

Thanks to the following people for their support in making this panel possible:

- The Honorable Ethan Berkowitz, Mayor
- Mara Kimmel, Mayor's Office
- Christopher Schutte, Office of Community and Economic Development
- Hal Hart, Planning Department
- Katie Dougherty, Office of Community and Economic Development



Anchorage, Alaska

Leveraging investment to enhance resilience

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose



Mission:

Helping city leaders build better
communities





Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and project manager

Daniel Rose Fellowship: alumni mayors



Daniel Rose Fellowship: class of 2017



San José



Grand Rapids



Washington



Anchorage



City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

- Co-Chair: Carlton Brown, Direct Invest Development, LLC, New York, NY
- Co-Chair: Frank Fuller, Urban Field Studio, San Francisco, CA
- Karen Abrams, Harvard Loeb Fellow & Urban Redevelopment Authority of Pittsburgh, PA
- Katharine Burgess, Urban Land Institute, Washington, DC
- Shafaq Choudry, National League of Cities, Washington, DC
- Rick Dishnica, The Dishnica Company, LLC, Point Richmond, CA
- Polly Donaldson, Department of Housing and Community Development, District of Columbia
- Nadine Fogarty, Strategic Economics, Berkeley, CA
- Rosalynn Hughey, Department of Planning, Building & Code, Enforcement, City of San José, CA
- Rob Iopa, WCIT Architecture, Honolulu, HI
- David Kooris, Vita Nuova, Stamford, CT
- Kris Larson, Downtown Grand Rapids, Inc., MI
- Paul Okamoto, Okamoto Saijo Architecture, San Francisco, CA

The Challenge



How can Anchorage use a place-based strategy & community-based process to leverage public/private/philanthropic investment that enhances resilience in Mountain View & Muldoon and can be replicated citywide?

A winter landscape featuring a snow-covered stream flowing through a park-like area. A concrete bridge spans the stream in the middle ground. The background shows a line of trees and snow-capped mountains under a cloudy sky. A blue semi-transparent box is overlaid on the left side of the image, containing a presentation outline.

Presentation Outline

1. **Observations**
2. Resilience
3. Mountain View + Muldoon Districts
4. Implementation
5. Conclusions + Homework



Observations: Assets & Opportunities

- 
- Growing understanding that Anchorage's social, economic and environmental needs are changing
 - New city administration has new community development focus on resilience--writ large
 - Anchorage has potentially strong partners in private sector, philanthropic and community-based organizations
 - City has prioritized certain redevelopment focus areas
 - City values its diversity and is welcoming new arrivals
 - Desire to learn from other places, including Arctic community
 - Existing citywide and district plans identify community needs
 - Unparalleled access to nature, citywide trail system, strong environmental conservation ethic

Observations: Assets & Opportunities

Observations: Challenges



Observations: Challenges

- State budget deficit and declining oil revenues
- Outlook for growth is uncertain
- Reliance on imports sends money out of state, limits multiplier effect of local production
- Many residents struggle to afford quality housing, lack skills or opportunities for economic mobility
- Transportation infrastructure and policy doesn't support non-vehicular travel
- Environmental risks (e.g., earthquakes, floods) expose most vulnerable populations
- Local public investment has not always been well coordinated with private actors
- City can't legislatively rezone private property to implement plans
- Diversity hasn't translated to representation and inclusion
- Resilience can mean many things to different people

A winter landscape featuring a snow-covered stream flowing through a park-like area. A concrete bridge spans the stream in the middle ground. The background shows a line of trees and snow-capped mountains under a cloudy sky. A blue semi-transparent box is overlaid on the left side of the image, containing a presentation outline.

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- Culture & Community
- Environment
- Economics

Resilience

Our Cultures...

Denali



Mauna Kea



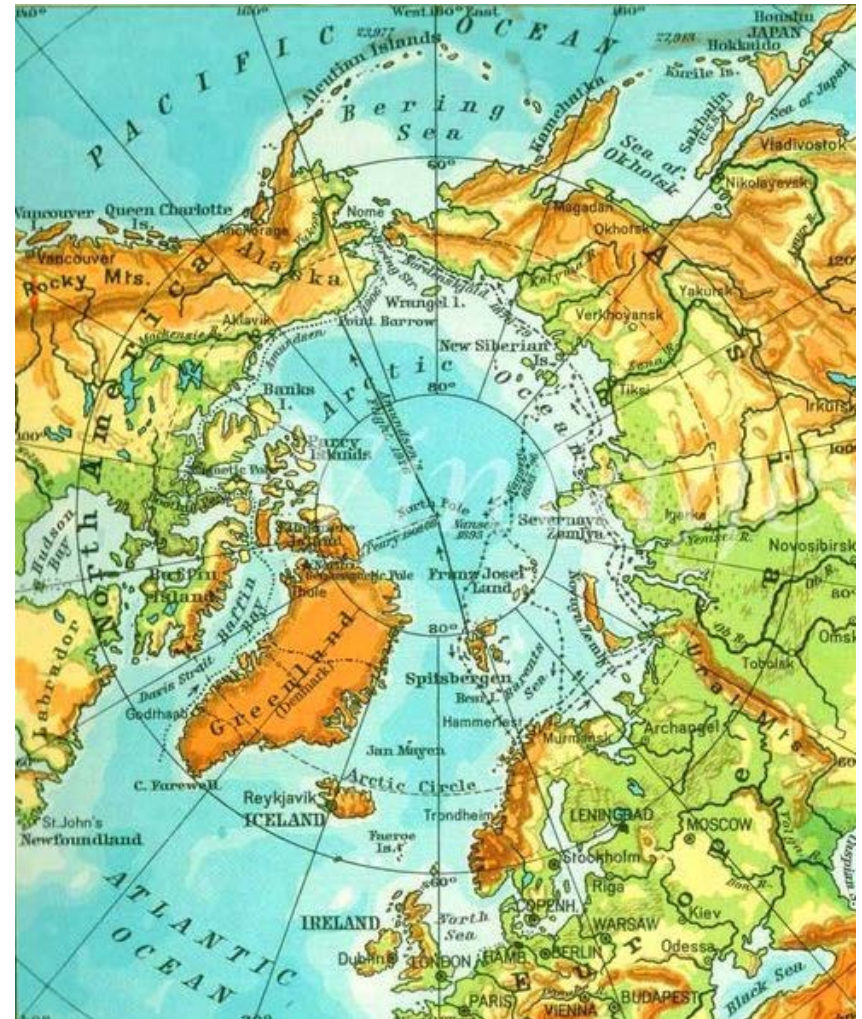
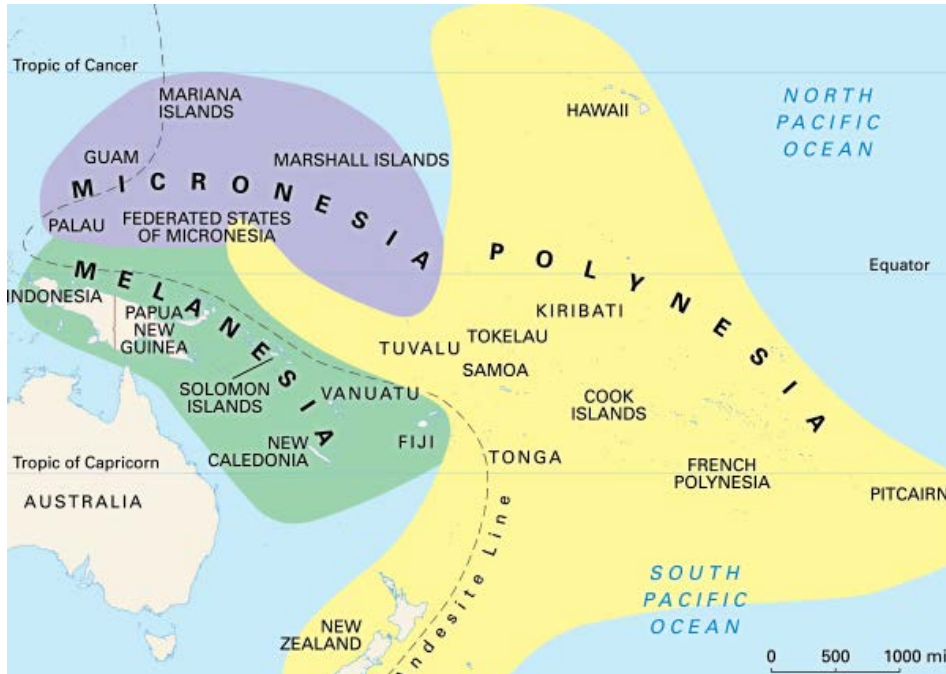
both know snow.

