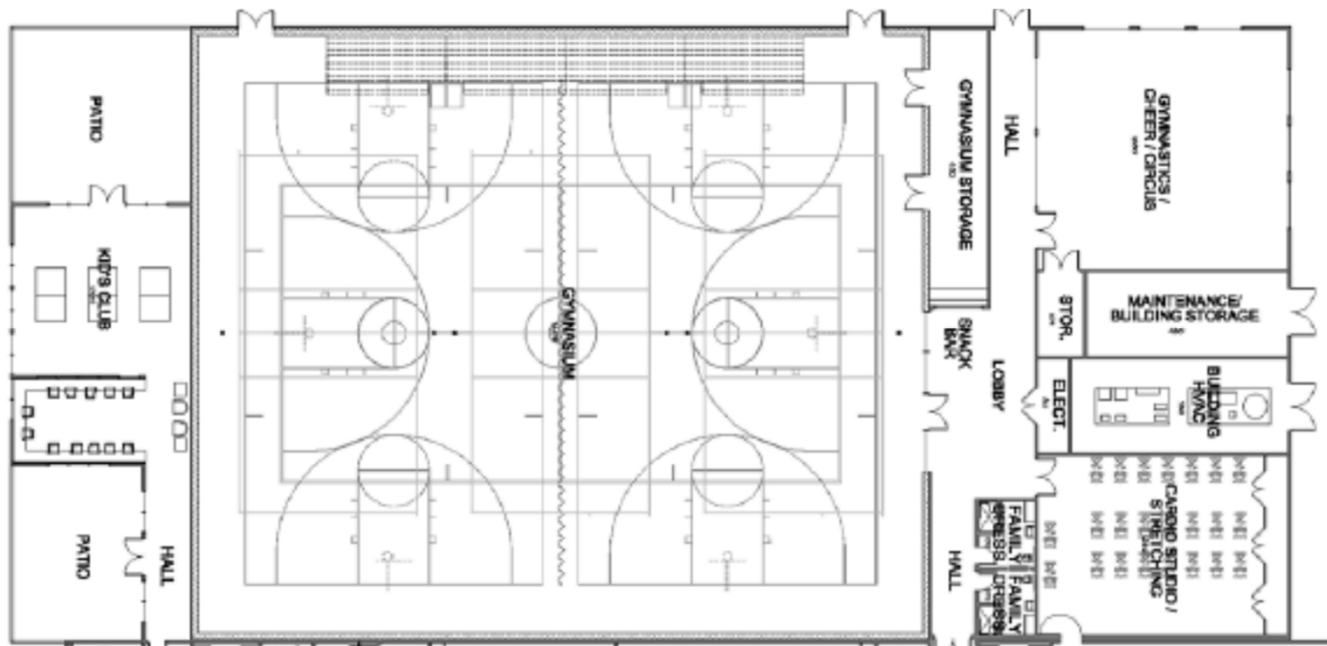




Option #2 – Outdoor Ball Court w/Pavilion at CV Starr Center

Proposed Masterplan for CV Starr

- Developed in 2016
- Estimated cost of \$15 Million+
- Includes ball courts, more locker rooms, gymnastics, and studio space



