

# Section 3: Action Strategies and Actions to Achieve the Plan



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### 3.1 Implementation Tools

Achieving the goals of the *2040 Anchorage Land Use Plan* requires sustained actions and decisions by many groups and individuals over many years. To implement the Plan, the Municipality and its partners will need to change certain regulations, permitting processes, and other practices. Partners include government agencies, utilities, neighborhoods, civic organizations, and the business community, as well as property owners and developers. The municipal Planning Department will coordinate many of these actions.

Section 3 identifies changes needed to implement the goals and policies presented in Sections 1 and 2. Section 3.1 identifies the implementation tools available to the Municipality. Section 3.2 recommends essential mechanisms, known as Strategies, that use the tools described in 3.1. Section 3.3 provides a specific **Actions Checklist**. The checklist outlines time frames and responsibilities for a range of Actions. Some of the Actions are illustrated in an *Actions Map* at the end of the section.

To ensure success with the *2040 LUP's* recommendations, status reviews and updates to the Actions Checklist are critical. Updates recognize Actions that have been completed or when an Action is found to be insufficient to accomplish its policy. In that case, the policy guidance still holds and an alternate Action should be found. The *2040 LUP* is intended to be a "living document," and its Strategies and Actions updated regularly as new opportunities and information arise.

The primary tools that the Municipality uses to guide land use changes and implement this Plan include:

#### A. Zoning and Development Regulations

Zoning and subdivision regulations (found in Title 21 of the Anchorage Municipal Code) are the primary land use and development controls. Zoning regulations apply three sets of rules to properties:

- The kinds of uses that are allowed;
- Form regulations, such as height and setbacks; and
- Site development regulations, such as parking and landscaping.

Subdivision regulations guide platting actions, lot patterns, and how particular parcels can be subdivided into two or more smaller parcels or combined to form larger parcels.

These Title 21 regulations ensure development compatibility and provide for access, infrastructure, and safety.

Other development regulations include the building code, traffic engineering policies, and the municipal Design Criteria Manual. Together, these shape the location, intensity, and physical character of development.

Administrative procedures for review and approval of proposed developments also influence land use patterns. The permitting process may be more intensive for conditional

uses or exceptions. Projects that achieve certain city objectives may be expedited.

#### B. Capital Improvements

The Capital Improvement Program (CIP) and AMATS Transportation Improvement Program (TIP) are the two primary municipal planning and budgeting processes used to determine cost, timing, funding, and priorities of capital projects. The CIP spans a six-year period, while the TIP spans a four-year period. Other agencies, such as the Anchorage School District and the Alaska Department of Transportation and Public Facilities, have their own capital improvement planning processes, which inform or coordinate with the CIP and TIP.

Municipal general obligation bonds, revenue bonds, developer exactions for off-site infrastructure improvements, and state and federal intergovernmental grants usually finance capital projects. Because of limited public dollars, the Municipality must balance infrastructure investment priorities with available revenues and funding. This Plan intends that future updates to the CIP be consistent with the priorities established in the *Comprehensive Plan*.

Functional plans direct improvements to public facilities and services, such as transportation, trails, parks and recreation, and water and sewer systems. Facility planning guarantees there are adequate public facilities to serve existing and new development, reduces the cost of serving new development with public facilities, and

ensures that facilities will be in place when development occurs. The plans provide input into the CIP's annual Capital Improvement Budget.

### C. Financing and Taxation

The Municipality can adopt financing and taxation policies that incentivize important developments that are difficult to finance, such as multifamily housing or industrial “traded sector” businesses, and development within Reinvestment Focus Areas. New incentives would support reinvestment in revitalization priority areas. Municipal financial incentive tools include:

- Property tax abatements, where the current property tax rate is locked in for up to 10 years. This provides property tax relief and frees up funds to invest in property development, for example, on properties identified by the Municipality as deteriorated, per Municipal Code. Tax deductions or tax credits may also be employed.
- Forgivable loans, loan guarantees, “below-market” interest rate loans, revolving loan funds, or in-kind benefits or grants.
- Municipal bonds, by which the Municipality may issue debt in the form of general obligation bonds, revenue bonds, or other bonds, to finance facilities or projects. Investment by the Anchorage Community Development Authority (ACDA) in development projects, using its bonding capacity as authorized by the Assembly, is also possible.

### D. Land Acquisition and Preparation

Land banks and development authorities specialize in the acquisition or management of land to achieve a public policy—such as natural area conservation, public land reserves, or conversion of foreclosed property into productive uses like housing.

The Anchorage Community Development Authority (ACDA) has the authority to acquire and amass vacant, underutilized, or compromised properties. Such lot consolidations and municipal investment in public infrastructure may be used in tandem with other tools to facilitate redevelopment and catalyze new development.

The Heritage Land Bank (HLB) and municipal Real Estate Services (RES) are divisions of the Real Estate Department (RED). The HLB manages municipal-owned real estate in the HLB inventory. RES administers the tax foreclosure process and manages real estate in the general municipal inventory.

The HLB manages and surpluses public land for new schools, parks, or other developments. HLB is also creating a wetland mitigation banking instrument where conservation easements are employed to preserve natural areas.

The RED in conjunction with other agencies may administer brownfield remediation programs that clean up and prepare contaminated sites constrained by cleanup costs.

### E. Coordination and Partnerships

Much of what Anchorage residents and businesses want for the future goes beyond what the Municipality can provide on its own. Partnering with other entities is key to achieving the *Comprehensive Plan*.

Public-Private Partnerships provide cost-effective services or facilities for use by the partners and the general public. An example of this is a Business Improvement District (BID). BIDs are designated areas in which property and business owners assess (tax) themselves to collectively fund the district's maintenance or improvements. The Anchorage Downtown Partnership is a BID.

Other government agencies exercise land management controls that are not under the Municipality's direct jurisdiction. Nevertheless, this Plan constitutes the Municipality's public policy as to how state and federal land management agencies should conform to the *Comprehensive Plan*.

Many of the Actions and Strategies that implement this Plan (e.g., RFAs) rely on building and maintaining strong partnerships among municipal and state agencies. Such is the case for roadway and utility construction, planning, maintenance, and administrative coordination. State agencies such as DOT&PF, ADEC, and ADF&G, and the various utilities will continue to be active partners.



## 3.2 Essential Strategies

The 2040 LUP presents 12 strategies as a means for accomplishing Anchorage's desired land use goals.

**Strategies** are pathways, or key mechanisms, to carry out the *2040 Land Use Plan*. They provide details for how to meet the Goals and Policies of Section 1 and achieve the land uses in Section 2 (Figure 1-14 on page 15). Strategies are long-term engagements that involve forming lasting partnerships among multiple organizations and the community. These Strategies are implemented through Actions.

**Actions** are the specific measures to carry out the Policies and Strategies. An individual Action is often part of a longer-term Strategy. Actions are short-term steps: Most have an identifiable end state after which the Action is considered complete. The Actions are presented in Section 3.3. The following Strategies drive many of the Actions.

### Strategy 1: Phasing of Growth and Investment

Phasing of new development and public infrastructure is integral to how the Plan is implemented. While this Plan guides growth to 2040, not all of that growth will occur everywhere all at once. Phasing and prioritization of limited public investments within key locations will help achieve community goals for housing and job growth.

The Municipality will balance its priorities to phase growth and infrastructure investments over time. Phasing allows flexibility in how growth or public service upgrades occur.

Phasing applies specifically to growth-supporting features of this Plan, such that only one or two Transit-supportive Development and Greenway-supported Development corridors may receive attention at any given time. The general order of phasing priority appears on the *Actions Map*.

If growth is slower than expected, phasing allows the city to make substantial progress in at least some mixed-use Centers, Transit-supportive Development corridors, or new Greenway corridors. The number of areas seeing improvement will be in synch with the rate of economic and population growth.

The strategy is to develop and implement phasing mechanisms and apply them across the various infrastructure entities.

### Strategy 2: Reinvestment Focus Areas

One important phasing mechanism is the identification of Reinvestment Focus Areas (RFAs). RFAs direct infrastructure investments, incentives, and other actions to catalyze infill and redevelopment in strategic areas. This will spur new compact housing and business investment within targeted urban centers, mixed-use corridors, industrial employment areas, and older neighborhoods. Investment in infrastructure may include a combination of streetscapes, sidewalks,

drainage systems, utilities, parks, schools, and civic amenities, etc. These can be coordinated with incentives, such as tax abatement, land assemblage incentives, or permit review assistance. Targeted reinvestment in older neighborhoods and commercial areas will enhance quality of life and improve a neighborhood's ability to attract and retain residents and businesses.

This strategy focuses public redevelopment efforts on a few neighborhoods or districts each year. It maintains these priorities until infrastructure or services are in place that support private investment. The focus then moves to another area in a phased manner.

Selection of RFAs should follow criteria that begin with factors 1 through 11 at the end of Section 1.3, *Areas of Growth and Change* (pages 26-27). In particular, RFAs exhibit the following characteristics to a high degree:

- Close proximity to major employment centers.
- Walkable to area shopping and attractions.
- Development-ready sites.
- Potential for additional housing.
- Interested land owners.
- Sufficient infrastructure capacity with cost-effective public investment.
- Avoids natural hazards or big constraints.