Our Cultures...

Arctic

descend and identify with a larger geographic group.

Polynesia



Our Cultures...



have an intimate and spiritual connection to the land.

Our Cultures...



and people, look alike...



even in our everyday clothes.



Our Cultures...



52 Faces of Mountain View



have evolved, and become richer, through ethnic diversity.



Our Cultures...

still struggled to regain
our Native narrative.



Our Cultures...

have deep traditions of hospitality...



Kunik



Honi


rooted in the isolation of our place.



The background is a monochromatic red-toned abstract painting. It depicts a person's face and upper torso, rendered with expressive, dark brushstrokes. The person appears to be wearing a dark, possibly hooded garment. The overall mood is somber and contemplative.

mo'okū'auhan

the lineage of generations of knowledge



Kumulipo - Birth of the Islands

» Papa & Wākea



‘Āina & Kānaka

- » Hāloa & Hāloanakalaukapalili -
the relationship of ‘āina & kānaka



Cultural Framework

- » Land cares for man,
man cares for land

**Nana I mua, Nana I hope.
Looking forward, Looking back**

Olelo Noeau - Hawaiian Proverb



**The universe does not belong to
you, you belong to the universe.**

Rita Pitka Blumenstein, first certified traditional doctor in Alaska (Yup'ik)

I AM INUIT

10,000 years RESILIENT

- Continue to rediscover and celebrate the wisdom of ancient ways. Explore means for contemporary creative expression. This is the basis for all cultures that have followed.
- Strive to understand, accept and embrace the cultural traditions of the new. Ethnic diversity is a benefit, showcase it. This diversity builds from the indigenous ways and makes you unique.
- Discover fresh and inventive approaches to share your unique cultural voice. Signage & graphics, art & architecture, music and dance... in the public realm!
- Continue to celebrate your communities. Give them the tools to find balance. To be self-reliant, vital and culturally vibrant, connected to place... this place!



community

people living in balance

**how do the residents of
Anchorage communities represent
themselves to determine their
destinies?**



engage

residents inform themselves and others about social services, cultural activities and economic opportunities happening in the community and throughout the city

educate

residents educate themselves and others about city government processes to become change agents

participate

they speak for themselves

community residents are resources for the city

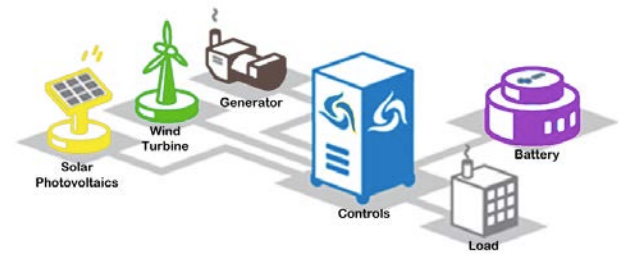
they are active in the decision-making in any and every project, program, initiative, plan and policy from concept to implementation

empower

residents organize and represent themselves (their culture, traditions and values) through planning and implementation efforts, and political action
community ownership

Environment

Energy Resilience



- Local – District Scale
- Renewable – Solar, Anaerobic Digestion, Trash to Energy
- Reliable – MicroGrid (Anchorage pilot project with storage)
- Efficient – Mine Efficiency First, Locate Generation Close to Demand
- Economical – Reduce Ratepayer Cost by Minimizing Duplication, Create Local Jobs
- Opportunities for Mountain View and Muldoon

Anchorage Housing Stock

- City Policy on Housing and Affordable Housing Development (Chief Housing Officer, Intentionality on Affordable Housing)
- Production of new market, mixed-income, and affordable housing
- Preservation of existing affordable/naturally affordable (convert mobile home parks to Modular Home Parks and offer grant/loan program for critical repairs for rental housing)
- Assess/Replacement of aged housing stock (from 60's/70's)
- Coordination on development of Supportive Housing stock for most vulnerable (now solely DHHS)
- City to develop a proactive role on gap financing for Affordable Housing Development. Reliable capital source, tailored to what the market won't fund, with covenants for sustainability.

**What does economics have to do
with resilience?**

Local economy is at an inflection point

- Shrinking gas and oil revenues
- Shrinking Permanent Fund dividends
- Growing economic disparities
- Growing Immigrant /indigenous communities with potential language barriers/skill barriers

Key Challenges

- Capital is exported to the lower 48 and other parts of the world because of high reliance on imports
- Limited stimulation of job growth and economic vitality from the multiplier effect
- People not linked to opportunity structures
- Long-term private sector disinvestment in neighborhoods
- Public investment is not always leveraging philanthropic and private investment in neighborhoods

Clarifying Economic Opportunities

- With unclear growth forecast, how can the market deliver market-rate housing and other investment?
- What sectors will drive the new Alaskan economy?
- How do the changes in the economy create opportunities for entrepreneurs?
- What training programs are needed to link residents to new jobs?

Value Proposition for Public Investment

Need to think more critically about value proposition for public investment and how it can leverage private & other investment. For example:

- Strategic public realm investments (e.g., sidewalks, streets)
- Using public assets strategically, e.g., opportunities to utilize library and school assets for job training in key sectors
- Consider ways to leverage value from investments in transit and natural environment (e.g., trails)

Reducing Reliance on Imports





Reducing Reliance on Imports

Add value to local raw materials for local use and export

- Food, manufactured goods
- Creates jobs with low skills, generates value that stays in the economy
- One way to attract investment
- Take advantage of anchorage as a transportation/ distribution hub

Make the Case For New Sources of Capital

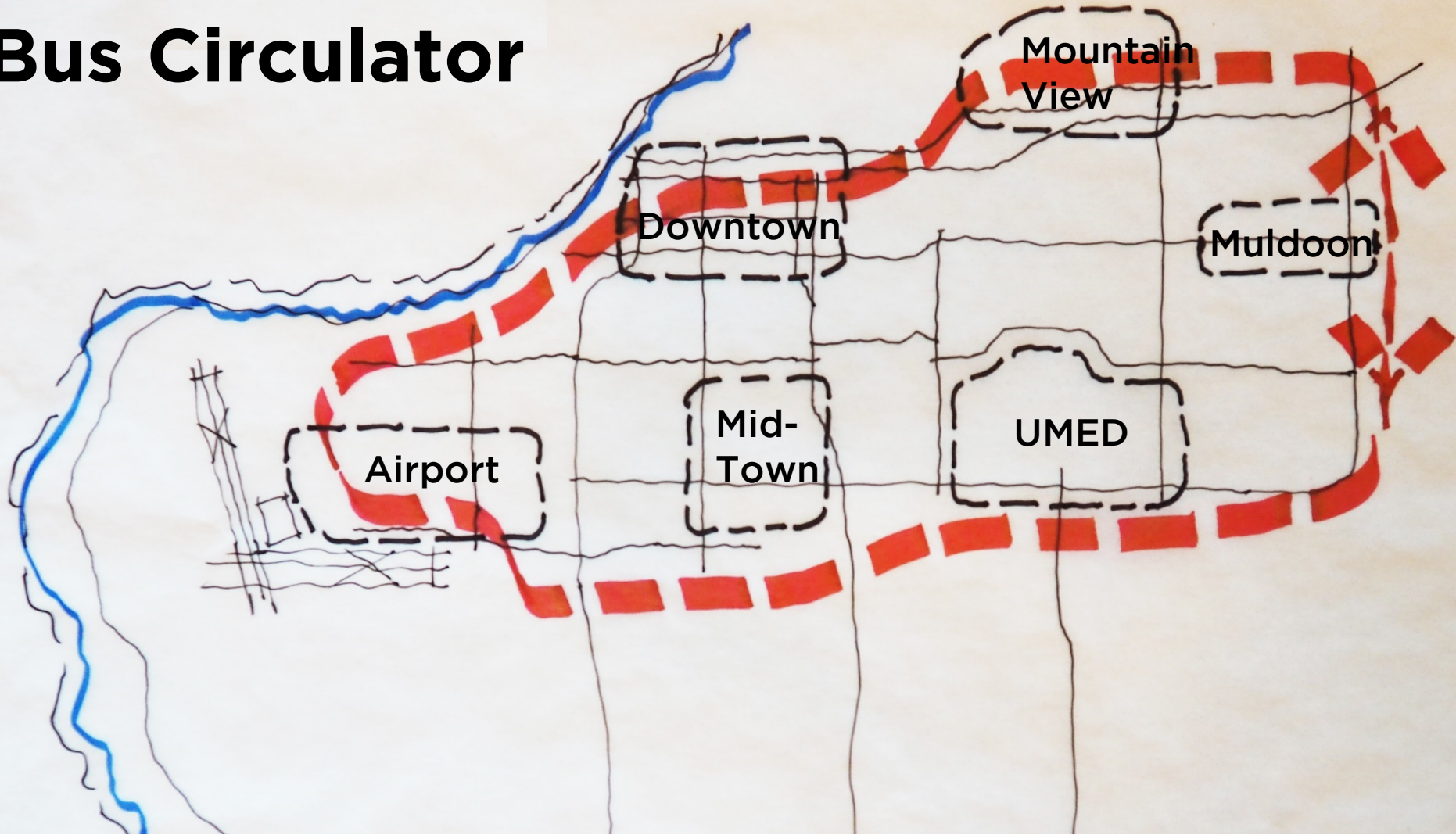
- Develop strategies to offer market rates of return for private equity, including:
 - Financial institutions with Alaskan and Native roots
 - Native Corporations that are investing capital globally
 - Alaska Permanent Fund
 - Periodic meetings to discuss project opportunities that are in line with city goals
- Program related investments from philanthropic sources
- Taxable and tax exempt bonds for private projects that meet both city and investor goals/requirements
- EB5

