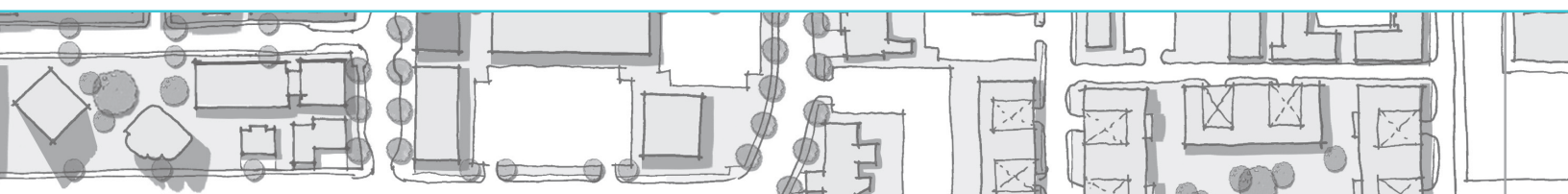
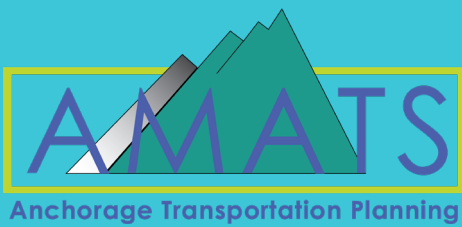




I ♥ SPENARD



Adopted, October 2020





***Adopted, October 2020***

The Spenard Corridor Plan was prepared by the Municipality of Anchorage under a partnership between the Planning Department's Anchorage Metropolitan Area Transportation Solutions (AMATS) and the Long-Range Planning Division.

**Municipality of Anchorage Staff**

Joni Wilm | AMATS | Senior Planner, Bicycle and Pedestrian Coordinator  
Thede Tobish | Long-Range Planning | Senior Planner

**Consultant Team**

Winter & Company  
Alta Planning & Design  
CRW Engineering  
KPB Architects  
Kittelson & Associates  
Solstice Advertising  
Urban Advisors  
Brooks & Associates

<b>Chapter 1: Introduction.....</b>	<b>1</b>
A. Purpose of the Spenard Corridor Plan.....	2
B. Local Setting .....	2
C. Plan Area .....	3
D. Statement of Significance.....	4
E. Community Planning Process.....	5
F. Planning Context.....	7
G. Plan Content.....	9
<b>Chapter 2: Vision and Overarching Goals.....</b>	<b>11</b>
A. A Vision for the Spenard Corridor .....	12
B. Overarching Goals.....	15
<b>Chapter 3: Plan Concept/Framework .....</b>	<b>23</b>
A. Plan Concept.....	23
B. Framework Policies and Directives .....	24
C. Open Space Network Policies.....	43
D. Placemaking Opportunities Policies.....	47
E. Supporting Transit Policies .....	49
F. Street Edge Character Policies .....	50
G. Shared Parking Pools Policies .....	52
H. Transition Policies.....	54
<b>Chapter 4: District-Specific Concepts.....</b>	<b>55</b>
A. North TSD District .....	56
B. Central TSD District.....	67
C. South TSD District .....	82
<b>Chapter 5: Circulation and Connectivity.....</b>	<b>93</b>
A. Circulation Policies .....	93
B. Street Design Policies .....	96
C. Roadway Network Policies.....	107
D. Transit Network Policies.....	114
E. Pedestrian Network Policies .....	116
F. Bicycle Network Policies .....	118
G. Vehicle Parking Policies.....	121
<b>Chapter 6: Utility Infrastructure .....</b>	<b>127</b>
A. Overarching Infrastructure Policies .....	127
B. Water Utilities Policies .....	128
C. Wastewater Policies.....	130
D. Stormwater Policies .....	132
E. Snow Management Policies.....	134



**Chapter 7: Implementation ..... 137**

A. Review of Key Economic Challenges ..... 138  
B. Implementation Strategy ..... 138  
C. Action Plan ..... 151  
D. Implementation by Chapter..... 154

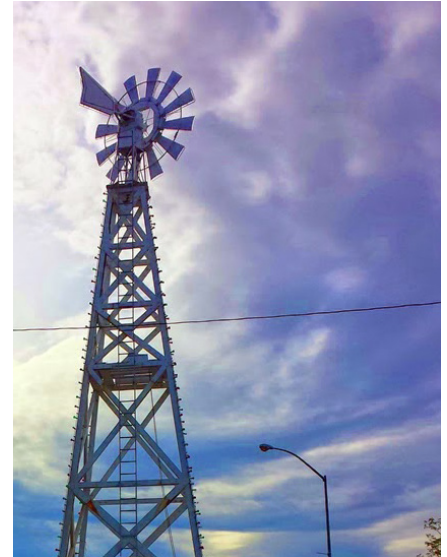
**Appendix A: Design Guidelines ..... 179**

# I INTRODUCTION

Compared to most Anchorage neighborhoods, Spenard is unique. No other neighborhood has quite the same mix of eclectic businesses, cultural diversity and enduring entrepreneurial spirit. Although it is now a part of Anchorage, Spenard was once an independent community.

Anchorage is located in the Dena'ina Elnena (homeland). Dating back 1,500 years ago, Dena'ina Tribal groups arrived to the area. The Eklutna and Knik tribes of the Dena'ina Elnena (Dena'ina Country) established seasonal camps along Fish Creek Ch'atanaltsegh Liq'aka Betnu. Around the 1930s, planning began to play a role in the area's growth. The neighborhood started to take shape around a winding road connecting Anchorage's famous "tent city" to a lumber camp owned by Joe Spenard, hence the name "Spenard Road." Some of the original neighborhoods along the corridor were platted in a traditional grid pattern of narrow streets, alleys and rectangular lots. In the 1960s and 1970s, some of these subdivisions were given a commercial zoning designation which, over time, has allowed for a unique mix of uses and activities. These subdivisions had no sidewalks, parks or pedestrian amenities and many fell into disrepair. Spenard Road quickly evolved into a mix of auto-oriented businesses that regularly changed ownership or uses, causing the corridor to lose a sense of cohesiveness. By the 1980s, redevelopment potential and reuse of existing, aging structures were hampered by inflexible land use regulations and outdated infrastructure. The Municipality and the Spenard Community Council collaborated in the early 1980s to infuse public funds into the south third of the corridor, which led to the installation of a new parkway design for Spenard Road. This Spenard Corridor Plan seeks to continue improvement to the corridor; this time with a focus on transit-supportive development. Spenard Road is not designed as a high traffic road and so does not attract businesses that require high visibility to succeed. The businesses are mostly destinations that people seek out. That creates an environment where biking and walking encourage shopping and the ultimate success of businesses on the road.