In conformance with these criteria, RFAs should be areas of anticipated growth on **Map 1-2, Areas of Growth and Change**, and of compact housing or mixed use on the *2040 Land Use Plan Map*.

In addition, an RFA demonstrates need, opportunity, and local support. It is in need of public-sector assistance to catalyze private-sector reinvestment. It is also an area of opportunity expected to give the greatest return on the public investment and incentives--producing more new housing, yielding greater economic development, and creating great places where people want to live, work, and play.

This Plan identifies RFAs for a near-term focus of implementation and candidate RFAs for future prioritization. During the 2040 LUP planning process, three RFAs rose to the top as initial priorities for implementation. The priority RFAs are depicted in dark purple on the *Actions Map* at the end of Section 3:

1. South Downtown Residential Mixed-use
2. Central Spenard
3. West Fairview / Third Addition

RFA implementation will require a new formal selection and approval process by the Assembly that would incorporate procedures and responsible parties for taking actions. This should include a development feasibility screening process to confirm the basic infrastructure exists or can be provided to support the focused development. It should also include a review against the other criteria in this section. This new municipal process will provide policy, staffing, and budget directives to guide RFA implementation and funding.

Additional RFAs were identified that could become top priorities as phasing progresses.

These candidate RFAs are depicted in light purple on the *Actions Map*:

- Boniface / Riviera
- Bragaw / Northern Lights
- Denali Street Area / Fish Creek
- East Creekside Town Center
- Fireweed / Northern Lights
- Ship Creek Mixed-use (PCD zone area)
- South of Dowling / Seward Industrial
- South UMED Residential/Mixed-use
- Spenard Town Center

This Plan retains flexibility for the Municipality to add, remove, shift, or re-prioritize the RFAs. The list of RFAs above and their locations and boundaries depicted on the *Actions Map* are flexible. This Plan also allows for encouraging redevelopment/reinvestment on sites outside of RFAs in response to future land use needs, opportunities, market demands, and emerging trends.

Once the Assembly adopts a new formal RFA selection and approval process, RFAs would be implemented through small-area implementation plans (Strategy 11) and other strategic actions, such as an infrastructure inventory, Return on Investment (ROI) analysis, and incentive identification. Development agreements, targeted area rezonings, and other strategies in this section are applicable in RFAs. In some cases, the Municipality would sponsor traffic impact modeling or other analyses as part of feasibility determinations or for clarification of planned housing densities, other uses, or streets and access.

### Strategy 3: Provision and Financing of Infrastructure

This strategy identifies ways to finance and provide infrastructure improvements. It seeks to coordinate infrastructure planning and prioritize infrastructure investments that yield the greatest return.

Infrastructure improvements retain or expand the capacity of streets, public parking, pedestrian facilities, public transit, schools, water and wastewater facilities, and other public infrastructure. These improvements are necessary to provide more housing and jobs in areas designated for infill and redevelopment.

Assisting in the financing or provision of new infrastructure needs to be balanced with current infrastructure maintenance and safety obligations. As the Municipality and its partner agencies move forward, it is important that an ROI analysis on infrastructure investment options be performed to prioritize proposed projects.

Preparing an asset inventory of existing infrastructure conditions and capacity in areas intended for growth or revitalization is necessary to inform long-term capital improvement programming.

#### Infrastructure Finance Strategies

The following funding methods are viable considerations for the Municipality:

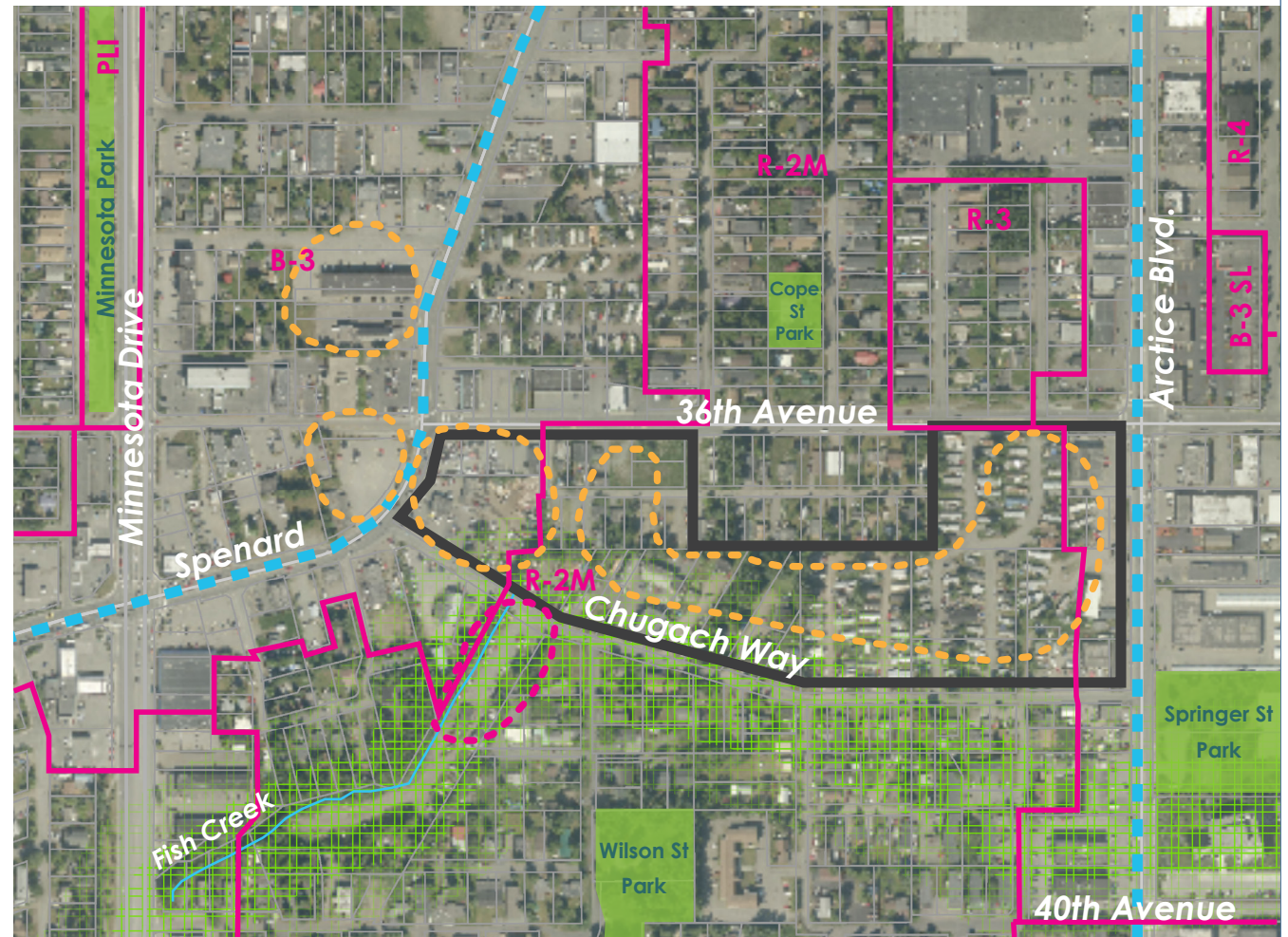
*Revenue Bonds:* Municipal revenue bonds can be secured by user fees from a project financed

Figure 3-1. Central Spenard Reinvestment Focus Area: Chugach Way Vicinity

### Action Items From Actions Checklist Table Fig. 3-5:

- 2-2 and 2-3: Central Spenard RFA
- 4-3: By-Right Parking Reductions
- 4-5: Utility Engineering Design Criteria
- 4-6: Reduced Internal Driveway Widths
- 4-7: Accessory Dwellings
- 4-10: Small-lot Housing
- 5-3: Infrastructure Asset Inventory
- 5-1: CIP Priorities

-  Transit-supportive Development Corridor bus route
-  Greenway-supported Development Corridor
-  Targeted Area Rezoning Boundary
-  Potential Mixed-use Residential Redevelopment Sites
-  Zoning Boundaries





by the bonds, or from a special tax approved by voters. For example, parking garages and water and sewer systems are generally at least partially supported by user fees. The Anchorage Community Development Authority (ACDA) is a public corporation with the authority to sell, issue, retire, or service bonds for the purpose of paying for a municipal facility. The ACDA can bond for parking facilities to serve a designated Reinvestment Focus Area.

*Intergovernmental Grants* are available to help restore natural features, build transit corridors, develop and maintain housing, and make public health-related pedestrian improvements. Examples include EPA funds and HUD grants.

*Area-specific taxes* provide ways to finance capital improvements that provide a special benefit to the properties within the area boundary. These include:

- *Local Improvement District (LID)*. LID formation can lead to the finance of road or utility infrastructure through the sale of bonds and the retirement of those bonds via annual payments by the property owners within the district. This enables public utilities to deliver infrastructure to targeted development areas.
- *Business Improvement Districts (BID)*. BIDs are designated areas in which property and business owners vote and approve to tax themselves to collectively fund services, maintenance, or improvements in a district.
- *Tax Increment Finance (TIF) Districts*. TIFs are discussed in Strategy 4.
- *Payment-in-lieu-of-taxes (PILOTs)*. PILOTs are

agreements with institutions not subject to local property tax, such as universities or non-profit medical centers that could contribute funds for municipal services through an agreement.