A winter landscape featuring a snow-covered stream flowing through a field. In the background, there is a concrete bridge, a wooden fence, and snow-capped mountains under a cloudy sky. The foreground is dominated by snow and some bare grasses.

Presentation Outline

1. Observations
2. Resilience
3. **Mountain View + Muldoon District**
4. Implementation
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Bus Circulator



Legend

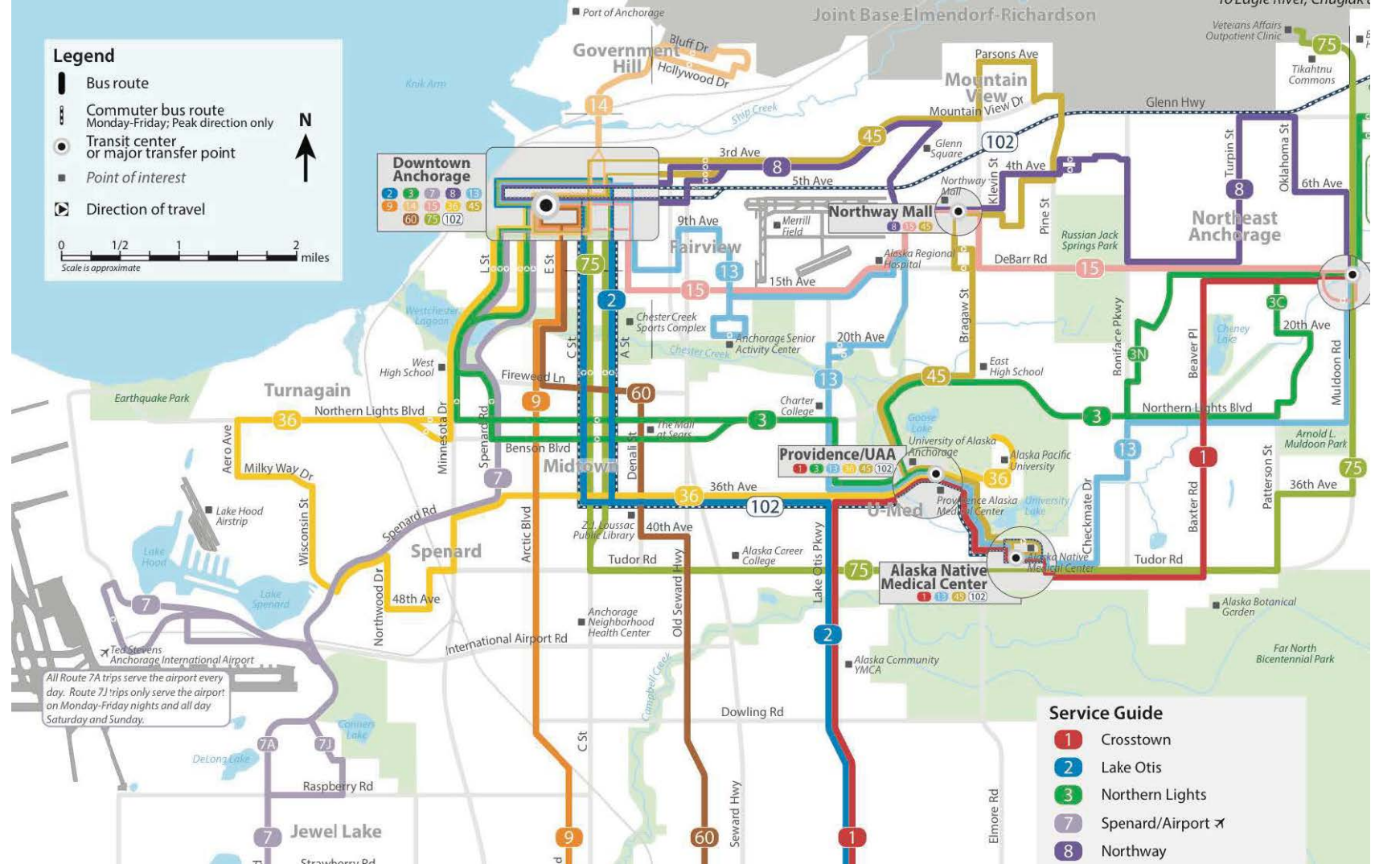
- Bus route
 - Commuter bus route
Monday-Friday; Peak direction only
 - Transit center
or major transfer point
 - Point of interest
 - Direction of travel
- 0 1/2 1 2 miles
Scale is approximate

Downtown Anchorage

2 3 7 8 15
9 14 15 45 45
60 75 102

Service Guide

- Crosstown
- Lake Otis
- Northern Lights
- Spenard/Airport
- Northway



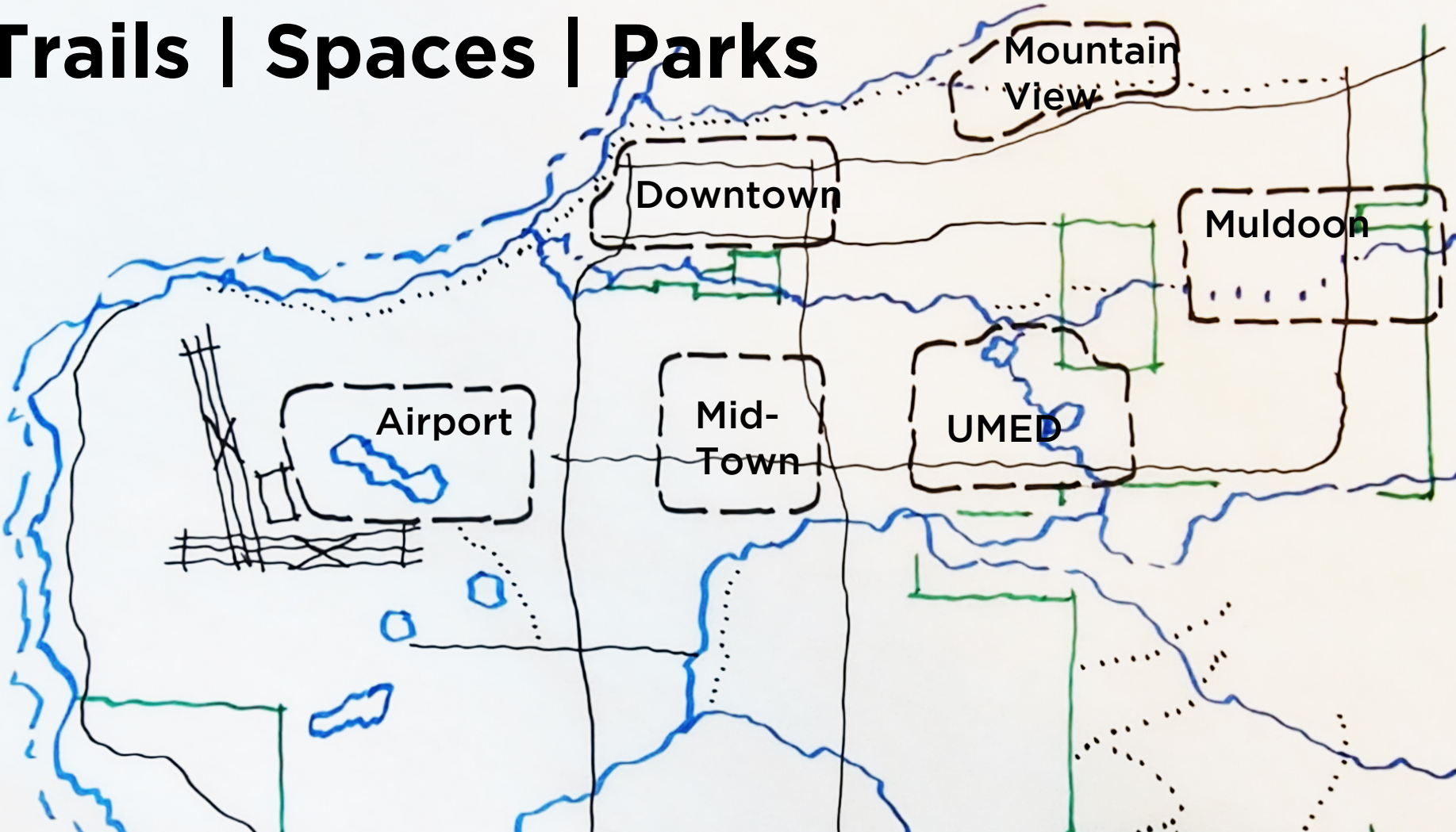
All Route 7A trips serve the airport every day. Route 7J trips only serve the airport on Monday-Friday nights and all day Saturday and Sunday.