Anchorage Metropolitan Area Transportation Solutions (AMATS) partnered with the Municipality of Anchorage's (MOA) Long-Range Planning Division to prepare this Spenard Corridor Plan (SCP), Anchorage's first transit-supportive development plan. It provides a long-term community vision for the Spenard Corridor and outlines public and private investment objectives that will support a symbiotic relationship between land use and transportation to be implemented over the next 30 years.



## A. Purpose of the Spenard Corridor Plan

The Spenard Corridor Plan serves as the primary area-specific policy guide for future development and public improvements in the Plan Area. It documents the community's vision and provides a framework for review of future development and public improvements. Investments should be consistent with the vision and general recommendations included in this Plan; however, the Plan should be implemented and interpreted flexibly in order to respond to future market conditions, unknown opportunities and property owner interests, while ensuring the baseline vision and objectives are achieved.

Integration of resiliency should be key in looking at potential projects and developments; opportunities for food security through local production, floodplain management and management for other unforeseen climate impacts, reduction of carbon footprint, and social/economic health will place Spenard in a unique position to meet the needs of the future.

## B. Local Setting

As shown in Figure 1.1, the Plan Area is located within the western section of the Anchorage Bowl, just south of Downtown, west of Midtown, north of Tudor Road and northeast of Ted Stevens Anchorage International Airport. It is bisected by the Alaska Railroad line and connected to the rest of the city by several regional corridors, including Minnesota Drive, Tudor Road and Northern Lights Boulevard.

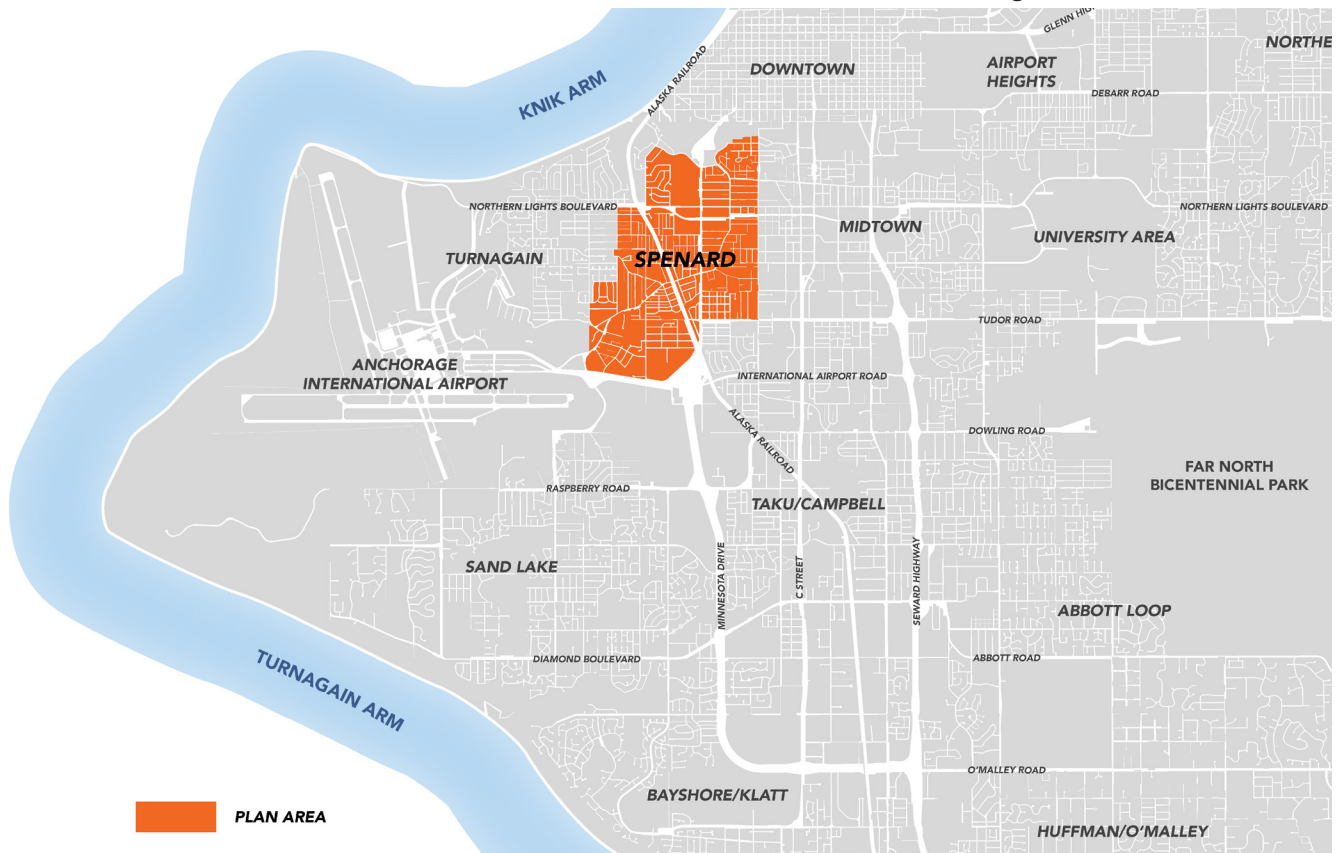


Figure 1.1 Plan Area Context.

### C. Plan Area

The Plan Area is shown in Figure 1.2. It is bounded to the west by Wisconsin Street, Turnagain Boulevard and Forest Park Drive; to the north by Northern Lights Boulevard and Hillcrest Drive; to the east by Arctic Boulevard; and to the south by International Airport Road. While this Plan focuses on planning and design for the properties and blocks immediately adjacent to Spenard Road, it also promotes improved connectivity to surrounding blocks, neighborhoods and corridors for bicyclists and pedestrians. As such, the Plan Area includes many neighborhoods to the east and west of Spenard Road itself.