*Systematic Off-site Improvements Requirements* can provide a more flexible and predictable formula for determining basic off-site improvement requirements for developments. Reforms could create or enhance fee-in-lieu programs versus the current requirement to build off-site improvements.

### Efficient Shared Facilities

In addition to creative financing for additional infrastructure, more efficient and shared use of infrastructure and facilities is also a key strategy.

This includes shared parking facilities and parking districts. The Municipality may encourage or participate in shared parking facilities among multiple businesses, including shared surface lots, shared parking structures, smaller common parking aisles between businesses, reconfiguration of on-site parking layout to more efficient shared parking areas, and managed on-street parking.

Shared use of public facilities can also occur. For example, the Anchorage School District could establish a *facility sharing and maintenance partnership* with the municipal Parks and Recreation Department.

The infrastructure strategies above use special agreements and partnering mechanisms. In particular, *Development Agreements* commit the

Municipality to provide infrastructure and lock in the development standards, providing certainty for all parties and enabling larger projects to be financially feasible.

### Strategy 4: Financial and Taxation Incentives

Developers and other private businesses interested in creating new projects are generally confronted with a lengthy, capital-intensive process that may need public-sector participation on several fronts. Sometimes market conditions, lending requirements, and other issues leave “gaps” in the private financing necessary to move a project forward. Strategic public financing tools can be invaluable to fill those gaps. Because the interests of the private-sector and governmental entities are aligned in terms of urban revitalization, housing, economic development, and job creation, private businesses and the public sector can successfully partner toward efficient, strategic development. These partnerships may utilize public resources, such as public land, bonding capability, permit assistance, and other tools, as catalysts for desired types of private-sector investment and development.

This strategy requires creativity and an understanding of the existing financing tools and techniques available. Classic public financing and economic development tools (such as those listed on pages 69 and 70), as well as new and innovative funding mechanisms, can leverage desired projects that are difficult to finance without public-sector involvement.



Financial and taxation assistance will be needed to spur the kinds of growth in some of the locations that the *2040 LUP* envisions. For example:

- Improve the existing state statute regarding deteriorated properties and economic development status to simplify the administration and application of tax abatement. Tax abatement will be used in Anchorage with an emphasis on incentivizing new housing.
- Amend state law to allow the use of Tax Increment Financing (TIF). TIF is another means of encouraging private investment in deteriorating areas by allowing local governments to use future property tax revenues to finance the current infrastructure costs needed to attract development.
- Form public-private partnerships to advance projects, by: leveraging access to development project grants that require public entity participation; providing permit application assistance or waiver of fees; or using local or state properties deemed excess to public need as catalytic development sites.
- Pursue funding sources to assist site assessment and cleanup of contaminated (brownfield) sites to return parcels to development-ready condition.
- Evaluate “land-based” taxation as a means to encourage properties with low-density uses, such as commercial parking lots or ministorage, to redevelop to higher-intensity uses in designated policy areas where usable land is at a premium.

### Strategy 5: Development Permitting Assistance

This Plan recommends several improvements to the municipal development permit review process.

The first improvement creates a “Project Review Management Service.” This service would help applicants navigate the permit review process if their proposals meet certain criteria. It would be available to development proposals that achieve certain objectives of the *Comprehensive Plan*, such as workforce housing, compact housing types, adaptive reuse of older structures, or industrial “traded sector” businesses. It could serve projects with challenging site conditions (e.g., floodplain, slope, or wetlands), complex reviews, or phased permits. It would serve proposed rezonings that implement the Land Use Plan Map. (See Strategy 6.)

Under the Project Review Management Service, a project manager would be assigned to a project’s review process. The service would assist the applicant in understanding municipal requirements and identifying issues up front, helping them to submit complete applications, and avoid delays. It also facilitates interagency reviews.

Strategy 5 could also prioritize development application processing in designated Centers, such as Downtown, and in the RFAs.

To carry out Strategy 5, the Municipality will need to determine and provide the necessary

resources, weigh the costs for delivery, and determine impacts to existing permit processes. Strategy 6 that follows focuses on permitting assistance in rezonings.

### Strategy 6: Targeted Area Rezonings

The *2040 LUP* does not recommend a Bowl-wide rezoning to bring the municipal zoning map into compliance with the Land Use Plan Map. Instead, where existing zoning does not align with the Land Use Plan Map designation, the Municipality can initiate targeted rezonings for specific areas. It can also reduce barriers to individual rezonings that property owners may bring forward as they determine they are ready to develop, and as the need arises.

The Municipality can expedite implementation of the Plan in priority areas by initiating “targeted area” rezonings with the support of the property owners. For example, a targeted area rezoning to residential mixed-use could enable desired types of development in Reinvestment Focus Areas where there are multiple property owners. Some RFAs may need platting assistance. This strategy may extend to targeted area re-plats as facilitated subdivision platting assistance for housing development in RFAs.

In other cases, the Municipality may facilitate rezonings of industrial land to non-industrial because industrial is not consistent with how the area has developed.

**Figure 3-2. 2040 LUP and Zoning District Cross-Reference**

Types of Places	Land Use Designations	Potential Implementation Zoning Districts as Established in Section 2
<b>Neighborhoods</b>	Large-lot Residential	R-6, R-8, R-9, and R-10; R-7 where designated in <i>HDP</i> Map 2.1 Land Use Plan for 1-3 units per acre.
	Single-family and Two-family	R-1 and R-1A; R-2A and R-2D in attached and two-family areas.
	Compact Mixed Residential–Low	R-2M; R-2D in transition areas; New compact housing district between R-2D and R-2M.
	Compact Mixed Residential–Medium	R-3; R-2M in transition areas; New R-3A mixed-use variation of R-3 in “Residential Mixed-use Development” areas.
	Urban Residential–High	R-4; R-3 in transition areas; R-4A in “Residential Mixed-use Development” areas.
	Small-scale commercial uses in the Neighborhood designations above	B-1A in existing locations or in new locations designated by a neighborhood or district plan; R-4 allows limited ground-floor commercial space within residential projects.
<b>Centers</b>	Neighborhood Center	B-1A and B-1B; CCO overlay zone. Potential new form-based district or overlay zone in “Traditional Neighborhood Design” areas.
	Town Center	B-3 and B-1B; CCO overlay zone. New form-based overlay or district. R-3 and new R-3A (mixed-use variation of R-3) also possible for housing sites.
	Regional Commercial Center	B-3 District.
	City Center	New DT-1, DT-2, and DT-3 in Downtown; PCD and I-2 in Ship Creek; New seismically-induced ground failure overlay zone in parts of Downtown; B-3 with CCO overlay or other overlay in Midtown; R-4 and R-4A also possible.
<b>Corridors</b>	Commercial Corridor	B-3 primarily; secondarily B-1A and B-1B; RO in residential-office areas; R-3.
	Main Street Corridor	B-3 or B1-B, or RO in residential-office locations, with CCO overlay or new overlay zone; potential new overlay or form-based zone in “Traditional Neighborhood Design” areas; R-3 and new R-3A mixed-use variation of R-3 also possible; R-4 or R4-A possible in Fairview.
<b>Open Spaces</b>	Park or Natural Area	PR and PLI.
	Other Open Space	PLI or other districts depending on location.
<b>Facilities and Institutions</b>	Community Facility or Institution	PLI and other districts; utility / public works facilities may be implemented by I-1 and I-2, and antenna farms by AF.
	University or Medical Center	PLI primarily; RO in limited locations, subject to special limitations; zoning to implement UMED Village.
	Airport, Railroad, or Port Facility	MI, I-1, I-2, and PLI; new Airport District; Alaska Railroad Corridor passes through a variety of zoning districts.
<b>Industrial Area</b>	Light Industrial / Commercial	I-1 and Ship Creek PCD.
	General Industrial	I-2 and MI.
<b>Growth-supporting Features</b>	Transit-supportive Development	The underlying base color indicates the land use designation. Potential new overlay zone.
	Greenway-supported Development	The underlying base color indicates the land use designation.
	Traditional Neighborhood Design	The underlying base color indicates the land use designation. Potential new overlay or form-based districts.
	Residential Mixed-use Development	R-4A, and new R-3A mixed-use variation of R-3 district; new DT-3 district in Downtown; RO also possible in designated Centers and Corridors.

The following are justifications for a Targeted Area Rezone:

1. An area specified in Title 21 for additional analysis and potential rezoning.
2. 2040 LUP land use designation and existing zoning are inconsistent, especially within RFAs and Centers.
3. Rezone can further catalyze reinvestment and redevelopment in an area that has received recent public investments.

Strategy 6 also includes ways to reduce barriers to proposed rezonings that conform to the Land Use Plan Map, such as:

- Assist applicants navigating the rezoning process as described in Strategy 5 (Development Permitting Assistance).
- Reduce entitlement application and permit fees through a municipal ordinance.
- Amend the Title 21 rezoning process to reduce unnecessary barriers while retaining the integrity of the public process. This would include eliminating the requirement for approval by an Assembly supermajority if a protest is filed against a rezoning that is consistent with the land use plan.