Bus Circulator



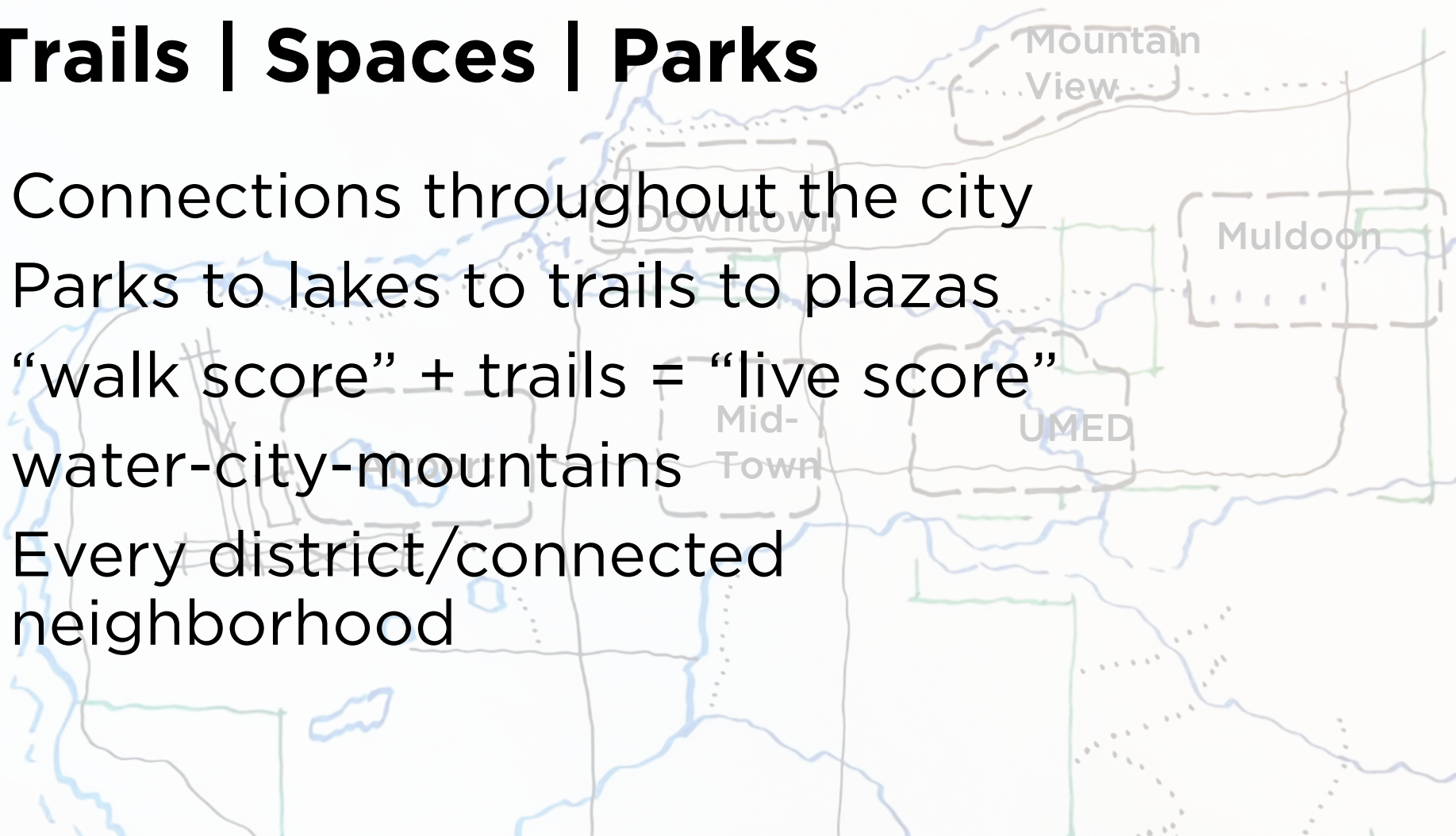
- \$1.00 loop both ways (Auckland, Helsinki)
- Connects jobs, residents
- Connects open spaces, trails
- Used by tourists, visitors
- Connects other transit routes
- Frequent headways-with app(s)