Figure 1.2 Plan Area.

## D. Statement of Significance

A Statement of Significance was developed for Spenard Road as a component of the Applied Historic Context of Alaska Roads Project completed in 2012-2014 for the Alaska Department of Transportation & Public Facilities. The statement of significance is as follows:

“Spenard Road possesses significance at the local level under Criterion A for its direct and important association with Transportation, and under the supplemental areas of significance of Community Planning and Development and Recreation/Entertainment and Conservation. Spenard Road has an association with Transportation because its construction improved local access to recreational areas around Lake Spenard and the seaplane base that was developed.

Spenard Road provided direct access to an important early recreation area for Anchorage residents. Beginning in 1916, the beach at Lake Spenard was the site of a popular bathing area and dance pavilion, and within three years the City of Anchorage persuaded the U.S. Forest Service to officially designate the area for recreational purposes. Spenard Beach Park was developed by the Spenard Lions Club in 1969 and recreational use continues to the present day. The period of significance is 1916 to 1951, encompassing the period in which the road provided primary access to a locally important recreation area. It begins with the establishment of Joe Spenard's resort and continues until the construction of the Seward Highway in 1951, which together with International Airport Road created an alternate route south from downtown Anchorage to reach this area.

Spenard Road meets the requirement for significance in the area of Community Planning and Development at the local level. Spenard Road served as a vital and distinguishable link to Anchorage and influenced development trends leading to the annexation of Spenard into the community of Anchorage. The road was vital in providing direct access to Spenard and the area south of Anchorage for settlement to accommodate the influx of federal and military personnel settling in the Anchorage area beginning in the late 1930s. The road is physically distinguishable by not conforming to the surrounding urban grid in Anchorage. The period of significance is 1939 to 1975, beginning when military and federal facilities were established in the Anchorage area in advance of World War II and ending when the City of Anchorage united with the Greater Anchorage Area Borough, which included the community of Spenard, resulting in the creation of the Municipality of Anchorage. Spenard Road does not possess significance under National Historic Register Criteria B, C, or D.”



## E. Community Planning Process

The SCP was developed and informed by an extensive public outreach process, the elements of which are described below.

### Initial Steps

A Community Outreach Strategy was developed during the early stages of the planning process to guide outreach efforts and inform the community of opportunities to stay updated and get involved. A project website was established as a clearinghouse for all information and documentation related to the project.

### Spenard Advisory Committee

The Spenard Advisory Committee is a group of community members assembled to advise the Municipal staff and consultant team throughout the planning process. The group was comprised of community members with a wide variety of interests, including Plan Area business owners, residents and other stakeholders. The Committee's primary charge was to monitor project steps, ensure that public participation was inclusive, and the Plan's content is representative of community objectives. All meetings of the Spenard Advisory Committee were advertised and open to the public, providing an important avenue for community participation.

### Community Workshops

Two interactive community workshops were held during the planning process, as described below.

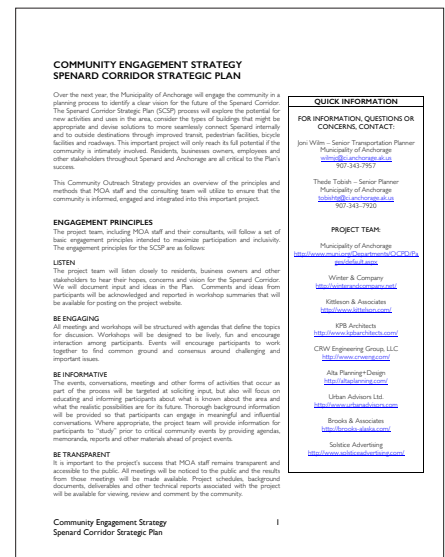
- » **Community Workshop #1.** Community Workshop #1 was held on July 27, 2016, at the Spenard Community Center. Participants learned about the planning process and worked in teams to establish objectives for land use and connectivity in the Plan Area. The ideas generated at this workshop informed the subsequent development of Plan concepts.
- » **Community Workshop #2.** Community Workshop #2 was held on July 15, 2019, to present the Draft SCP in an interactive open house where community members could learn about the Draft Plan's content and provide feedback.

### Spenard Community Council Meetings

Municipal staff intermittently checked in with the Spenard Community Council for updates and feedback on the planning process and content.

### Special Public Meetings

Updates were provided at key public meetings during the planning process, including with the AMATS Policy Committee and AMATS Technical Advisory Committee.



Cover to the Community Outreach Strategy Plan.



Interactive community workshops engaged the public in shaping their vision for development throughout Spenard.



On-site team strategy sessions followed Community Workshop #1.

## SCP at Community Events

Municipality staff collected feedback and ideas for the Plan at community events to make it easier for those unable to attend evening meetings to weigh in. An SCP booth was included at a number of events, including multiple occasions at the Spenard Farmers' Market and Spenard Food Truck Carnival. Additionally, Municipal staff, in coordination with Bike Anchorage, led community members on an evening bike tour of the Plan Area in July 2016.



*Municipality staff collected feedback and ideas for the Plan at community events to make it easier for those unable to attend evening meetings.*



## F. Planning Context

The SCP is a critical planning document in and of itself, but it is also interwoven with broader planning efforts being undertaken around the Municipality. The SCP provides more tailored, specific, and in-depth guidance than the WADP and 2040 LUP provides for land use, transportation, and development for its planning area. Its greater level of detail fits within the citywide policy framework of these plans. Key planning policies and efforts relevant to the SCP include:

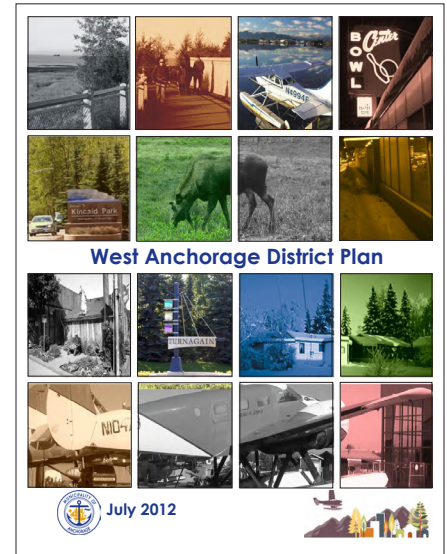
- » Spenard Commercial Development Strategy (the SCP is intended to replace this document)
- » Anchorage 2020 - Anchorage Bowl Comprehensive Plan
- » Anchorage 2040 Land Use Plan (2040 LUP)
- » West Anchorage District Plan (WADP)
- » Interim 2035 Metropolitan Transportation Plan
- » AMATS Pedestrian Plan
- » AMATS Bicycle Plan
- » Municipality Historic Preservation Plan
- » Freight Mobility Study
- » Minnesota Drive Study
- » Vision Zero Action Plan



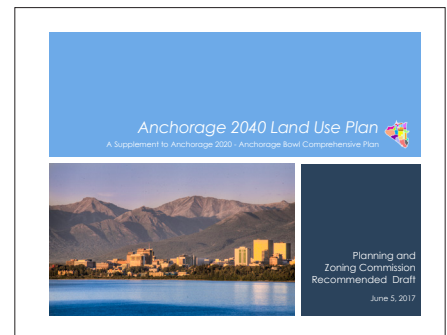
*Spenard Road and 27th Avenue Future Perspective Rendering from [midtownroads.com](http://midtownroads.com)*

The Spenard Corridor Plan is conceptual in nature and is meant to serve as a “living” document that is adaptable and able to respond to the changing needs of the plan area over time. Implementation of the vision, goals and principles within the plan will require close coordination with other local and state transportation agencies. Figure 1.3 shows a typical process for how coordination between these agencies might occur. It includes necessary steps such as traffic modelling and other tools that are able to estimate impacts beyond the Spenard planning area that may result from any change to current traffic patterns. A determination of significant potential impacts could result in a “no-build” determination, a search for other solutions, or may lead to amendments to the AMATS Metropolitan Transportation Plan (MTP) and the applicable land use planning elements of the Comprehensive Plan prior to design and

**Spenard Corridor Plan, October 2020**

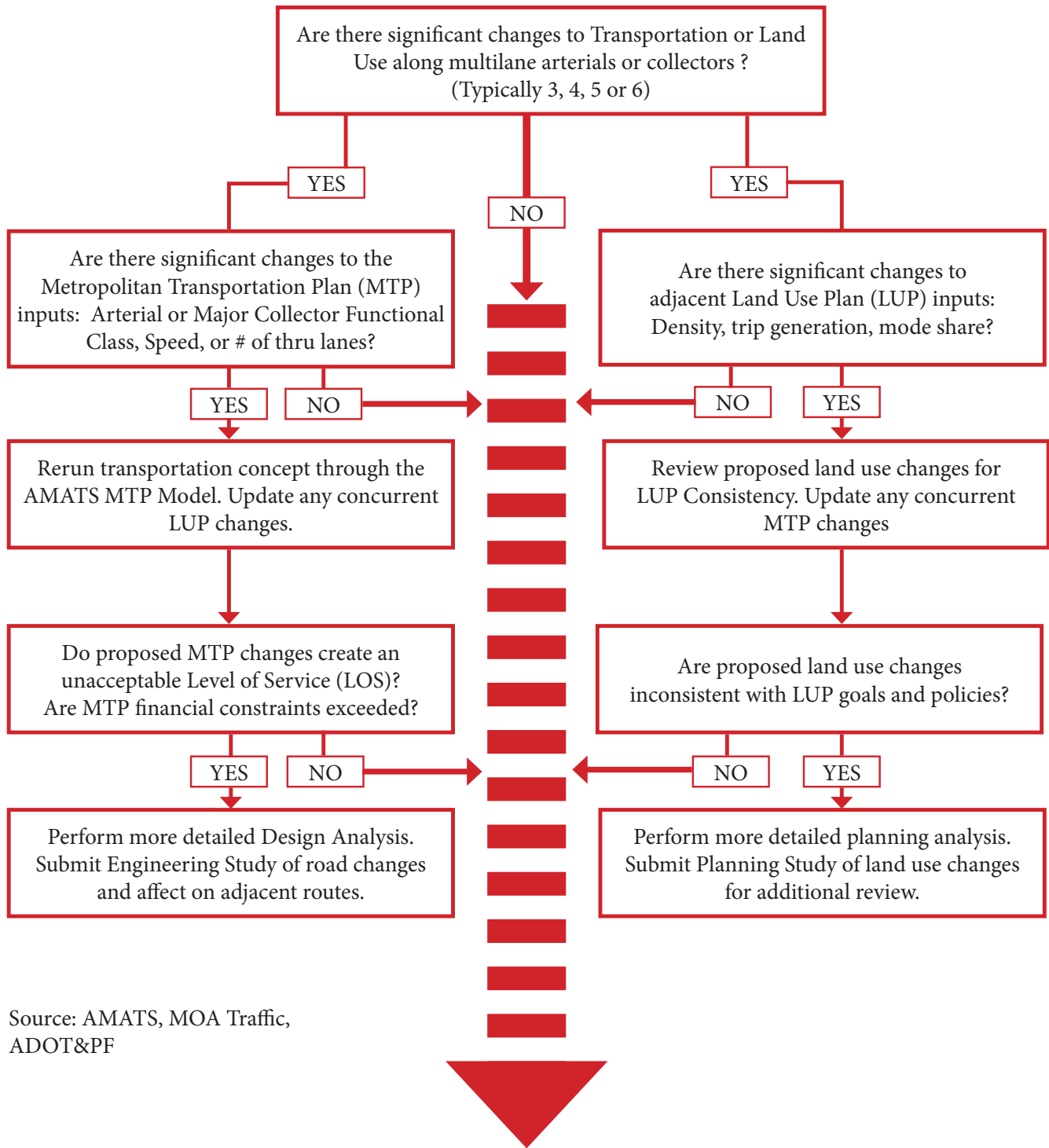


*West Anchorage District Plan*



*Anchorage 2040 Land Use Plan*

## Determining Impacts of Transportation and Land Use Changes



Source: AMATS, MOA Traffic, ADOT&PF

### Final Design and Construction

Figure I.3 Determining Impacts of Transportation and Land Use Changes.

construction of a project.