Figure 3-2 cross-references the 2040 LUP land use designations and their corresponding potential implementation zoning districts. It reflects and summarizes the assignment of zoning districts in Section 2.

### Strategy 7: New Zoning Districts/Overlay Zones

Other adopted *Comprehensive Plan* elements recommend making Title 21 more versatile and responsive to contemporary land use trends. They recommended innovative zoning districts designed to grow the city through compact development in the city's centers, compatible development in existing neighborhoods, and growing key economic sectors.

Examples include the *West Anchorage District Plan's* recommended airport zoning, and the *Anchorage Downtown Comprehensive Plan's* recommendation for new zoning districts to address Central Business District (CBD) revitalization and mixed-use housing. Other neighborhood and district plans call for new overlay zones to encourage pedestrian-oriented mixed-use and neighborhood infill.

The Actions Checklist (Figure 3-5) includes the creation of a number of these innovative zoning tools.

### Strategy 8: Preservation and Re-use of Older Buildings

Older and historic buildings are an important component of distinctive, authentic, and economically diverse places. Older buildings, as second- and third-generation spaces, provide affordable options for start-up businesses and entrepreneurs.

Rehabilitation of existing buildings typically triggers requirements to meet current codes.

However, current codes can inadvertently stymie reinvestment in older buildings in existing urban districts. "Adaptive reuse" is a transitional step to main street or town center mixed-use redevelopment.

Adaptive reuse provisions that support rehabilitation and reuse can jump-start local business investment, attract new businesses that serve the neighborhood, generate more revenue, and be a catalyst for larger redevelopment to come later. It supports an incremental approach, phasing, and a "blended" build-out that includes older buildings, not just new buildings, and that reflects individual owners' objectives and redevelopment capacities. It is a little grittier and more varied than classic mixed-use redevelopments in larger cities but is tailored for Alaskan conditions.

### Strategy 9: Infill Housing Development Regulations

This strategy supports amending Title 21 and other regulations to allow infill housing of many types, and include design standards and address neighborhood compatibility.

It includes expanding provisions for innovative housing types, such as small-lot housing, accessory dwellings, and townhouses. It also includes increasing flexibility in some site development standards that may be obstacles to compact, walkable housing in policy priority areas. Examples include allowing parking reductions by right, reducing traffic mitigation requirements, and reducing internal site drive aisle minimum



width requirements near Downtown in traditional urban neighborhoods such as Fairview. Such reforms might also apply in Transit-supportive Development corridors. It could include more flexible on-site water, sewer, or stormwater engineering design criteria for infill housing.

It also includes exploring compatible ways to allow additional units on small- to medium-sized lots near Town and City Centers as well as other housing priority areas. For example, an additional dwelling on a lot or an additional story may be allowed if it meets compatibility standards for building massing and scale, design, lot coverage, setbacks, and access. New small-lot housing regulations, such as unit-lot subdivisions, can promote efficient use of residential land in a form that is compatible with the neighborhood.

The Actions Checklist (Fig. 3-5) includes a series of code amendments to foster innovative infill housing projects that can fit into the neighborhood context. This Plan intends that this series of reforms include a public planning process.

Additionally, various manufactured home parks may undergo ownership changes or redevelopment during the life of this Plan. The Municipality recognizes that manufactured home parks provide viable, affordable housing choices and neighborhood lifestyle options. This Plan seeks to mitigate the potential loss of manufactured home parks and displacement of residents through deliberate adoption of public policies, actions, and mitigation strategies.

### Strategy 10: Traded Sectors Industrial Site Availability and Readiness

This strategy attracts and retains targeted industrial “traded sector” businesses, which provide well-documented economic benefits in Anchorage. It helps these uses find suitable sites and overcome obstacles to industrial development feasibility on these industrially zoned lands.

The strategy begins with identification of geographic clusters of key industrial uses and traded sectors, along with their supporting supply chain sectors. Outreach to these businesses then helps to identify their characteristic site needs. This informs an enhanced industrial land inventory and property database which assists municipal and business decision-making to better meet the needs of traded sectors.

For example, the improved information and public-private relationships can lead to more targeted, effective land use policies and decisions regarding key industrial areas. Better land use data also provides the foundation for evolving an industrial development readiness program as the second stage of Strategy 10. Such a program includes (a) fiscal tools and (b) a “development-ready” site program to facilitate industrial development and redevelopment. These help overcome expensive obstacles to industrial development feasibility.

Fiscal tools include tax increment financing, property tax abatements, industrial bonds, and prop-

erty acquisition and sale. They can also include enhanced programs by which utilities may pay for up-front costs of extension and be repaid over time.

The “development-ready” site program will provide advance due diligence that “certifies” an industrial site is fully served with infrastructure, utilities, and has all potential development issues documented. This information can enable a user to begin construction within a defined time frame. As more of the development inventory consists of redevelopment sites, most vacated industrial sites will have uncertainty about contamination issues. Many will qualify as brown-field sites for federal programs and funding for remediation if necessary.

### Strategy 11: Special Study Areas/ Small-area Implementation Plans

*Special Study Areas* are locations where additional analysis is needed to refine the land use designation boundaries and local implementation actions. Some areas have been identified through adopted neighborhood and district plans. Others will help implement RFAs.

Some will be study areas for transportation and infrastructure improvements, such as secondary street and sidewalk connections that are needed to support planned growth. In particular, they would focus on where changes are needed to the overall network within the Special Study Area, including the smaller local connectors. It is a level of planning beyond identifying improvements

to just one street or arterial, yet is more local in focus than the entire city transportation network.

Examples include the northern Muldoon Road corridor, Fairview's Gambell/Ingra Street corridor, and the 3500 Tudor Road Master Plan redevelopment area, as well as along the Tudor Road corridor in general between Lake Otis Parkway and Elmore Road. These and other examples are depicted on the Actions Map.

Until new land use designations are adopted from Special Study Areas, existing land use policies and regulations apply to these areas.

*Small-area Implementation Plans* are a tool to evaluate, propose, and help carry out land use or residential density changes to priority areas of the Bowl. These plans can resolve conflicts related to development and growth and direct private and public investment. The plans cover several geographic scales—large parcels, a small neighborhood, or part of a street corridor. Small-area Implementation Plans encompass a specific boundary that has a cohesive set of existing or desired future characteristics. This type of planning works as a partnership between the Municipality, residents, businesses, builders, and developers and includes a public process.

Small-area Implementation Plans are not intended to be *Comprehensive Plan* amendments. Rather than becoming a part of the *Comprehensive Plan*, they serve as master plan processes similar to Area or Development Master Plans for Gird-

wood or Institutional Master Plans procedure for UMED in Title 21. This master plan approach best suits the need for carrying out land use determinations on this scale. In the context of the *2040 LUP*, these plans are identified as key tools for implementing the Plan's land use changes and new planning concepts.

### **Strategy 12: Systematic Monitoring and Amendment of this Plan**

Planning is a process that continues beyond the production of a document. It includes monitoring urban conditions, collecting data on changes over time, and making adjustments to a plan as the need arises. *Comprehensive Plan* amendments are a public process.

Like the rest of the *Comprehensive Plan*, the *2040 LUP* is a "living document." It should be updated based on performance indicators and new information as the city evolves and responds to new circumstances.

Monitoring and periodic assessment of the *Comprehensive Plan* is how the Municipality and public can best measure progress, successes, and challenges in achieving its goals. Performance measures monitor progress toward achieving community goals and provide a basis for periodic plan updates or improvements.

This Strategy requires the creation of new performance measures. (See Actions Checklist, Action 1-2.) Development of a key indicators list

will provide measurable data and insight about progress on key land use issues (e.g., housing production and affordability) that are addressed by this Plan. Regular reports on these indicators can help the public and elected officials judge the effectiveness of the Plan and the Municipality's Strategies and Actions to implement it. The Planning Department is the agency responsible for periodic assessment of the progress being made toward achieving the goals and policies of the *Comprehensive Plan*.

The Municipality may also consider *Land Use Plan Map* amendments concurrently with associated development proposals. A rezoning that deviates from the *2040 LUP* may be appropriate if it demonstrates community-wide benefits or responds to new issues, needs, or opportunities not addressed in the *Comprehensive Plan*. Such a rezoning should demonstrate consistency with the Goals and Policies of *2040 LUP*, and should not set precedents or pose long-term effects that run contrary to the Plan.

Land use decisions, such as rezonings, facility site selections, and area-specific plans, that deviate from the *Land Use Plan Map* should be accompanied by a concurrent amendment to the *Anchorage 2040 Land Use Plan*. This is essential for the *Comprehensive Plan* to remain current and effective as a policy guide. It maintains alignment between land use decisions and *Comprehensive Plan* elements and addresses potential impacts on other parts the community.

### 3.3 Actions Checklist

The Actions Checklist identifies the specific Actions to achieve the *Anchorage 2040 Land Use Plan*. Several tables and maps follow:

- **Figures 3-3 and 3-4** provide the key to the terms and acronyms used in the Actions Checklist.
- **Figure 3-5** is the Actions Checklist identifying the specific Actions to carry out the Plan.
- **Map 3-1** is the **Actions Map**, which shows the location of selected key Actions. Figure 3-6 is an inset of the Actions Map.
- **Figure 3-7**, the Optimal Work Flow diagram, prioritizes the sequence of near-term Actions.