Trails | Spaces | Parks

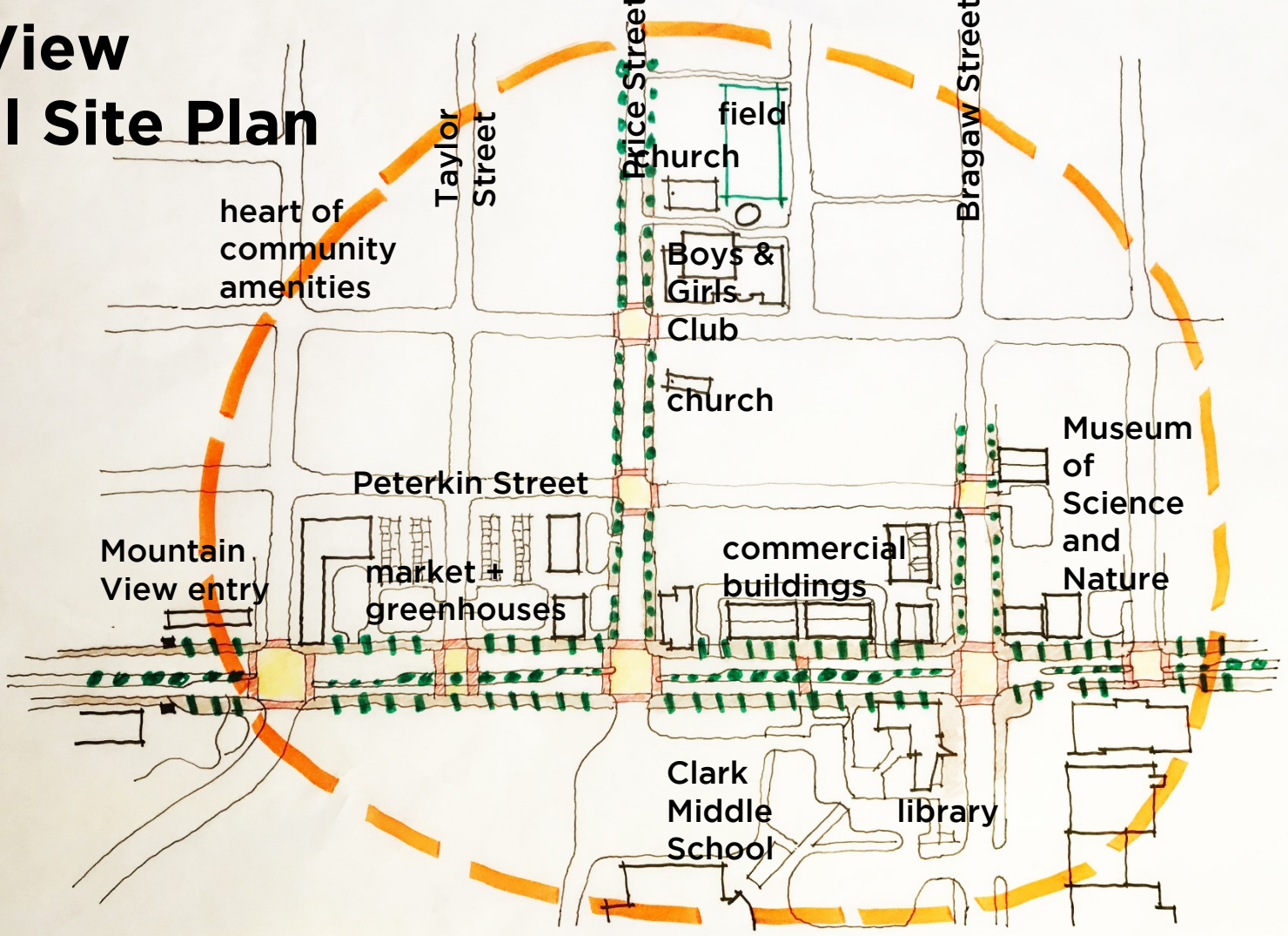


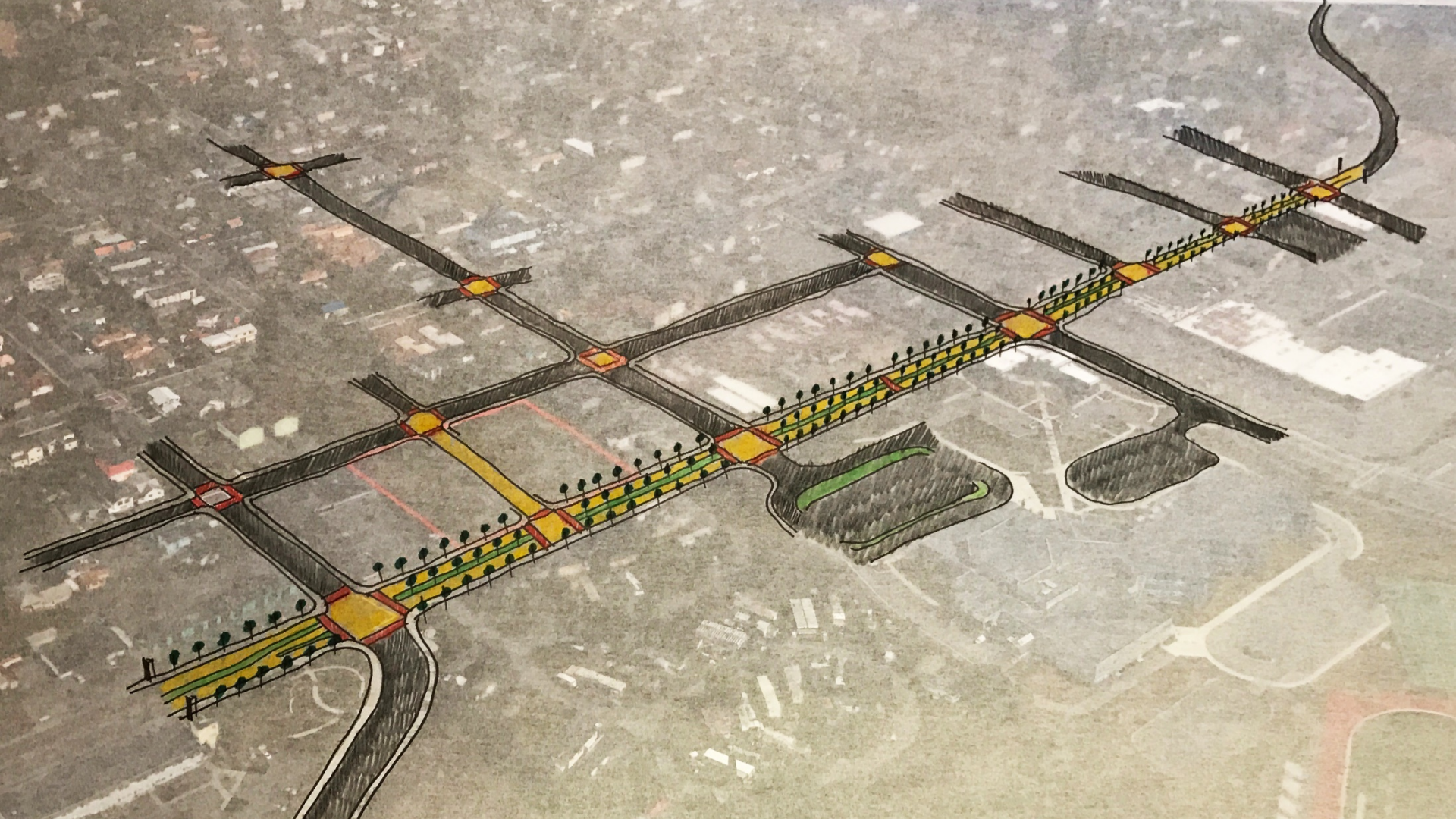
Trails | Spaces | Parks

- Connections throughout the city
- Parks to lakes to trails to plazas
- “walk score” + trails = “live score”
- water-city-mountains
- Every district/connected neighborhood