## G. Plan Content

The following chapters follow this introduction:

- » **Chapter Two: Vision and Overarching Goals.** This chapter tells the “story” of the SCP. It provides a vision statement for the Spenard corridor 30 years into the future and establishes a set of overarching goals that serve as a baseline for the more detailed concepts and recommendations in subsequent chapters of the Plan.
- » **Chapter Three: Plan Concept/Framework.** This chapter describes major urban design and circulation concepts for the Plan Area, which are to be used as a framework for considering future private development and public infrastructure investments. It generally focuses on concepts and systems at a Plan Area-wide level.
- » **Chapter Four: District-Specific Concepts.** Building on Chapter Three, this chapter identifies land use, design and circulation recommendations for each of the three Transit-Supportive Development (TSD) Districts (North Spenard, Central Spenard and South Spenard).
- » **Chapter Five: Circulation.** This chapter focuses on technical circulation recommendations for pedestrians, vehicles, bicycles and transit.
- » **Chapter Six: Utility Infrastructure.** This chapter identifies utility infrastructure improvements that are anticipated to be required for the Plan Area as it experiences growth identified in the SCP. This chapter also provides broad guidelines for investments in public utility infrastructure, including stormwater, water, wastewater and snow management.
- » **Chapter Seven: Implementation.** This chapter provides strategies, actions and options, including funding and financing opportunities, for implementation of the recommendations identified in the SCP.



# 2 VISION AND OVERARCHING GOALS

This chapter documents the community's vision for the future of the Spenard Corridor. It is aspirational and focuses on fundamental physical, economic and cultural qualities that are desired. A vision statement describes the Plan Area as it would be in the year 2048. This is followed by a series of overarching goals and policies that set the foundation for more specific policies and actions that appear in the subsequent chapters that address land use, urban design, circulation and utility infrastructure. Municipal departments and agencies should use these when developing more detailed programs and initiatives that serve to implement the plan. They also are recommended for use by the private sector.





*Spenard will be a model for the region.*



*Spenard's brand will be expanded.*

## A. A Vision for the Spenard Corridor

In the future, the Spenard Corridor will maintain its identity as a unique and eclectic destination district within Anchorage. It will be attractive to those visiting Anchorage, starting a business, looking for a place to live or seeking entertainment and recreation. A high-quality bicycle and pedestrian circulation network that accommodates everyone from families to experienced bicyclists will connect outdoor community amenities, schools, entertainment destinations, shopping districts, hotels and neighborhoods.

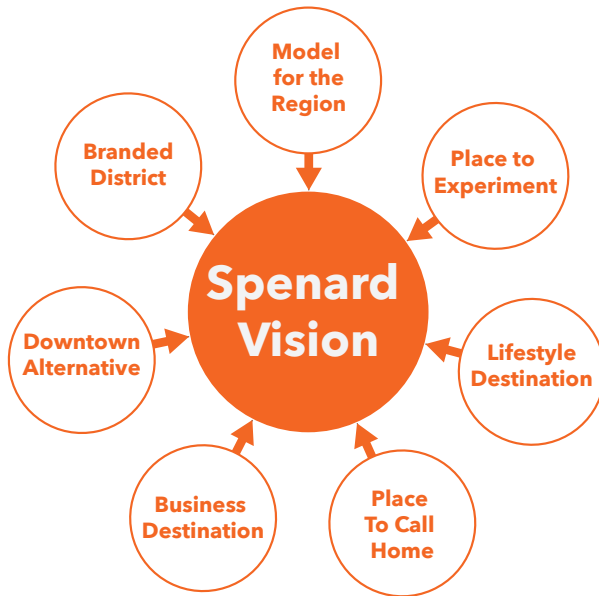
Spenard will be seamlessly connected to neighboring districts such as Midtown and Turnagain, contributing to the livability of the city as a whole. New multi-story buildings that provide retail, employment and housing opportunities for existing and new residents will blend with existing buildings in a manner that maintains the eclectic character of the neighborhood while expanding the vibrancy of Spenard. Growing vitality will contribute to a feeling of safety by providing “eyes on the street” and this, in turn, will support high-frequency transit service and potential commuter rail transit.

The Spenard Corridor will be recognized as a destination, but the subtleties of individual neighborhoods will be evident to the visitor and attractive to investors. Neighbors living in the residential areas will easily access the Corridor by bike, on foot, in their car or via mass-transit as they take care of daily needs, socialize with friends and family, and attend community events. New plazas, festival streets and outdoor market spaces will provide opportunities to showcase the work of local artisans, celebrate Spenard's diverse culture and provide venues for creating new history.

Investors will develop and renovate buildings to provide spaces for a variety of uses that support the greater objectives for the Corridor, including artists spaces, live-work units, community kitchens, indoor markets, breweries and other exciting activities. Fish Creek will serve as a prideful community amenity for Spenard and the region, providing a water resource and trail system that gets one from point A to point B and also is a place to stop, play and recreate.



## VISION COMPONENTS



### In the future, Spenard will be:

#### A Model for the Region

Spenard will be a model for the region for its contribution to the citywide and regional transportation system and its network of urban active transportation facilities. Spenard will serve as an example of how to truly integrate transit-supportive development principles in an already developed, auto-oriented urban setting.

#### A Branded District

Spenard is already informally branded as one of the most unique destination districts in Anchorage. Moving forward, the Corridor's brand will be expanded. It will be marketed as a district that is walkable, safe, economically vibrant and culturally diverse.

#### A Downtown Alternative

Spenard will serve as an alternative to Downtown for visitors and locals looking for entertainment, culture and social activity, but with an edge, eclecticism and localism that contrasts with and complements the tourist experience.

#### A Business Destination

Spenard will welcome new businesses looking for affordable space in Anchorage. Start-up companies, incubator space, co-working space and other properties that support creative industries will be accommodated alongside corporate and local businesses housed in more traditional formats.



*Spenard will serve as an alternative for visitors and locals looking for entertainment.*



*Spenard will be a place to experiment with cutting edge ideas and facilities.*

### **A Place to Call Home**

From single-family infill to medium-scale housing and mixed-use buildings, Spenard will provide a wide variety of housing opportunities that cater to everyone, including young professionals, families and retirees.