Actions are specific tasks to carry out the Goals, Policies, and Strategies of this Plan. They identify particular programs, regulations, or partnerships. The Actions Checklist assigns Actions to responsible agencies and gives each a time frame. It identifies if the Action requires additional funds.

The *2040 LUP* is structured so that the Actions Checklist will be updated periodically as implementation occurs. Through the plan monitoring and assessment process, Actions can be removed if accomplished or if deemed infeasible. If necessary, the Municipality would seek alternative ways of accomplishing a Policy.


The Actions Checklist table is structured around the 10 Goals identified in Section 1. Actions under each Goal are generally prioritized by time frame, with nearer-term Actions usually first.

**Figure 3-3. Key to Time Frames and Responsible Agencies in Actions Checklist**

Time Frame	Description
Now	Immediate: at time of adoption or within several months after adoption of plan.
1 - 3	Near-term: within 1 to 3 years of plan adoption or amendment.
4 - 6	Medium-term: within 4 to 6 years of adoption or amendment.
7 - 10	Long-term: within 7 to 10 years of adoption until next update of plan.
Ongoing	On-going: continuous; no predetermined start or end; to be worked on for foreseeable future.
Municipal Agencies	Description
ACDA	Anchorage Community Development Authority
AMATS	Transportation Planning Division
ASD	Anchorage School District
AWWU	Anchorage Water and Wastewater Utility
DevServ	Development Services Department
DHHS	Department of Health and Human Services
Finance	Finance Department
GIS	Geographic Data and Information Center
HLB/RED	Heritage Land Bank/Real Estate Development
OECD	Office of Economic and Community Development
OMB	Office of Management and Budget
PA	Property Appraisal Department
Parks	Parks and Recreation Department
Planning	Planning Department
PM&E	Project Management & Engineering
Traffic	Traffic Engineering
Transit	Public Transportation Department
Other Agencies or Partners	Description
AEDC	Anchorage Economic Development Corporation
Airports	Airports in general, including TSAIA, Merrill Field, and JBER (see below for TSAIA specifically)
DOT&PF	Alaska Department of Transportation & Public Facilities
PRIV	Private Sector (e.g., Developers, Property Owners, Neighborhood Groups, Non-profits)
Railroad	Alaska Railroad Corporation
SOA	State of Alaska
TSAIA	Ted Stevens Anchorage International Airport
Utilities	Utilities generally include AWWU, ML&P, Chugach Electric Association, Enstar, etc.



**Figure 3-4. Key to Plans and Studies and Funding Needs in Actions Checklist**

Comprehensive Plans	Description
AB Comp Plan	Anchorage Bowl Comprehensive Plan—Anchorage 2020
Area-specific Plans	Description
DTP	Anchorage Downtown Comprehensive Plan
EADP	East Anchorage District Plan
FV	Fairview Neighborhood Plan
FNB	Far North Bicentennial Park Master Plan
GH	Government Hill Neighborhood Plan
HDP	Hillside District Plan
MV	Mountain View Targeted Neighborhood Plan
SC	Ship Creek/Waterfront Land Use Study
Tu35	3500 Tudor Road Master Plan
UMED	UMED District Plan
WADP	West Anchorage District Plan
Functional Plans	Description
AWMP	Anchorage Wetlands Management Plan
AW/WP	Anchorage Water and/or Wastewater Master Plan
BIKE	Anchorage Bicycle Plan
FHP	HUD Assessment to Fair Housing Plan
HCDP	Consolidated Housing and Community Development Plan
MTP	Metropolitan Transportation Plan
ONHPP	Original Neighborhoods Historic Preservation Plan
OSHP	Official Streets and Highways Plan
PARK	Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan
PED	Anchorage Pedestrian Plan
TRAIL	Areawide Trails Plan
WATER	Watershed Plans (Little Campbell Creek or Chester Creek)
Other Documents	Description
AMP	Airport Master Plans (TSAIA or Merrill Field)
CLA	Anchorage Commercial Lands Assessment (2012)
DCM	Municipal Design Criteria Manual
HMA	Anchorage Housing Market Analysis (2012)
ILA	Anchorage Industrial Lands Assessment (2015)
Seismic	Anchorage Seismic Risk Assessment Report (2010)
Funding Needs Icon	Description
	Green icon with dollar sign indicates that the Action requires additional operations or special project funding, grant or partner funds, or capital funds, such as from the Capital Improvements Program, Transportation Improvement Program, or other source.

Each Action in Figure 3-5 contains four main parts:

**Action Statement:** This statement provides what each Action is intended to accomplish. Some statements are simple, while others provide more detail and guidance. Each Action requires further work and analyses as part of its implementation. The dollar sign icon to the left of the action statement denotes whether the Action requires additional operational or capital funds.

**Responsible Agencies:** This identifies the agencies and partners most likely to carry out the Action. Responsibility for implementing most Actions rests with municipal departments and involves multiple departments to mobilize expertise across the Municipality. In some cases, the Action can be partly or entirely managed within the private or non-profit sector.

Where more than one implementer is specified, the first to be listed is the lead agency, with subsequent participants in a supporting role. It is expected that as each of the Actions are implemented, other agencies and stakeholders will be consulted to provide their input, especially when the Action requires their participation.

**Time Frame:** This indicates when the Action should occur in the short term, medium term, or long term, or if it is ongoing. Time frames are general and depend on resources and community support.

**Related Plans and Studies:** This identifies other adopted municipal plans and studies that recommend policies, strategies, or actions that directly relate to the Action.

Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
<b>Goal 1</b>	<b>Anchorage achieves residential and commercial growth, which improves community resiliency and citizens' quality of life as it supports their vision for the future expressed in the Comprehensive Plan.</b>			
1-1	Update, maintain, and publish a land use and buildable lands inventory database, development and demographic trends data, and environmental conditions data.	GIS, Planning, HLB/RED, DevServ, PA, PRIV, ASD, AEDC	Now/Ongoing	HMA, CLA, ILA
1-2	Identify key indicators of progress on issues addressed by the <i>2040 LUP</i> , monitor progress, and report to the Planning and Zoning Commission on the progress and indicators on a regular basis. Integrate progress monitoring of other <i>Comprehensive Plan</i> elements that impact land use and growth, including functional plans (e.g., <i>2040 MTP</i> , <i>Bike Plan</i> , <i>Fair Housing Plan</i> ) and area-specific plans.	Planning, OECD, PRIV	Now/Ongoing	AB Comp Plan
1-3	Use Actions 1-1 and 1-2 to inform regular updates and improvements to this Plan, including its implementation Actions.	Planning, AMATS	1-3/Ongoing	
1-4	🇺🇸 Initiate a complete revision of the <i>Anchorage 2020–Anchorage Bowl Comprehensive Plan</i> .	Planning	1-3	
<b>Goal 2</b>	<b>Infill and redevelopment meets the housing and employment needs of residents and businesses in Anchorage.</b>			
	Actions 1-1, 5-3, 6-2, 6-4, and 6-8 in other sections of this table are also integral to this Goal.			
2-1	🇺🇸 Revise state laws to expand municipal tax incentive tools for economic development, and adopt local economic development tools, including improved tax abatement, tax increment financing (TIF), bonding capacity, and other programs to catalyze growth and redevelopment that advances policy objectives for housing, development, and neighborhood compatibility.	OECD, ACDA, PA, SOA, Finance	Now	DTP, EADP, FV, UMED, WADP, FHP
2-2	🇺🇸 Coordinate with agencies and partners to establish criteria, responsibilities, and the public-private partnership framework for the Reinvestment Focus Areas (RFAs). Identify a range of public investments, fiscal incentives, and other tools, and how they may be coordinated. Create a formal RFA selection and approval process that serves as the policy and procedure guide and funding/action directive for RFAs.	OECD, Planning, ACDA, PRIV, Utilities, PM&E, Parks, ASD, AMATS, SOA, Transit, Finance, PA.	Now	
2-3	🇺🇸 Implement the formal RFA selection and approval process from Action 2-2 and initiate action on the priority RFAs as established in Section 3.2 of this Plan.	OECD, ACDA, Planning, Utilities, Traffic, Transit, AMATS, DOT&PF, PM&E, Parks	1-3	AB Comp Plan, DTP, WADP, FV

Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
2-4	Identify and implement appropriate ways to modify, simplify, or waive procedural requirements and application fees for certain permit reviews, while maintaining the integrity of those review processes, for projects in Reinvestment Focus Areas and for proposed rezonings that conform to and implement the <i>2040 LUP</i> .	Planning, DevServ, PRIV	1-3	HMA, ILA
2-5	③ Create a Project Review Management Service to help applicants navigate the permitting process for <i>2040 LUP</i> priority projects, such as compact housing and adaptive reuse of older buildings, and developments in Reinvestment Focus Areas.	Planning, DevServ, Traffic	1-3	AB Comp Plan, HMA, ILA
2-6	Amend Title 21 to create a medium-density residential district that allows mixed-use commercial in an integrated neighborhood setting. Require projects to prioritize residential use and meet or exceed an established minimum housing density. Promote mixed-use development that is compatible with the surrounding neighborhood. Direct this district to locations next to Centers or Corridors.	Planning	Now	EADP
2-7	Adopt and apply an adaptive reuse ordinance to promote reuse of older structures, consistent with life safety standards.	Planning, DevServ, Traffic	1-3	4NHPP
2-8	③ Analyze and recommend amendments to the Land Use Plan Map changing public and institutional lands to a residential designation that permits compact mixed housing to be developed in the future.	Planning	4-6	HMA
2-9	③ Explore the potential of expanding Anchorage's use of "Transfer of Development Rights" (TDR) as a tool to assist plan implementation including supporting Action 4-18 and other Actions that may benefit.	Planning, OECD, PRIV	4-6	AB Comp Plan, DT, UMED
2-10	Host a joint workshop with the housing finance and mortgaging lenders and AHFC regarding implementation of the <i>2040 LUP</i> . Provide a workshop report with findings and conclusions regarding potential lending programs and practices that could coordinate with municipal policies and regulations to reduce housing costs and promote new housing choices.	OECD, Planning, Finance, AMATS, PRIV, ACDA	1-3	HMA
2-11	Amend Title 21 to create a Small-area Implementation Plan master planning procedure, which details what it does, where it is to be applied, approval criteria, and how one is to be adopted.	Planning	1-3	EADP, FV, GHNP, UMED
2-12	③ Reform the system for requiring off-site public infrastructure improvements to be more flexible and enhance certainty in the development approval process. Flexibility may include a lower level-of-service (LOS) standard for off-site transportation improvements in delineated Reinvestment Focus Areas where alternative transportation modes such as transit and pedestrian access exist. Retain the objective to provide adequate public facilities.	OECD, DevServ, Traffic, Planning, PM&E, Utilities, PRIV, Finance, OMB	1-3	AB Comp Plan, HMA



Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
<b>Goal 3</b>	<b>Mixed-use, walkable commercial centers and corridors thrive within their neighborhood context, offer housing affordable to a range of incomes, and enable business growth.</b>			
	Actions 2-1 to 2-7, 4-2, 5-1 to 5-3, 6-2 to 6-5, and 6-8 are also integral to this Goal.			
3-1	Amend Title 21 to simplify zoning regulations for mixed-use projects relative to commercial or other projects.	Planning	Now	AB Comp Plan, UMED, FV, MV, DTP, EADP
3-2	Amend Title 21 to reformat the B-2A, B-2B, and B-2C Downtown zoning district regulations from the old Title 21 to include in current Title 21, in a simpler “form-based code” style of district. Primarily refresh existing regulations to a more transparent format. Incorporate only limited substantive revisions, anticipating that Action 3-9 will help implement the <i>Downtown Comprehensive Plan</i> .	Planning, OECD, PRIV	1-3	DTP
3-3	Adopt a seismic hazard mitigation overlay zone.	Planning	1-3	AB Comp Plan, DTP, Seismic
3-4	Establish financial and zoning incentives for housing projects to meet or exceed a minimum housing density in Town Centers, City Centers, and high-frequency public transit corridors.	OECD, Planning, ACDA, Finance	1-3	
3-5	Revise the Title 21 Commercial Center Overlay zoning district to more effectively implement and apply to Neighborhood Centers, Town Centers, and Main Street Corridors.	Planning	1-3	AB Comp Plan, FV, GH, UMED, MV, EADP, WADP
3-6	Conduct a limited, expedited Small-area Implementation Plan for Northway Town Center area including Alaska Regional Hospital, municipal properties, and the Penland Manufactured Home Community, possibly as part of a near-term amendment to the <i>2040 LUP</i> . Consult with residents, property owners, employers, and community councils to help determine appropriate land use designations consistent with the <i>Comprehensive Plan</i> and recommend amendments to the <i>2040 LUP</i> .	Planning	1-3	AB Comp Plan, MV
3-7	Facilitate a set of Targeted Area Rezoning in the designated Town Center areas of Northway, Huffman, Creekside, Tudor/UMED, and/or Jewel Lake Town Centers, as a prerequisite to encouraging commercial and mixed-use development in these centers.	Planning	1-3	AB Comp Plan, WADP, EADP, HDP, MV, UMED, CLA, ILA

Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
3-8	Amend the Title 21 Conditional Use provisions to create a process and review criteria for how and where new small-scale commercial uses might be permitted within neighborhoods in certain residential zoning districts. Consider including a provision that the areas appropriate for small commercial be highlighted first by an Area-specific Plan or Small-area Implementation Plan.	Planning	1-3	MV, FV
3-9	Complete a comprehensive update to the downtown zoning regulations, establishing new DT districts, as part of a targeted plan review and update to the <i>Downtown Comprehensive Plan</i> with an analytical report of issues and conditions.	Planning, OECD, PRIV	4-6	DTP
<b>Goal 4</b>	<b>Anchorage's neighborhoods provide a range of places to live, meeting the housing needs of residents at all income levels, household sizes, interests, ages, abilities, and races and ethnicities.</b>			
	Actions 1-1, 2-1 to 2-5, 2-12, 5-3, 6-2, 6-8, and 7-2 to 7-4 are also integral to this Goal.			
4-1	Expand regulatory user guidance/assistance materials for residential uses, including for ADUs, and other desired use types.	Planning, OECD, DevServ	Now/Ongoing	HMA
4-2	Facilitate a Targeted Area Rezoning in the vicinity of Central Spenard Reinvestment Focus Area, with coordinated targeted area re-platting assistance or small-area plans on some portions, and expansion of the Midtown Deteriorated Properties Tax Abatement designated area as shown on the Actions Map to specifically incentivize housing.	Planning, PRIV, AMATS	Now	
4-3	Amend Title 21 to allow parking reductions by right for residential uses; offer greater reductions in RFAs and other key development areas.	Planning, Traffic	Now	
4-4	Amend Title 21 to allow compact housing on R-2M or R-3 zoned lots near designated Centers. May include increased height or allowed units per lot, subject to additional urban design and neighborhood compatibility standards, such as for building massing and scale, lot coverage, setbacks, and vehicle access. Determine appropriate measures through a public process including collaboration with neighborhoods and stakeholders.	Planning	1-3	AB Comp Plan, EADP
4-5	Review site and utility engineering design criteria for infill housing and explore amendments to standards and procedures to reduce infrastructure costs while preserving safety and engineering objectives.	OECD, PM&E, Utilities, Traffic, DevServ, Planning	1-3	DCM, HMA
4-6	Amend Title 21 and other regulations for internal site circulation for vehicles, parking courtyards, and private lanes for compact infill housing.	Planning, Traffic, PM&E, DevServ	1-3	HMA

Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
4-7	Amend Title 21 to ease restrictions that currently deter construction of accessory dwelling units (ADUs). Determine appropriate measures through a meaningful, collaborative public process and include development standards for neighborhood compatibility.	OECD, Planning, DevServ, PRIV, AWWU	Now	AB Comp Plan, HMA
4-8	Evaluate and monitor barriers to fair housing in Anchorage, and establish goals and actions to overcome those barriers.	DHHS, Planning	4-6/ Ongoing	FHP
4-9	Encourage the construction of accessory dwelling units (ADUs) through a permit review assistance program, applicant guidance materials, improved tracking of ADU development trends, and public information.	OECD, Planning, DevServ, PRIV	4-6	
4-10	Amend Title 21 to reduce restrictions that currently deter construction of compact housing types; and expand provisions that allow for compact housing types, including small-lot housing, cottage houses with shared courtyards, townhouses, and small-scale garden apartments. Determine appropriate measures through a meaningful, collaborative public process and make subject to site development standards including standards for neighborhood compatibility.	OECD, Planning, DevServ, PRIV, AWWU	1-3	HMA
4-11	Partner with other agencies to provide public education about the provisions of the Fair Housing Act and municipal laws to developers, landlords, tenants, financial institutions, and homebuyers.	DHHS	4-6	FHP
4-12	Work jointly with the manufactured housing industry/community and affordable housing advocates to develop an affordable housing redevelopment displacement mitigation strategy.	DHHS, Planning, HLB/RED, ACDA, PRIV	1-3	AB Comp Plan, neighborhood and district plans, HMA, FHP
4-13	Research and pre-approve housing construction plans that specifically promote desired new forms of compact housing development for walkable infill neighborhood contexts. Review existing municipally pre-approved plans to determine forms of housing that may be more appropriate to pre-approve primarily in suburban contexts, and replace those with pre-approved variations more appropriate in urban neighborhood environments.	OECD, DevServ, PRIV, Planning	4-6	AB Comp Plan, FV
4-14	Require minimum densities for new single-family in multifamily zones in areas that are near Town and City Centers and are designated for public infrastructure investment or incentives for housing, such as Reinvestment Focus Areas.	Planning	4-6	AB Comp Plan



Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
4-15	Prepare a special study/small-area implementation plan for the Tudor Road land use and transportation corridor between Lake Otis Parkway and Elmore Road, including the 3500 Tudor Road mixed-use redevelopment and public facilities campus.	Planning, HLB/RED, Transit, PM&E, PRIV, DOT&PF, ASD	1-3	Tu35, EADP, UMED, HMA
4-16	Update the 2012 Anchorage Housing Market Analysis including market trends and forecast housing needs.	Planning, AEDC	4-6	HMA
4-17	Amend Title 21 to allow small-lot subdivisions enabling more forms of small-lot housing as an alternative to large multi-unit buildings in multifamily districts.	Planning, DevServ, Traffic, PRIV, AWWU	Now	AB Comp Plan, HMA
4-18	Adopt a housing impact mitigation program to ensure that any losses of housing units or residential land to rezonings or ROW acquisitions are offset by additions in an appropriate location.	Planning, PRIV	4-6	AB Comp Plan, HMA
4-19	Adopt a low-density compact housing district that allows a modest increase in density above the R-2D two-family district, of up to 3 to 4 residential units per structure, while retaining the prevailing lotting pattern and built scale within existing neighborhoods. Avoid lot aggregation of whole blocks or construction of eight-plexes, which is already allowed in the R-2M zone.	Planning	4-6	
<b>Goal 5</b>	<b>Coordinated and targeted infrastructure investments catalyze new growth, provide an acceptable return on investment, and equitably improve safety and quality of life.</b>			
	Actions 2-2, 2-3, 2-12, 6-1, 6-2, 6-4, 6-8, 8-1, 8-2, 8-8, and 8-10 are also integral to this Goal.			
5-1	Refine the criteria used for the review of capital projects to be included in the CIP to promote implementation of the capital priorities identified in the 2040 LUP, functional plans, and neighborhood and district plans.	PM&E, OECD, Finance, Planning, AMATS, Parks	Now	
5-2	Develop and incorporate a method for estimating and including Return on Investment (ROI) in criteria used to prioritize capital projects and transportation projects in the CIP, TIP, and other programs within RFAs.	Finance, PM&E, AMATS, ACDA	1-3	EADP, DTP
5-3	Develop and maintain an updatable asset inventory of the condition and capacity of Anchorage's infrastructure, including water, wastewater, storm water, roads, alleys, sidewalks, public transit, schools, energy utilities, and "green infrastructure" such as parks, wetlands, riparian corridors, and natural drainageways—especially in areas designated for growth. A street inventory includes the identification of needed additional local and collector street connections, intersection and access improvements, and pedestrian connections.	OECD, AWWU, PM&E, Traffic, DOT&PF, Utilities, Planning, ASD, AMATS, GIS, Parks, Transit.	1-3	



Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
5-4	Develop an enhanced measure of school facility capacity relative to long-term projections for student enrollment and designated housing growth, as a means to coordinate planning for future school facility needs with land use planning and allocation of growth.	ASD, Planning	Now	
5-5	Expand existing programs by which AWWU may finance or provide infrastructure ahead of development within the water and wastewater service area, to include reimbursement of AWWU costs.	AWWU, OECD, SOA	1-3	HMA
5-6	Evaluate parameters and feasibility of a storm water utility, to address management and maintenance of storm water pipe infrastructure and runoff drainage problems.	PM&E	1-3	HDP
5-7	Determine future school site needs under the 2040 LUP and incorporate adequate school capacity, sites, and investment into the Plan.	Planning, ASD	1-3	
5-8	Document the up-front utility infrastructure costs borne by private development that inhibit housing development in Anchorage. With utilities, explore infrastructure finance tools that address up-front infrastructure costs on private development. As part of this effort, undertake a comparison to peer group cities' revenue sources and fee mechanisms.	OECD, ACDA, Utilities, Finance, SOA, PRIV	1-3	DTP, EADP, HMA
5-9	Document the cost of parking structures for high-intensity development in Downtown and Midtown Anchorage that inhibits private development of housing and mixed-use. Explore how other cities' parking districts and development authorities have facilitated private development through public-private partnership.	OECD, ACDA, Planning, Finance, SOA	1-3	DTP, HMA, CLA
<b>Goal 6</b>	<b>Anchorage coordinates transportation and land use to provide safe, efficient, and affordable travel choices.</b>			
	Actions 1-2, 1-3, 2-2, 2-3, and 5-1 to 5-3 are also integral to this Goal.			
6-1	Update the Metropolitan Transportation Plan's (MTP) growth allocation model to reflect the 2040 LUP land use designations.	AMATS	1-3	
6-2	Adopt a policy and municipal street design criteria for "Complete Streets" and urban and mixed-use Street Typologies to serve all users and reflect adjacent land use patterns. Apply these in priority Reinvestment Focus Areas.	AMATS, PM&E, Traffic, Transit, DOT&PF	1-3	AB Comp Plan, OSHP,DTP,FV, GH,EADP,DCM
6-3	Adopt a Transit-supportive Development Corridor/Transit-oriented Development implementation plan.	AMATS, Transit, Traffic	1-3	AB Comp Plan, MTP

Figure 3-5. Actions Checklist




#	Action	Responsible Agency	Time Frame	Related Plans and Studies
6-4	Adopt a Street Typology map that reflects and integrates existing and future land uses, and a procedure for determining typologies as part of individual street improvement projects.	AMATS, PM&E, DOT&PF, Traffic, Transit	1-3	OSHP, DTP
6-5	§ Adopt a Transit-oriented Development (TOD) overlay to support and regulate TOD uses, necessary infill intensities, and related projects.	Planning, AMATS, DOT&PF, Traffic, Transit	1-3	AB Comp Plan
6-6	§ Complete the Seward-to-Glenn Highway connection alignment study as identified in the <i>Metropolitan Transportation Plan (MTP)</i> .	DOT&PF, AMATS	1-3	MTP, DTP, FV, EADP, MV
6-7	Facilitate one or a series of Targeted Area Rezoning in housing opportunity areas along public transportation corridors.	Planning	1-3	AB Comp Plan
6-8	§ Develop a phasing and prioritization program for additional local and collector street connections, intersection and access improvements, right-of-way width, and pedestrian connections that are needed to support infill and redevelopment in neighborhoods, centers, and corridors targeted to experience growth and change, including in Special Study Areas identified along Lake Otis and Tudor near the UMED District, along northern Muldoon Road, and other areas shown on the Actions Map.	AMATS, Traffic, PM&E, DOT&PF, Transit, Utilities	4-6	DCM, DTP, OSHP
6-9	§ Establish a Framework Agreement between the Municipality and DOT&PF regarding the designation and improvement of streets or street segments where greater emphasis will be placed on multi-modal, "Complete Street" design. Potential ways to achieve these streets will be identified, which may include ownership transfers and other case-by-case solutions.	AMATS, DOT&PF, Traffic, PM&E, Utilities	1-3/ Ongoing	
<b>Goal 7</b>	<b>Infill development is compatible with the valued characteristics of surrounding properties and neighborhoods.</b>			
	Actions 4-13, 4-18, 6-2, 6-4, 6-8, 10-3, and 10-4 are also integral to this Goal.			
7-1	Adopt measures that buffer residential and recreation land uses adjacent to TSAIA that are compatible with FAA policies for airport land and that align with standards and policies in the <i>WADP</i> , as part of the Airport Management Zoning District (Action 10-1).	Planning, TSAIA	Now	WADP
7-2	Incorporate neighborhood compatibility standards in compact housing amendments in Actions 3-4, 4-3, 4-4, 4-6, 4-7, and 4-10.	Planning, PRIV	Now/ 1-3	AB Comp Plan, FV, GH

**Figure 3-5. Actions Checklist**

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
7-3	Adopt and apply compatibility criteria in the economic development tools (Action 2-1) and other incentives to ensure consistency with the 2040 LUP and Neighborhood and District Plans, and compatibility with desired neighborhood character while supporting infill and redevelopment.	Planning, ACDA, HLB/RED, OECD	1-3	AB Comp Plan, FVNP, GHNP
7-4 	Adopt one or more Traditional Neighborhood Design zoning districts or overlay zones for urban neighborhoods, which reflect adopted plans and incorporate "form-based" regulations. Structure the form-based code to accommodate neighborhood differences and characteristics while staying consistent and simple in format. For example, this action includes helping to implement the "City Center" and "Mixed-use (a.k.a., Main Street) Corridor" land use designations in the Fairview Neighborhood Plan area.	Planning	1-3	FV, 4NHPP, GH, MV, UMED
7-5	Facilitate a Targeted Area Rezoning in areas of eastern Downtown and northern and central Fairview currently zoned RO, B-3, and R-4, as a prerequisite to downtown-oriented and mixed-use main street development that is consistent with the Downtown and Fairview Plans and implementing the form-based district from Action 7-4.	Planning	1-3	DTP, FV, SC, CLA, ILA
7-6	Adopt a Hillside Conservation Subdivision ordinance following the policy direction in the <i>Hillside District Plan</i> .	Planning, DevServ, PRIV	4-6	HDP
7-7	Identify development standards and incentives to mitigate impacts to wildlife near wildlife habitats.	Planning	7-10	AB Comp Plan, UMED, HDP
<b>Goal 8</b>	<b>Anchorage maintains, improves, and strategically expands parks, greenbelts, riparian corridors, and trail corridors to enhance land values, public access, neighborhoods, and mixed-use centers.</b> Actions 5-3, 6-8, and 10-4 are also integral to this Goal.			
8-1 	Pursue financial resources including state and federal grants and bonding to fund feasibility findings, engineering, acquisition, and restoration projects for creek corridors, high-priority linear Greenway-supported Development designations, and wetlands.	PM&E, Planning	Ongoing	Watershed, AWMP
8-2	Establish a municipal wetlands bank employing conservation easements.	HLB/RED	1-3	AWMP, HLB Plan
8-3	Adopt stream protection setbacks in Title 21.	PM&E, Planning	1-3	AWMP, AB Comp Plan, HDP