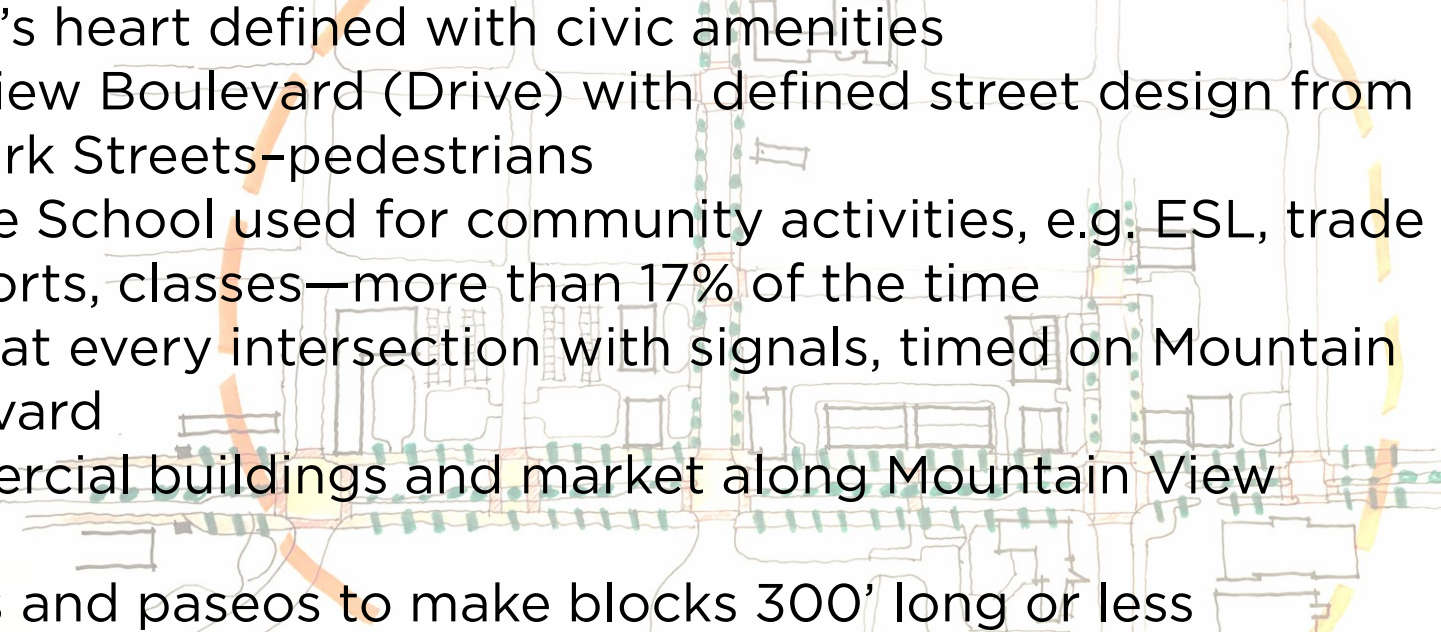


Mountain View Conceptual Site Plan



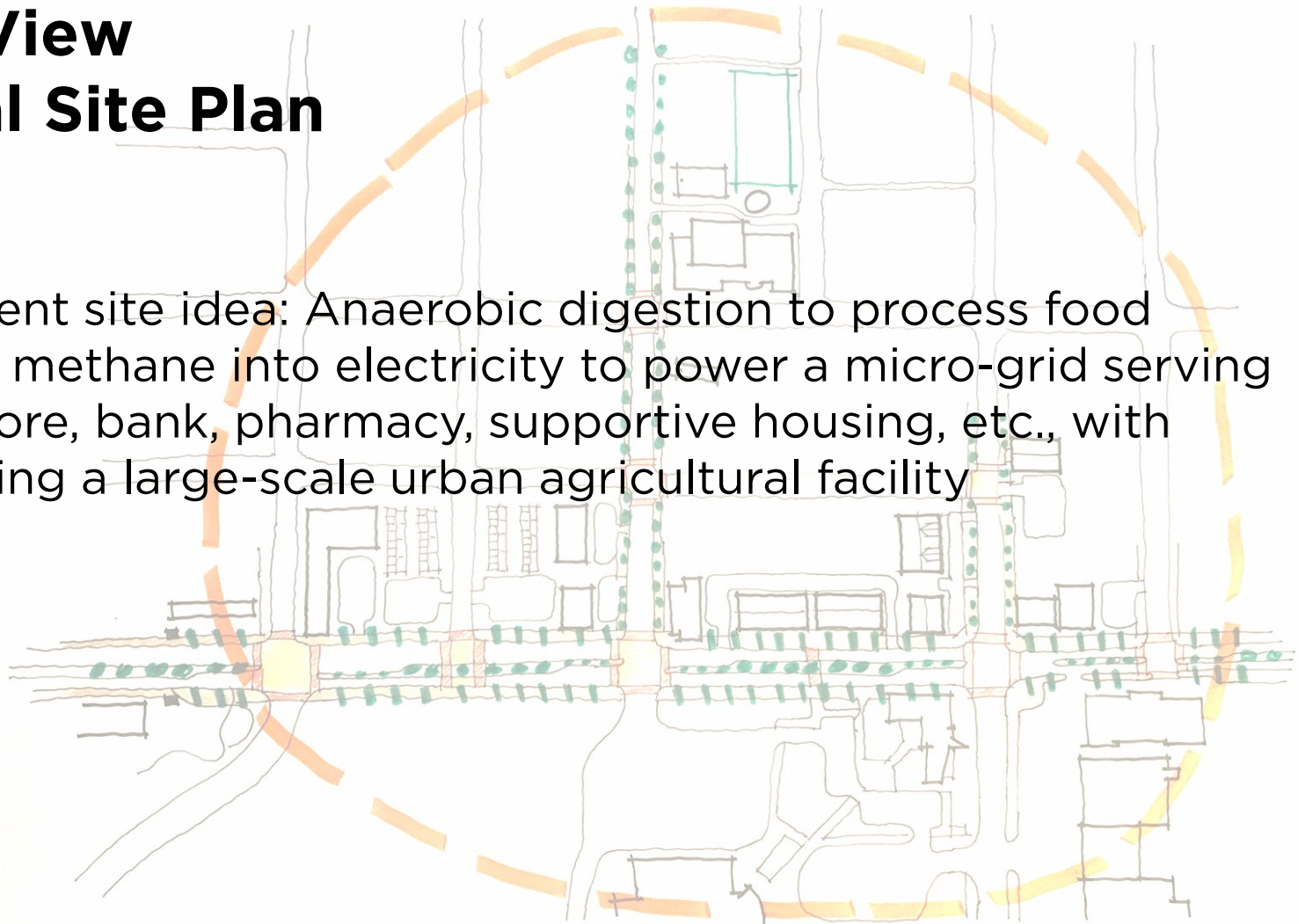


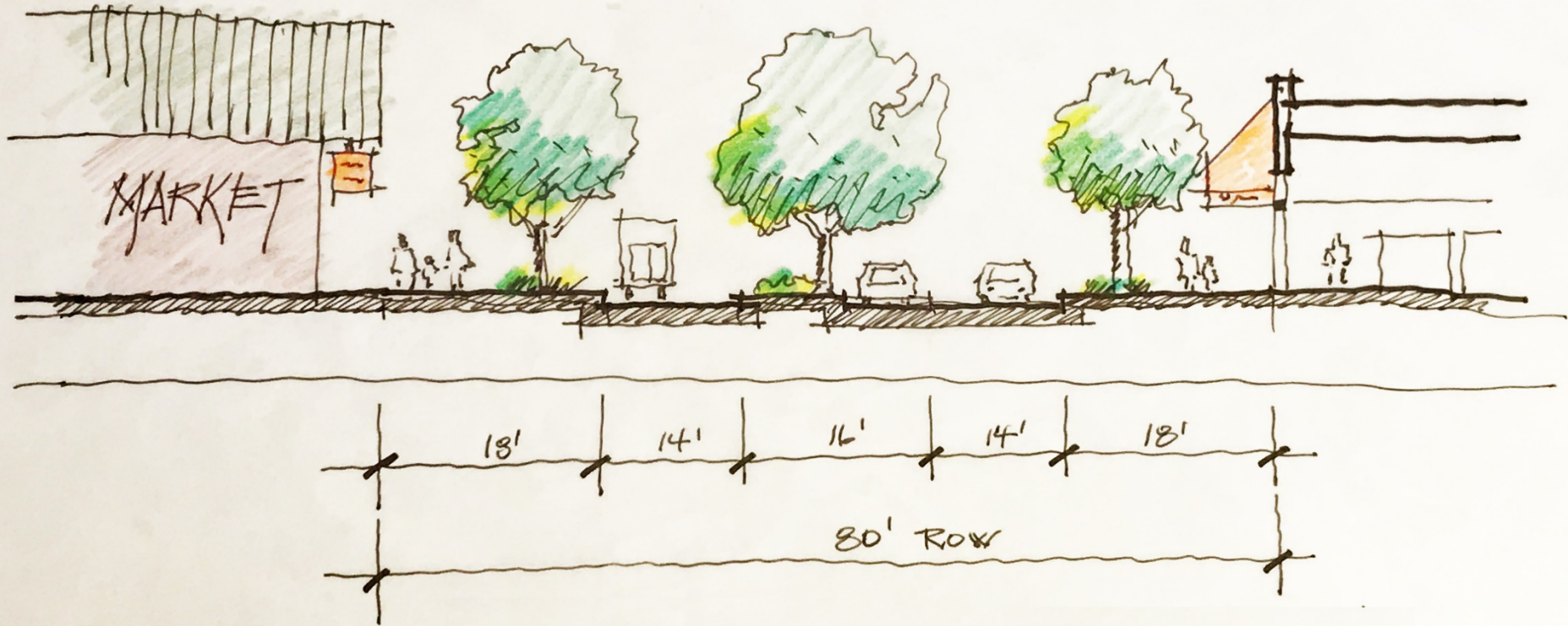
Mountain View Conceptual Site Plan

- Community's heart defined with civic amenities
 - Mountain View Boulevard (Drive) with defined street design from Taylor to Park Streets—pedestrians
 - Clark Middle School used for community activities, e.g. ESL, trade training, sports, classes—more than 17% of the time
 - Crosswalks at every intersection with signals, timed on Mountain View Boulevard
 - New commercial buildings and market along Mountain View Boulevard
 - New streets and paseos to make blocks 300' long or less
- 
- A conceptual site plan for Mountain View. The plan shows a grid of streets with a central horizontal boulevard, Mountain View Boulevard, highlighted in orange. A vertical street, Clark Middle School, is also highlighted in orange. The plan includes various building footprints, some in green and some in orange, and a network of streets and paseos. The overall layout is designed to create blocks 300 feet long or less.