### **An Entertainment/Lifestyle Destination**

Spenard will be a desirable place to be. Visitors, neighbors and locals from around the region will frequent Spenard to “hang out” at its theaters, bars, diverse restaurants, specialty markets, music venues, breweries and art galleries.

### **A Grounds for Experimentation**

Spenard will be a place for developers, builders, businesses, artists, architects and planners to experiment with and test cutting-edge ideas and facilities. This will range from buildings created from shipping containers to tiny houses, displays of temporary art installations and tactical urbanism projects, such as the installation of temporary bicycle facilities on municipal streets in order to study their impacts.

## B. Overarching Goals

This section provides broad goals and policies to guide future redevelopment and public improvements.

### Goal 1: Support Transit and Increase Ridership

As a transit-supportive development plan, the SCP strongly emphasizes investments that support and increase transit ridership. Ridership tends to be higher in areas that are denser, walkable and contain a mix of uses.

Policy 2.1: Buildings, spaces and facilities whose users benefit from and support transit service should be promoted.

### Goal 2: Recognize Spenard as a Destination

Spenard is already a unique destination within Anchorage. It is known for its historic significance, neighborhood characteristics and cultural opportunities.

Policy 2.2: Expand Spenard's roll as a citywide destination and market it as a destination district. Spenard's unique character and its importance to the overall Anchorage community should be celebrated and reinforced by new development and public improvements.

Policy 2.3: Promote preservation of historic resources in the area as landmarks that contribute to its distinct identity.

### Goal 3: Celebrate the Culture of Spenard and Anchorage

Spenard is one of the most culturally diverse districts in Anchorage and Alaska. The area's rich history and the people that live here have a strong impact on its identity. Its eclectic character is reinforced through the urban landscape, by the variety of architecture, the presence of art and the activities found there.



*Celebrate history and the creation of new cultural experiences.*



*The area's rich history has a strong impact on its identity.*



*Support and increase transit ridership.*



*The design process for streets will consider all transportation modes: pedestrians, bicycles, transit, freight and private motor vehicles.*



*Opportunities for neighborhood amenities should be pursued.*

Policy 2.4: The cultural significance of the area should be celebrated by creating spaces that educate, inform and provide experiences that reinforce Spenard as a cultural destination.

Policy 2.5: Private development projects and public facilities should accommodate activities that foster cultural awareness, celebrate history and facilitate creating new cultural experiences.

## **Goal 4: Enhance and Protect Neighborhoods Surrounding Spenard Road**

The revitalization and redevelopment of the Spenard Corridor itself is of utmost importance. However, the established residential neighborhoods to the east and west of the Corridor also are important to improve and support. This includes providing support for new and existing housing for all income levels.

Policy 2.6: Access to abutting residential neighborhoods should be enhanced with improved pedestrian and bicycle systems. These should safely connect residents to open spaces, community facilities, employment centers, retail opportunities and other destinations within Spenard and the greater region.

Policy 2.7: Mixed-use buildings and other non-residential development along the corridors should be sited and designed to sensitively transition to adjacent single-family properties. Corridor development must strategically arrange site features, integrate architectural elements and include site design elements that reduce impacts on abutting single-family properties. Reducing operational impacts of noise and odor, minimizing the presence of looming walls that impact privacy and ensuring adequate solar access to sensitive properties are all key factors to consider.

## Goal 5: Create Great Public Streets

Streets are important public spaces and integral components of the open space network that enhance quality of life.

Policy 2.8: To the extent feasible, walkability should be maximized along all public streets by decreasing the amount of right-of-way dedicated to vehicular travel.

Policy 2.9: Traffic calming measures should be employed where appropriate to slow traffic and make walking more comfortable.

Policy 2.10: Private development should be designed to engage and activate adjoining public sidewalks, thereby ensuring Spenard is walkable, memorable and inviting.

## Goal 6: Pursue the Development of Activity Nodes

The Spenard Corridor is not expected to be homogenous, but will be accentuated with concentrations of activities in nodes. Opportunities are likely to be presented based on property owner choices, the ability to assemble land, and the availability of infrastructure and other factors.

Policy 2.11: The Municipality should actively encourage development that can, or has an opportunity to, create nodes of activity along the Corridor. Development nodes have the potential to further catalyze growth along the Corridor.



*Encourage private and public investment to create great public streets.*



*Pursue the development of Activity Nodes.*



*Pursue the development of Activity Nodes.*

## 2 Vision/Overarching Goals



Connect Spenard to other parts of the city including Downtown, Midtown, the airport and the Coastal Trail.

### Goal 7: Connect Spenard to Greater Anchorage

Spenard is not an island within Anchorage. It must be well connected to its counterpart districts around the City and particularly to those located directly adjacent to Spenard, including Downtown, Midtown, Ted Stevens Anchorage International Airport and the Coastal Trail.

Policy 2.12: Efficient multi-modal transportation systems in the Spenard Corridor (bicycle, pedestrian, transit, freight and motor vehicles) should enhance Anchorage's regional circulation network.

### Goal 8: Create a Safe Pedestrian and Bike Network

Biking and walking in Spenard are more common than in many other areas of Anchorage. However, bicycle and pedestrian trips in Spenard are not fully supported by safe and adequate facilities. The bicycle and pedestrian facilities that do exist often fall short of modern accessibility standards and need maintenance or improvement. They also are not well connected to one another and are not linked to neighboring districts.

Policy 2.13: Providing a safe, clear and interconnected pedestrian and bicycle circulation system that is integrated with public transit should be a high priority for all investment in the area.

Policy 2.14: Wherever possible, a separated sidewalk should be provided with a landscaping buffer.

Policy 2.15: Pedestrian and bicyclist safety should also be supported with adequate lighting, and uses that contribute to “eyes on the street” and that follow other principles of Crime Prevention Through Environmental Design (CPTED).

**Goal 9: Integrate Fish Creek (Ch’atanaltsegh Liq’aka Betnu) as a Centerpiece for Spenard**

Fish Creek offers an opportunity to enhance regional connectivity throughout Spenard and greater Anchorage. An integrated regional trail system along the creek could greatly improve pedestrian and bicycle mobility throughout the corridor.