**Figure 3-5. Actions Checklist**

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
8-4	Conduct housekeeping rezone of dedicated parks to PR district, and some T-zoned lands to PLI.	Planning, HLB/RED, Parks,	1-3	Park
8-5	Establish a facilities-sharing-and-maintenance partnership between municipal Parks and Recreation and the Anchorage School District.	Parks, ASD, PRIV	1-3	Park
8-6	Expand the Anchorage Parks and Recreation Service Area, consistent with the HDP, to include the entire Anchorage Bowl.	Parks, Planning	1-3	HDP, Park
8-7 	Prepare a Small-area Implementation Plan for the block between 100th Avenue, Minnesota Drive, and C Street to integrate the open space and future development in a cohesive land use pattern across the public and private parcels.	Planning, Parks, HLB/RED, PRIV, AMATS, DOT&PF	1-3	
8-8 	Update the Anchorage Bowl parks plan and include analyses of designated infill and redevelopment areas and underserved neighborhoods to pursue methods to resolve park and natural area deficiencies. Address viewshed assessment and protection in the plan.	Planning, Parks, HLB/RED, AWWU, DOT&PF	4-6	Park, DTP, FV
8-9	Determine which municipal parks are not yet dedicated parks for potential consideration to full dedication status.	Planning, HLB/RED, Parks, municipal Legal Dept.	4-6	
8-10 	Conduct valuation and ecological studies of the natural economy of Anchorage's ecosystem to determine current watershed and wetland functions, economic value, and land use development impacts.	PM&E, Planning, AWWU, PA	4-6	AB Comp Plan, UMED


**Goal 9 A sufficient, predictable, and strategically located industrial land supply allows Anchorage's industrial employment sectors to thrive, protected from non-industrial uses that might displace them.**  
 Actions 1-1, 2-1, 2-5, 5-1 to 5-3, and 10-1 are also integral to this Goal.

9-1	Designate TSAIA land on Raspberry Road for airport/logistics industry use as part of Action 10-1 to create an airport zoning district.	Planning, TSAIA, OECD, PRIV	Now	WADP, ILA
9-2	Facilitate a Targeted Area Rezoning of selected south "C" Street I-2 zoned lands to B-3, PCD, and I-1 as a prerequisite to implementing industrial use protections in the I-2 district.	Planning, PRIV	Now	ILA
9-3	Facilitate a Targeted Area Rezoning of selected Abbott Town Center I-2 zoned lands to B-3 and I-1 as a prerequisite to implement industrial use protections in the I-2 district.	Planning, PRIV	Now	AB Comp Plan, ILA

Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
9-4	Amend Title 21 commercial allowed-use entitlements in the industrial zoning districts in consideration of findings of the 2015 Anchorage Industrial Lands Assessment (ILA). This includes easing restrictions on some non-industrial uses and other supportive uses found in I zones, while increasing limitations on uses found problematic by the ILA. For example, expand allowances for technical/professional service office uses. Clarify industrial sector allowed-use categories in Title 21 to reflect Anchorage industrial land use patterns and business trends.	Planning	1-3	ILA, CLA
9-5	Carry out the recommendations of the Anchorage Industrial Lands Assessment report (2015) and the <i>2040 LUP Appendix C: Traded Industry Sectors Analysis</i> report to identify geographic clusters of industrial traded sector uses along with their supply chain sectors. Determine the characteristic site needs of these sectors. Recommend priorities to protect, incentivize, and support these sectors into the future.	Planning, AEDC, AMATS, DOT&PF, Traffic, PRIV	1-3	ILA
9-6	Facilitate one or a series of Targeted Area Rezoning of commercial and industrial areas that implement the <i>2040 LUP</i> to provide more consolidated, stable, and appropriately located land supply of commercial and industrial uses.	Planning	1-3	AB Comp Plan, WADP, EADP, MV, CLA, ILA
9-7	Create an industrial readiness program for industrial traded sector uses, which comprises fiscal incentives and a development-ready site program.	Planning, AEDC, PRIV, HLB/RED, ACDA, OECD	4-6	
9-8	Determine methods to upgrade/extend public utilities/roads to targeted industrial lands in Anchorage Bowl.	AWWU, PM&E, ACDA	4-6	ILA
9-9	Allow innovative forms of "live-work" industrial mixed use in parts of Downtown, Ship Creek, Fairview, Mountain View, etc.	Planning	4-6	DTP
9-10	Expand brownfield remediation assistance programs for industrial reuse by traded sector firms. Apply for loans and grant incentives to expand brownfield remediation programs.	HLB/RED, ACDA, SOA	7-10	DTP, ILA, HLB Plan

Figure 3-5. Actions Checklist

#	Action	Responsible Agency	Time Frame	Related Plans and Studies
<b>Goal 10</b>	<b>The community supports its anchor institutions and facilities and recognizes the important local and statewide benefits they provide, while mitigating adverse impacts associated with development and expansion.</b>			
	Actions 6-8 and 7-1 are also integral to this Goal.			
10-1	Adopt an Airport Management zoning district that combines multiple zoning districts at TSAIA. Incorporate actions 7-1 and 9-1.	Planning, TSAIA	Now	WADP, AMP
10-2	Amend Title 21 to allow for implementation of the master-planned, mixed-use “UMED Village” established in Section 3.2 of the <i>UMED District Plan</i> , and to encourage institutional master planning and coordination generally in the PLI District.	Planning, PRIV	1-3	UMED
10-3	Develop an airport interface compatibility (AIC) overlay zone for areas next to TSAIA, Merrill Field, and JBER to address noise, runway/aircraft protection zones, public safety, compatibility of land use and intensities of use, and airport special functions. Apply the AIC on areas next to these airports’ runways.	Planning, Airports, DevServ	4-6	WADP, MV, FV
10-4 	Resolve land use, ownership, and open space conflicts around TSAIA.	Planning, HLB/RED, TSAIA, PRIV	7-10	WADP, AMP
10-5	Conduct a Targeted Area Rezoning of multifamily and other designated lands within the JBER Accident Potential Zone (APZ) to appropriate residential, commercial, or light industrial districts to guide future development within an APZ.	Planning	4-6	MV, EADP





The Actions Map shows the approximate locations of the candidate Reinvestment Focus Area (RFAs) discussed in Section 3.2. Multiple actions in the Actions Checklist refer to RFAs.

The map also shows the locations of initial Targeted Area Rezoning specified in the Actions Checklist. The number labels on the map correspond to the action number of each Targeted Area Rezoning in the Actions Checklist. The boundaries may be adjusted as part of each rezoning process. Not all Targeted Area Rezonings in the Plan are depicted on the *Actions Map*. Some will occur on a later time frame and can be shown on the Actions Map as part of updates to the Plan in Action 1-3.

Some Actions that reflect adopted neighborhood and district plans also appear on the *Actions Map*. These include new zoning districts, overlay zones, special study areas, and proposed historic districts from the area-specific plans.

Three areas designated by the Municipality for tax abatement are shown in red (Deteriorated Properties Tax Abatement). Two of these appear as red dots (one on 4<sup>th</sup> Avenue and one on Northern Lights and Benson Boulevard) because of their small size.

Lastly, the Actions Map illustrates the location and phasing priority of the Transit-supportive Development and Greenway-supported Development corridors, as discussed in this Plan.

### Near-term Work Flow Priorities

The Optimal Work Flow diagram (Figure 3-7) on page 96 provides an overview of the near-term Actions to be implemented in the first three years after Plan adoption. The numbered items in the Optimal Work Flow diagram correspond to the Actions in the Actions Checklist. The diagram illustrates the recommended work flow prioritization for implementation by type of action.

The color categories of the Action items reflects the lead agencies named for each Action in the Actions Checklist table. The placement of the red dollar signs in Figure 3-7 reflects the green dollar sign icons in the Actions Checklist table.

The timing and order of these Actions are not set in stone but are estimations based on current priorities, sequence of actions, and resources. It is expected that there will be periodic or annual review of the work plan for carrying out the Actions, such as the Targeted Area Rezones, to determine which should go forward in the following year(s) based on need and resources.

Periodic updates to the Optimal Work Flow diagram will keep it current and useful as a summary of the next Actions expected to carry out the *Anchorage 2040 Land Use Plan*.

Figure 3-7. Optimal Work Flow of the Near-Term Actions from the Actions Checklist



Responsible Agency Leads: = Planning Department   = AMATS   = Other Department

- Timing is to be viewed as flexible depending on circumstances, resources, and level of community support.
- \$ = Requires new funding