Mountain View Conceptual Site Plan

- Development site idea: Anaerobic digestion to process food waste into methane into electricity to power a micro-grid serving grocery store, bank, pharmacy, supportive housing, etc., with waste fueling a large-scale urban agricultural facility

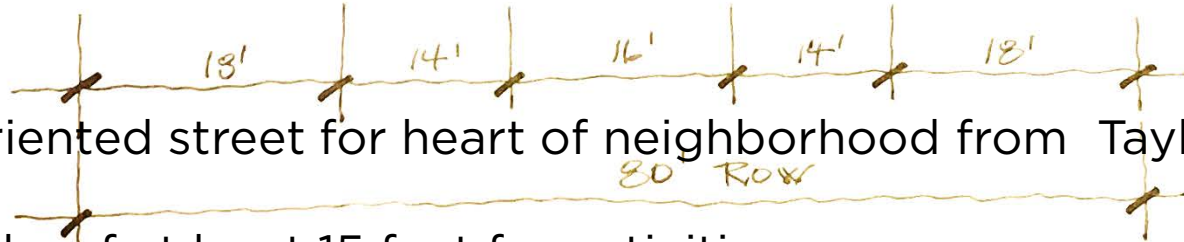
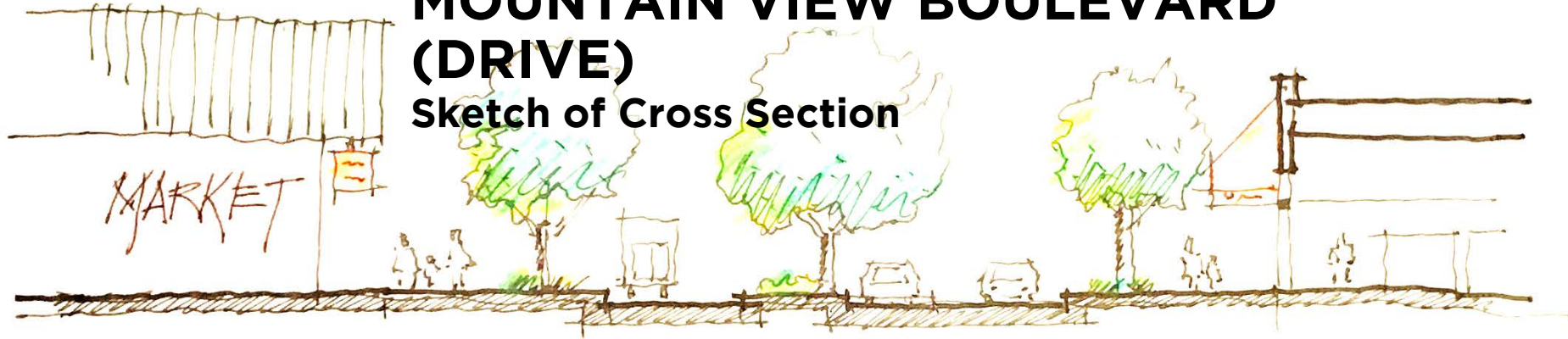




**Section: Mountain View Boulevard (Drive)
at Park Street**

MOUNTAIN VIEW BOULEVARD (DRIVE)

Sketch of Cross Section



- Pedestrian oriented street for heart of neighborhood from Taylor to Park Streets
- Wide sidewalks of at least 15 feet for activities
- Pilot program of striping to test idea of 80 feet right-of-way, followed later by decisions to make permanent
- Canopy trees at sidewalks and medians
- Entry features for Mountain View east of Park and west of Taylor



frequent bus service
Debarr Road

affordable housing without displacement

library/ social services

Access to Open Space

affordable housing without displacement

Muldoon Road

to downtown

MULDOON DISTRICT

Conceptual Site Plan

- Connections across Muldoon Road at grade
- Modified Muldoon Street for easier pedestrian crossings and an optional pedestrian bridge to Muldoon Park
- Commercial uses along DeBarr
- Uses at Belgich Middle School for trade school, ESL, community sports and other classes
- Several types of residential uses from rehabilitation to townhouses
- Rehabilitate the commercial center with library and civic uses
- Development idea: Big box and Belgich Middle School rooftop solar with battery storage supporting micro-grid serving grocery stores and school as emergency operations node and evacuation center

MULDOON ROAD at DEBARR ROAD

Sketch of Cross Section



MULDOON ROAD at DEBARR ROAD

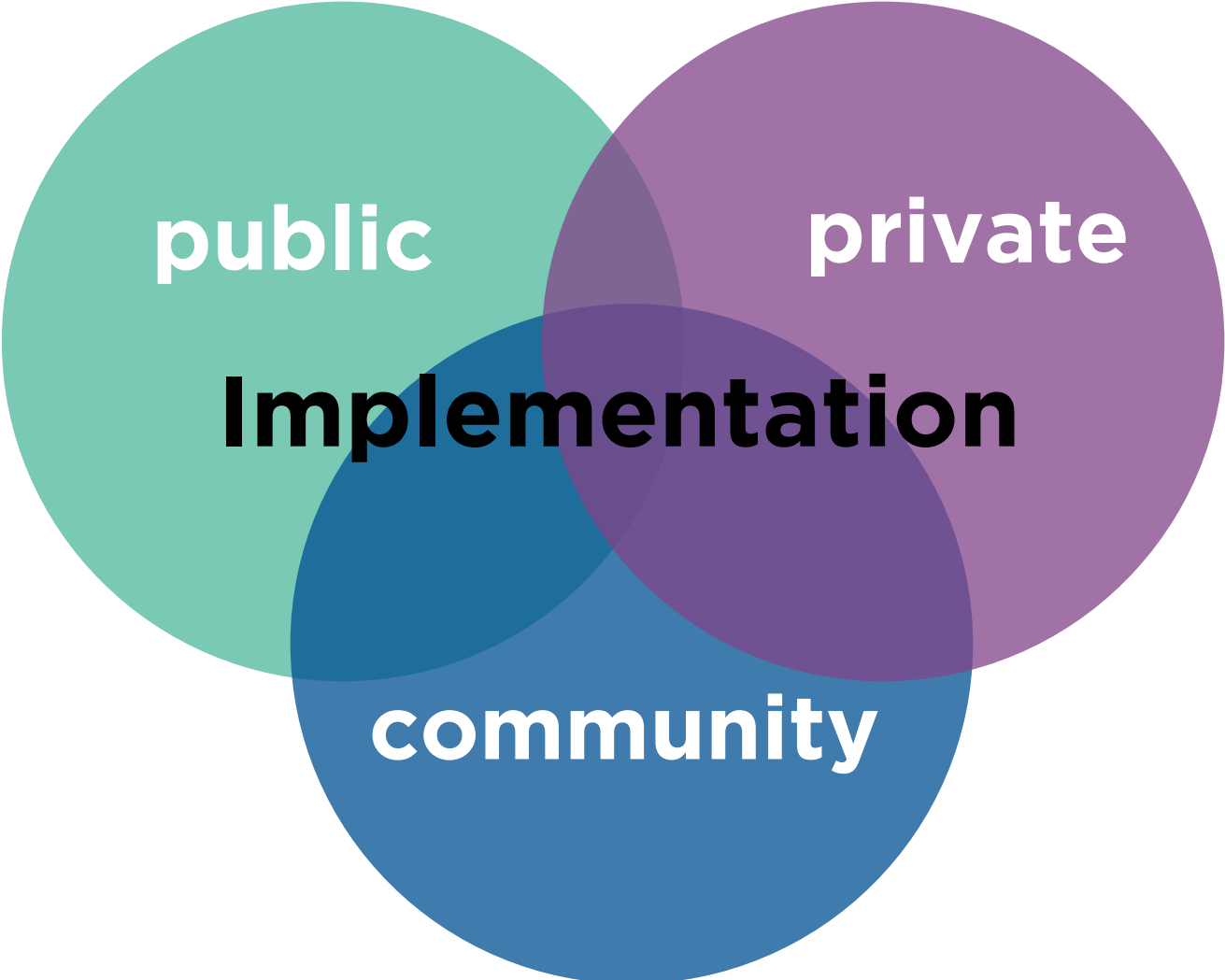
- Changed street for heart of Muldoon from 11th to Court to Island Drive
- Wide sidewalks of at least 15 feet for activities and pedestrian safety
- Pedestrian, bike, sled bridge with ramps at DeBarr
- Two lanes of traffic with left turns at Creekside Center Drive
- Canopy trees along sidewalks on each side of Muldoon