Proposed Development Area



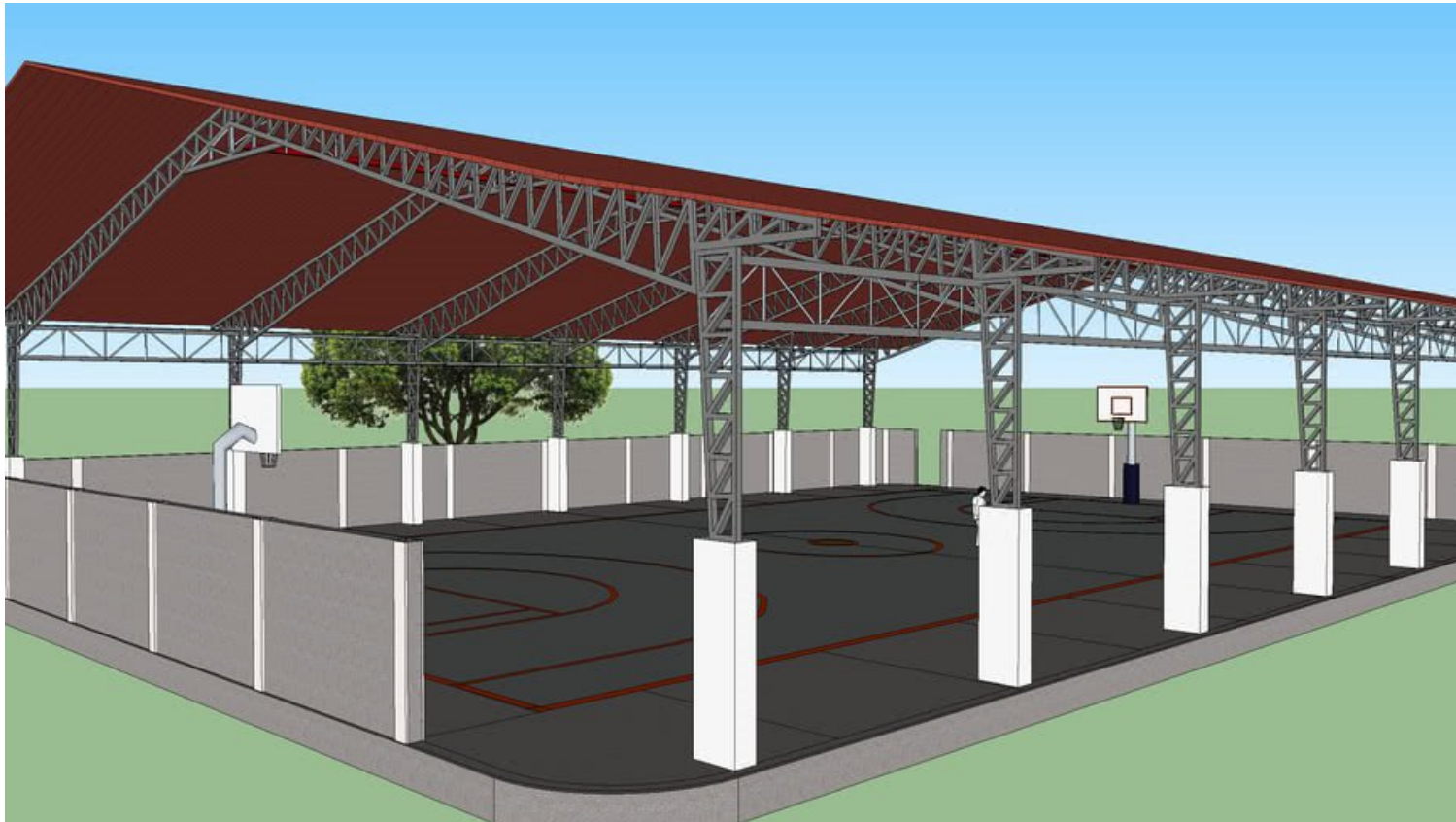
Install two covered multi-use courts at the CV Starr Center

- Create two new multi-use courts
- pole barn style roof coverings
- Fencing

Covered Ball Court(s)