Policy 2.16: The parks and green areas along Fish Creek should be enhanced and activated with pedestrian facilities whenever possible; new open spaces should be created when opportunities arise.

Policy 2.17: While there are significant constraints to region-wide improvement and daylighting of Fish Creek, it should be vigorously pursued, consistent with the 2040 LUP and Assembly Resolution 2018-277. Daylighting Fish Creek would enhance resiliency for Spenard by helping to mitigate flood issues. Other ecological benefits include enhancing wildlife habitat.

**Goal 10: Accommodate Safe and Balanced Roadway Access**

While automobile and freight trips are expected to continue to account for the majority of trips that occur, pedestrian, bicycle and transit safety improvements should be the primary focus for public and private investments.

Policy 2.18: While regional auto travel must be accommodated, the circulation system should be designed to minimize conflicts with pedestrians, bicycles and vehicles.

Policy 2.19: Vehicular infrastructure should be designed to slow traffic speeds, and accommodate transportation network company (TNC) and taxi pickup and freight delivery where appropriate.



*Create a safe pedestrian and bike network.*

## 2 Vision/Overarching Goals



*Property owners, business operators and the City should seek to create shared “pools” of parking to meet demand, but that minimize the overall number of parking spaces that are needed.*



*Snow storage and snow removal should be considered when planning and designing public and private spaces.*

### Goal 11: Accommodate and Manage Parking

Parking is needed for many of Spenard’s businesses, organizations and community destinations to operate successfully, and it is expected that this will continue to be the case. On-site parking associated with specific activities and on-street public parking will continue to be important. However, better management and strategic supply may reduce the total spaces needed.

Policy 2.20: Property owners, business operators and the City should seek to create shared “pools” of parking to meet demand.

Policy 2.21: To further redevelopment and investment goals, parking management solutions should be considered to create efficiencies for property owners, business owners, residents and visitors.

### Goal 12: Design for Year-Round Use

A public realm that invites use year-round and that responds to environmental conditions is important to the vitality of Spenard.

Policy 2.22: Private development and public improvements should be tailored to respond to Anchorage’s climate and sun exposure patterns.

Policy 2.23: Public spaces and facilities, as well as private development and circulation systems should function well during periods of the year when sunlight is scarce and snow is present.

Policy 2.24: Snow storage and snow removal should be considered for all Plan Area investments.



*Private development and the circulation system should accommodate periods of time when heavy snow is a reality.*



### Goal 13: Prioritize Sustainability and Resilience

Sustainability and resilience are critical to the success of Spenard. Stormwater runoff, green infrastructure, energy efficiency and alternative transportation modes are all relevant to design and development in the area. This will assure that Spenard will be well positioned to adapt to future changes, both environmental and economic.

Policy 2.25: All projects should consider opportunities to reduce energy consumption, conserve resources and minimize negative environmental impacts.

Policy 2.26: Promote adaptive reuse of existing buildings to help restore and revitalize historic resources, and further contribute to Spenard as an iconic place.

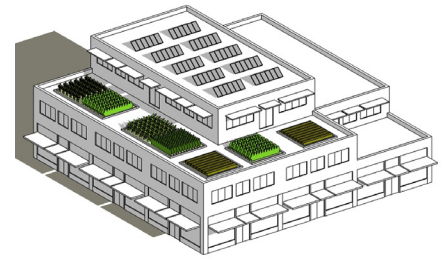
### Goal 14: Create a Climate for Investment

The success of the Plan and the realization of its goals will depend on developers, businesses and others looking to invest in Anchorage. While the community treasures Spenard, parts of the Plan Area are vacant and aging, and in some cases, properties are deteriorated. Both private and public reinvestment is required to create a true transit-supportive, mixed-use corridor. It is important to create a vibrant mix of land uses along Spenard Road, which are supported by buildings designed to contribute positively to the public realm.

Since Spenard is a fully developed area, real estate investments will face unique challenges from those encountered in a greenfield context where projects are built on undeveloped land. Challenges include fragmented land ownership, small parcel sizes that necessitate land assembly and low capacity roadways that are inadequate for serving higher-density development. As such, the Plan's policies should be applied flexibly, but with a firm commitment to the overarching goals.

Policy 2.27: Public investment should be used strategically to catalyze private investments that meet the plan's goals. When providing public financial assistance to development, prioritize those that positively impact areas beyond their property lines and/or constitute joint ventures by multiple property owners.

Policy 2.28: Partnerships between the private sector and the Municipality should be explored to ensure that investments are in sync with one another and will further the community goals set forth in the Plan. Public incentives may be utilized to guide private development and encourage projects to contribute to revitalization in the Corridor.



*All projects should consider opportunities to reduce energy consumption, conserve resources and minimize negative environmental impacts.*

## 2 Vision/Overarching Goals

Policy 2.29: Partnerships among property owners in Spenard also should be allowed to share resources and pool common facilities. For example, adjoining properties may share parking and service areas. This may lead to more efficient site layouts.

### Goal 15: Focus on Strategic Economic Development Efforts

Economic development is a key factor in promoting the Spenard Corridor as a vital destination and community-serving resource.

Policy 2.30: A focus is on economic development to bring dollars, businesses and buildings consistent with the community vision to Spenard. Develop strategies to capture unmet demand and market to visitors seeking an alternative experience in Anchorage.

Policy 2.31: Public infrastructure improvements that encourage private sector investment should be prioritized.



*Creating public space between buildings can generate economic growth by encouraging visitors to stay.*



*Public infrastructure improvements that encourage private sector investment should be prioritized.*

# 3 PLAN CONCEPT/ FRAMEWORK

This chapter tells the “story” of the Spenard Corridor. It describes a framework for coordinating urban design, land use and circulation systems at a Plan Area-wide scale. This will inform future land use designations, zoning updates, transportation improvements, open space improvements and other public investments. More detailed recommendations and design concepts are then provided in Chapter Four: District-Specific Concepts.

## A. Plan Concept

The Plan Concept consists of four core objectives related to physical design and circulation in Spenard. These are extensions of the goals and policies described in the previous chapter. They should serve as a baseline for interpreting the more detailed framework policies provided in Section B Framework Policies below. Objectives for placemaking and connectivity are identified below and illustrated in Figures 3.1 and 3.2.