Presentation Outline

1. Observations
2. Resilience
3. Mountain View + Muldoon Districts
4. **Implementation**
5. Conclusions + Homework



public

private

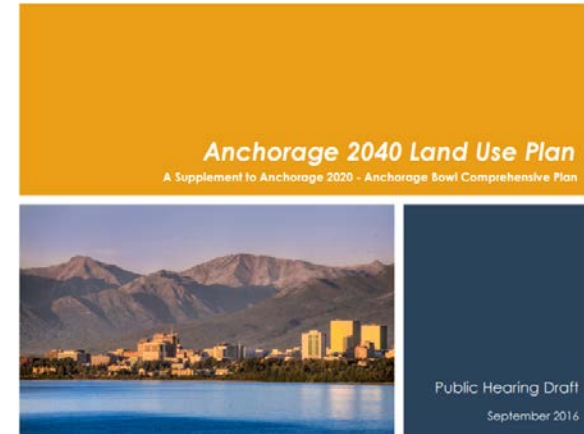
Implementation

community

public

Planning is Foundational

- Comprehensive Plan Update
- Neighborhood and District Plans





public

Planning Challenges

Challenges:

- Re-zoning restrictions from State of Alaska
- Developers cite uncertain interactions with Community Councils leading to prolonged pre-development processes
- Representation on and participation in Community Councils
- ‘Tragedy of the Commons’

Current system seems to facilitate getting to “no”

*Structured to prevent government from regulating land use,
but not your neighbors*



public

Idea 1: Invest and Support Community Councils

Capacity Building for Community Councils

- Leverage relationships with local on-the-ground, community based groups/ non-profits to drive participation
- Establish Civic Engagement Academy to develop capacity for community members
- Communication/ engagement methods for each neighborhood should reflect the neighborhood itself
- Adopting goals/ accountability for representation in civic service



public

Idea 2: Neighborhood Planning Division

- Assign neighborhood planner from plan initiating through plan implementation
- Neighborhood Planner:
 - Develops credibility within neighborhood and champions the vision
 - Understands context-sensitivity re: communication of engagement opportunities
 - Provides neighborhood with implementation progress reports to maintain momentum
 - Shepherds compatible development applications through the process – achieves a fair, clear, and predictable predevelopment timeline

public

Idea 3: Align Plans with Capital and Private Investment

- Align/ sequence plan-compatible capital investments with approved neighborhood plans and private development
- Align with Redevelopment Focus Areas





community implementation roles

people living in balance

engage

educate

participate

empower

community

Welcoming Anchorage

Bridge Builders of Anchorage

building a community of friends
and neighbors from all racial and ethnic backgrounds



engage



engage

welcome kit for newly arriving residents in their language to promote:

connected, safe and healthy communities

economic development and entrepreneurship

education + ESL skill development

equitable access

civic engagement



educate

civic engagement academy





educate

understand and engage with center of city power structures

course on city governance, systems and processes hosted by the city at city departments and offices of elected officials



participate

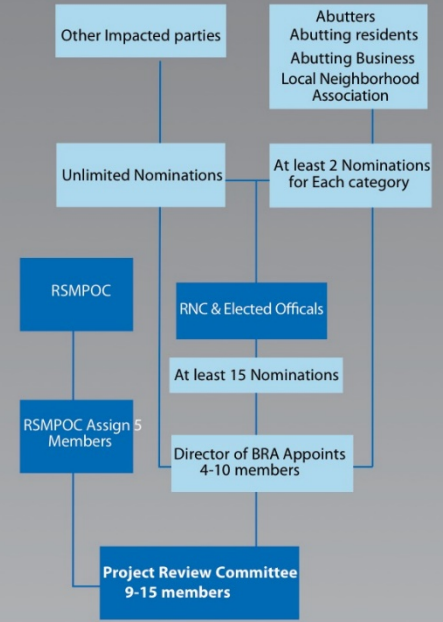
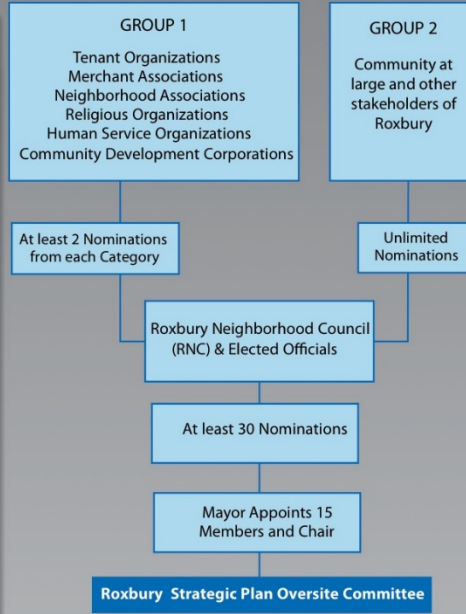
Role Of The Roxbury Strategic Master Plan Oversight Committee (RSMPOC)

Oversees implementation of the master plan in the disposition of publicly owner parcels

- Proposing land use programs
- Recommend the order of parcel disposition
- Coordinating public comment and input
- Review drafts of RFPs
- Recommend changes to RFP
- Creating subcommittees to review individual parcels
- Coordinate with other existing neighborhood review committees

Promoting the Roxbury Strategic Master Plan

- Set benchmarks and review on the proposals for effectiveness of the plan on the activities of RSMPOC
- Public outreach of communication
- Review zoning in concert with RNC
- Identify funding sources to implement the plan



Roxbury Strategic Master Plan Oversight Committee (RSMPOC)

The Roxbury Strategic Master Plan Oversight Committee will be broadly representative of the entire Roxbury neighborhood and have a transparent organizational structure recognized by the community, its elected officials and city government. The RSMPOC will be ultimately accountable and responsible to the community. In addition to oversight duties, the RSMPOC can participate in other planning activities with the advice and consent of the RNC, such as comprehensive zoning review.

The RSMPOC will have representatives from a broad range of neighborhood organizations and community stakeholders and be able to solicit input and resources from the community to support it on key issues. In addition, the RSMPOC will need to work effectively with the city, state and federal agencies, as well as other public and private neighborhood stakeholders.

Project Review Committees (PRC)

When the BRA issues an RFP for a specific parcel, the RSMPOC will form a PRC that will consider the disposition, developer designation, and the status and Plan compliance of proposals or ongoing projects on particular parcels. The PRC is an advisory committee that will make recommendations to all public agencies involved in the disposition process, the RNC, elected officials and the whole community.

neighborhood plan oversight committee



participate

implementation planning process as a way to promote participation + transparent planning and organizing structures

- sub-committee of community council
- promote plan
- collaborate with city government and elected officials
- identify funding opportunities (and apply for grants)
- evaluate effectiveness of plan for changing/ evolving neighborhood dynamics
- work closely with neighborhood planner
- leadership is identified to serve on community councils

community

**empower
community
building leads to
self
determination**



community councils



private

Private Sector Implementation Roles

- Groundtruth: Align public sector and community expectations about the possible while incorporating innovative strategies to exceed commonly held expectations
- Invest: Provide capital from multiple sources with differing return hurdles. Private Equity; Philanthropic; Taxable and tax exempt private activity bonds; EB5
- Build: Develop in accordance with shared public vision for community development and economic growth. Provide expertise and guidance to develop from concept to turn key
- Management: Responsible for upkeep and maintenance of public realm



Presentation Outline

1. Observations
2. Components of Resilience
3. Mountain View + Muldoon districts
4. Implementation
5. **Conclusions + Homework**

Conclusions

- Anchorage's resilience will be tested in this period of great change and opportunity
- Anchorage's rich history and diverse culture should be reflected in its built environment and public realm
- Limited public resources and tools require leveraging funding from partners in private sector, capital markets, philanthropies and non-profits to implement the city's vision of resilience
- City needs to invest in the community to ensure meaningful engagement and empowerment to make a more resilient Anchorage
- Mountain View and Muldoon offer opportunities to pilot solutions that enhance resilience

Homework

1. Create list of all available finance tools
2. Create inventory of tools you know about but have not used
3. Outline the process for implementing the Mountain View Plan (like in Roxbury, Boston)
4. Initiate conversation with Tribal Corporations about potential to partner on investments

Next check-in:
Rose Fellowship Retreat
Seattle, May 2

Thank you to the following people; their assistance was essential to the panel's work:

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