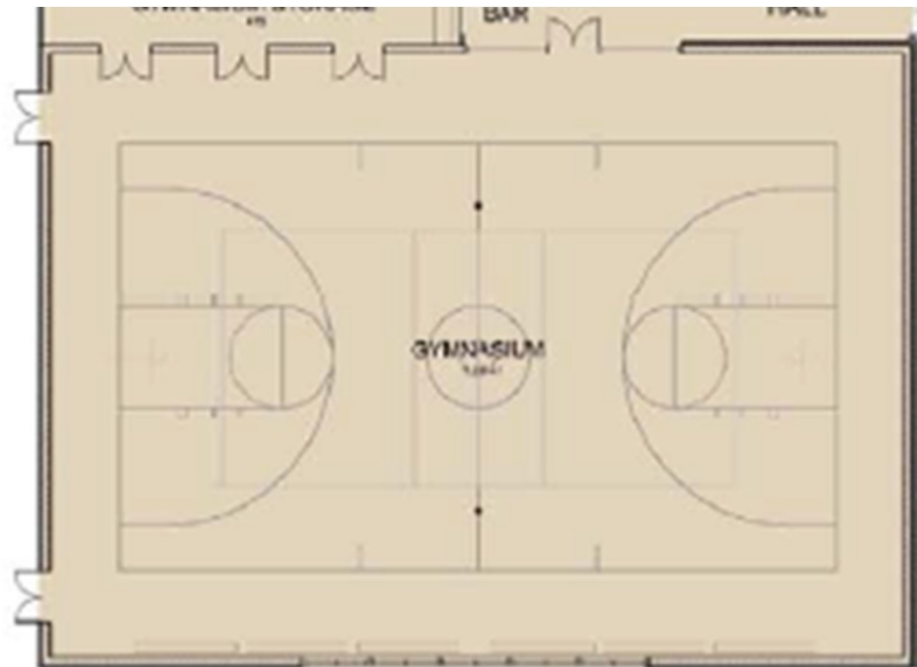
Wind Screening, Fencing, Roofing



Option #3 – Indoor Ball Court at CV Starr Center

Install a new indoor multi-use court and kids center at the CV Starr Center

- Construct one indoor multi-use court building ~5,200 sq ft



Conceptual Design



Direction from Committee

- Pick one option and begin public scoping
- Pick two options and begin public scoping
- Present all three options for public scoping
- Add additional/different option for public scoping





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Text File

File Number: 21-162

Agenda Date: 4/27/2021

Version: 2

Status: Business

In Control: Community Development Committee

File Type: Planning Staff Report

Agenda Number: 3C.

Receive Report Regarding Code Enforcement Strategy Designed to Help Revitalize and Strengthen the Central Business District and Provide Direction to Staff



CITY OF FORT BRAGG

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PHONE 707/961-2823 FAX 707/961-2802

COUNCIL COMMITTEE ITEM SUMMARY REPORT

DATE: APRIL 27, 2021
TO: COMMUNITY DEVELOPMENT COMMITTEE
FROM: SARAH MCCORMICK, HOUSING & ECONOMIC DEVELOPMENT
VALERIE STUMP, ASSISTANT PLANNER

**AGENDA ITEM TITLE: Receive Report Regarding Code Enforcement Strategy
Designed to Help Revitalize and Strengthen the Central
Business District and Provide Direction to Staff**

BACKGROUND AND OVERVIEW:

On March 24, 2021 the Community Development Committee (CDC) considered numerous economic development tools to support the Central Business District (CBD) and assigned these tools to a variety of Council Committees tasked to develop recommendations to City Council and/or provide staff direction (Attachment 1 – CBD Economic Development Tools). The subject of this report is the tool “Code Enforcement”.

Responsible property ownership and maintenance is at the heart of neighborhood stability. Therefore, coming up with effective strategies to deal with nuisance properties and “bad apples” will be an important component to strengthen and revitalize our downtown. Staff’s plan is to implement a strategic code enforcement campaign in the CBD that offers incentives for responsible ownership along with disincentives for irresponsible behavior.

The first step would begin with a comprehensive outreach to all property owners and all those who operate businesses in the CBD. This outreach would be accomplished via mail using the US Post Office and the mailing would include information about City Council’s renewed focus and investment to support the CBD, current expectations for the maintenance and use of downtown properties, and details specific to individual property. It is important that this outreach is coordinated, so that all involved are getting the same information at the same time. Staff will approach this with the following actions:

1. Generate a list containing current contact information for all property owners and those who operate businesses downtown.
2. Develop a Property Evaluation Form to record current condition of structures on each parcel, as seen from the public right of way – signage, architectural detail,

exterior painting, utilized/vacant, debris on sidewalk/vestibules, etc. (Att 2 – Draft CBD Property Evaluation Form).

3. Mail assessment along with other pertinent information to the property owner and Cc: business and/or tenant associated with property.

One important goal of the program is to inspire compliance and offer support for problem solving. As such, the short-term success will be gauged on the ability to initiate conversations, set expectations and develop timelines to achieve accountability. Staff will take individual circumstances into account and work with property owners to build morale and achieve success.

The second important goal of the program is to strengthen downtown so that it reflects the community's priority that the CBD be the civic, cultural and commercial center of the community. This includes: an active pedestrian environment with eateries, retail and services filled with locals and tourists alike; public art; public events; a public gathering space; property maintenance; and no vacant storefronts. Furthermore, long term success would include the community's priority to develop additional housing units to fully utilize downtown structures to support a vibrant residential neighborhood on the upper floors and alleys.

RECOMMENDATION:

Consider staff strategy to implement code enforcement program to strengthen the Central Business District, provide feedback and staff direction, and/or request additional information.

ATTACHMENTS:

Att. 1 – CBD Economic Development Tools

Att. 2 – CBD Property Evaluation Form *draft*

NOTIFICATIONS:

City of Fort Bragg "Notify Me" Subscriber Lists: Fort Bragg Downtown Businesses; Economic Development Planning



CITY OF FORT BRAGG

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F&A – Finance & Administration Committee
 CDC – Community Development Committee

PS – Public Safety Committee
 Bee – Bee City, USA Committee

PW&F - Public Works & Facilities
 VFB – Visit Fort Bragg Committee

Economic Development Tool	Responsible Party	Notes
Create Public Gathering Space	CDC	Identify potential locations for an outdoor public gathering space (outdoor concerts?)
Improve Public Restrooms at Town Hall	PW&F	Remove interior hallway? Outdoor Lighting?
Increased Pedestrian/Gathering Dedications	CDD	Parklets? Street Closure?
Create Historical Walking Tour	VFB	Work with the Mendocino-Fort Bragg Historical Society and other community partners to develop a historical walking tour.
Create Mural Walk	CDD/VFB	Council recently directed staff to allocate \$18,000 from the FY20/21 budget to the AlleyWay Art Project for mural installations.
Public Art	CDD/VFB	Develop program to encourage installation of art (empty storefronts?)
Improve Business Directory & Directional Signage	VFB	Create seasonal banners to hang in existing kiosks? create new directional signage along sidewalks?
Install Trees, Planters and Landscaping	PW&F	Collaborate with Bee City to create public program for tree dedications, planting for planters and landscaping.

Economic Development Tool	Responsible Party	Notes
Install Bollards to Block Vehicular Traffic for Special Events	PW&F	Currently budgeted and included as part of a larger streets project programmed for construction in 2022.
Reconsider Allowable Land Uses	CDD	Evaluate current land use tables and permitting requirements.
Employ Code Enforcement Actions	CDD	Develop a comprehensive strategy to bring all properties into compliance with City regulations.
Establish Regular Walking Patrols in CBD	PS	Establish a regular, physical walking presence of uninformed officers - building positive public relations, while deterring nuisances.
Temporary Waiver of Water/Sewer Capacity Fees	F&A	Create a temporary waiver for water/sewer capacity fees in order to support new/expanding businesses.
Coordinate Downtown Business Conversation Regarding a Business Improvement District (BID)	CDD	Coordinate outreach to downtown businesses and assist in understanding how a Business Improvement District (BID) creates opportunities.
What Else?		



Assessment Date: _____
 Completed By: _____

CENTRAL BUSINESS DISTRICT PROPERTY ASSESSMENT

Property Address: _____

Number of Commercial Units: _____

permitted land use/active business license?	no	yes	_____
active storefront?	no	yes	_____
if not active, is storefront listed for lease/sale?	no	yes	_____

Number of Residential Units: _____

if no residential, is there an opportunity to add units?	no	yes	unknown
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Number of Water Meters: _____

Building/Site Conditions					NOTES
façade	poor	fair	good	excellent	_____
sidewalks	poor	fair	good	excellent	_____
vestibules	poor	fair	good	excellent	_____
windows	poor	fair	good	excellent	_____
signage	poor	fair	good	excellent	_____
exterior paint	poor	fair	good	excellent	_____

Outdoor display? Furniture? Planters? _____

Posted Business Hours? M T W Th F S S _____



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Text File

File Number: 21-164

Agenda Date: 4/27/2021

Version: 1

Status: Business

In Control: Community Development Committee

File Type: Staff Report

Agenda Number: 3D.

Receive Report Regarding Improvements to Guest House Museum Property to Accommodate Public Gatherings in the Central Business District as an Amenity to Support Economic Development in the Central Business District



CITY OF FORT BRAGG

416 N. FRANKLIN, FORT BRAGG, CA 95437
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COUNCIL COMMITTEE ITEM SUMMARY REPORT

DATE: APRIL 27, 2021
TO: COMMUNITY DEVELOPMENT COMMITTEE
FROM: SARAH MCCORMICK, HOUSING & ECONOMIC DEVELOPMENT
AGENDA ITEM TITLE: Receive Report Regarding Improvements to Guest House Museum Property to Accommodate Public Gatherings in the Central Business District as an Amenity to Support Economic Development in the Central Business District

BACKGROUND AND OVERVIEW:

The mission of the City's Coastal/Inland General Plan is to preserve and enhance the small town character and natural beauty that make the City a place where people want to live and visit, and to improve the economic diversity of the City to ensure that it has a strong and resilient economy which supports its residents.

There are several factors that impact the value of a neighborhood. For example, assets such as parks, open space, transportation networks, shopping, economic opportunity, and simply appearance are a handful of elements which impact the perceived and real value of neighborhoods. In an effort to revitalize the CBD, Council is considering investing in a public location for public gatherings; an amenity for locals and tourists to enjoy and one that enhances the downtown experience.

City staff is currently applying for competitive grant funding through the State's Rural Recreation and Tourism Program for such a project. If awarded, this project could potentially add a \$200,000 to \$3 million community asset, which would come to fruition in the coming years. While working toward this vision, Council may choose to consider a smaller project, utilizing City owned property that could meet the need for a public gathering space in the meantime – The Guest House Museum.

The Guest House was built in 1892 by the Fort Bragg Redwood Company as a private residence for the company owners and the property was registered as California Historic Landmark No. 615 on July 24, 1957. Georgia Pacific donated the property to the City in 1985 and the Fort Bragg – Mendocino Coast Historical Society assumed responsibility in 1999; using the Guest House Museum as its headquarters.

Both the building and the grounds it sits on are an asset to the City and its downtown location. In addition to the physical assets, it boosts incredible cultural value which reside within the artifacts, stories and community members that preserve Fort Bragg's history. It also highlights a future of our town that embraces the environment, with bee friendly and pollinator landscaping installed through the efforts of community members affiliated with the Bee City, USA movement.

Building on these existing assets could have valuable ripple effects. There is interest in a walking historical tour and walking art/mural tour to encourage folks to wander downtown streets and alleys. This could be a prime location for directional signage to entice visitors to explore Redwood Avenue or make their way to the Wiggly Giggly Park and library. There is also an interest in having a bandstand of sorts for live music and other performances or ceremonies.

One of the issues with the location involves the courtyard that sits between the Guest House Museum and Town Hall. This area is tucked away, creating a somewhat private environment to loiter, which has become a nuisance and safety concern for those walking along the sidewalk and wanting to utilize the public restrooms at Town Hall. Steps are being taken to address these issues - a conversation is pending at the Public Works and Facilities Committee in regard to upgrading the restroom facilities, and the Public Safety Committee is discussing how to implement regular foot-patrol downtown to discourage nuisances and encourage a sense of safety.

Improvements to the courtyard and Guest House Museum might be included as part of the plan to upgrade restroom facilities at Town Hall. These improvements could include simply rearranging benches and creating pathway connection or something more complex such as constructing a platform or stair case. For example:

The two benches and vegetation along the sidewalk could be removed to open the courtyard to Main Street, which would make it more accessible, remove some of the privacy and bring a better sense of safety. The benches could be moved to the Guest House Museum grounds for additional seating.





A meandering pathway could lead from the courtyard through the Guest House Museum grounds along the northern edge; a staircase built along the south side of the restrooms.



There are several locations suitable as a stage for music, performances, speeches and ceremonies, including the existing platform in front, or constructing a deck in the rear of the property with views toward the ocean.



RECOMMENDATION:

Consider improvements to the Guest House Museum property to accommodate public gatherings and enhance the Central Business District, provide feedback and direction to staff, and/or request additional information.

ATTACHMENTS:

None.

NOTIFICATIONS:

City of Fort Bragg "Notify Me" Subscriber Lists: Fort Bragg Downtown Businesses; Economic Development Planning; Tourism & Marketing