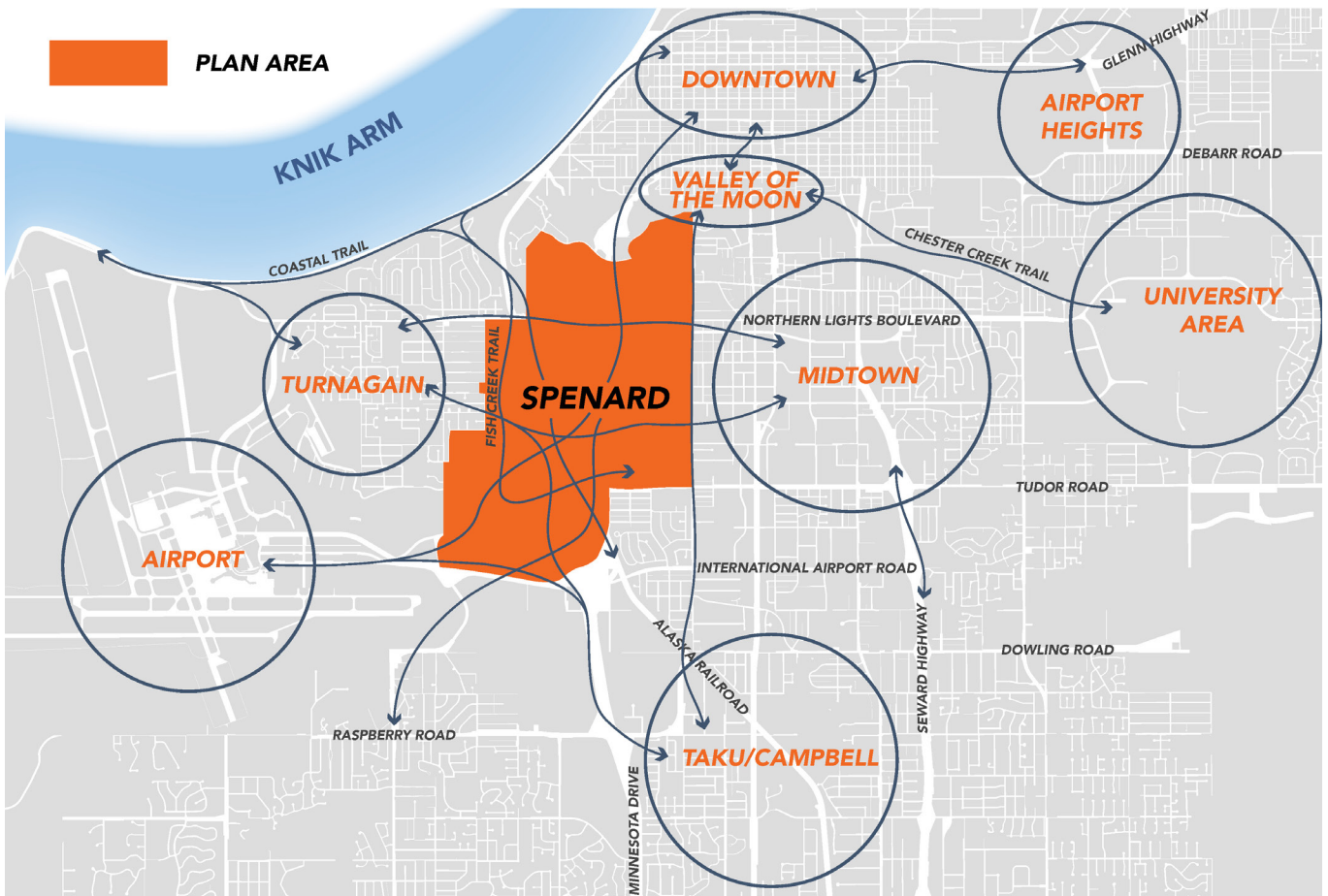


Figure 3.1 Plan Concept (Part A): Citywide

### **Objective 1. Establish the Spenard Corridor “Spine”**

Spenard Road should be the thread that knits the Plan Area together and should be a destination in itself. Designs should focus on bringing vibrancy to the corridor with interesting and inviting urban spaces, active transportation facilities, convenient transit access and lively cultural venues. Where development occurs along Spenard Road, creating an active street edge should be the highest priority. Spenard Road should be a magnet for the area.

### **Objective 2. Organize the Spenard Corridor as a Series of Transit-supportive Districts**

Spenard Road stretches over 2.5 miles from north to south through the Plan Area. The existing character along the corridor is varied and the opportunities for the future are diverse. The corridor should emerge as a series of three distinct Transit-supportive Districts, each offering different opportunities and experiences, but tied by the road itself as the common thread. Site and building designs, land uses and target markets should be tailored to a flexible but clear vision for each district.

### **Objective 3. Enhance Connectivity**

Transportation facilities in Spenard should not only support Spenard, but also contribute to improved regional connectivity. As shown in Figure 3.2, Spenard should be connected seamlessly to its surrounding context, including key open space and recreational destinations, established neighborhoods, employment centers and entertainment and retail districts. Midtown, Downtown, the Coastal Trail/Fish Creek Estuary, Turnagain and the Airport are all examples.

### **Objective 4. Bring People to the Spenard Spine**

Design transportation facilities, streets, gateways, wayfinding signage and other features to draw people to the Spenard Corridor Spine. The road itself should be designed as the “place to be” and all work nearby should reinforce this objective.

#### **Note**

The overviews for the individual TSD Districts describe the intended character for each of them to place them into context of the overall framework. These descriptions also appear in expanded form in Chapter 4.

## **B. Framework Policies and Directives**

The Plan Framework shown in Figure 3.3 illustrates design and circulation policies, which are described in more detail in this chapter. The concepts illustrated in the Plan Framework are aspirational, and may not necessarily match those in previous plans. Some will require further study to determine their feasibility or will require coordination with private landowners. The location and alignment of Framework elements should be interpreted flexibly with the focus being on the fundamental objectives for design and circulation that are illustrated.

With respect to circulation, the Plan Framework focuses primarily on pedestrians, bicycles and transit systems. Vehicular circulation, which also is important, is discussed further in Chapter Five.

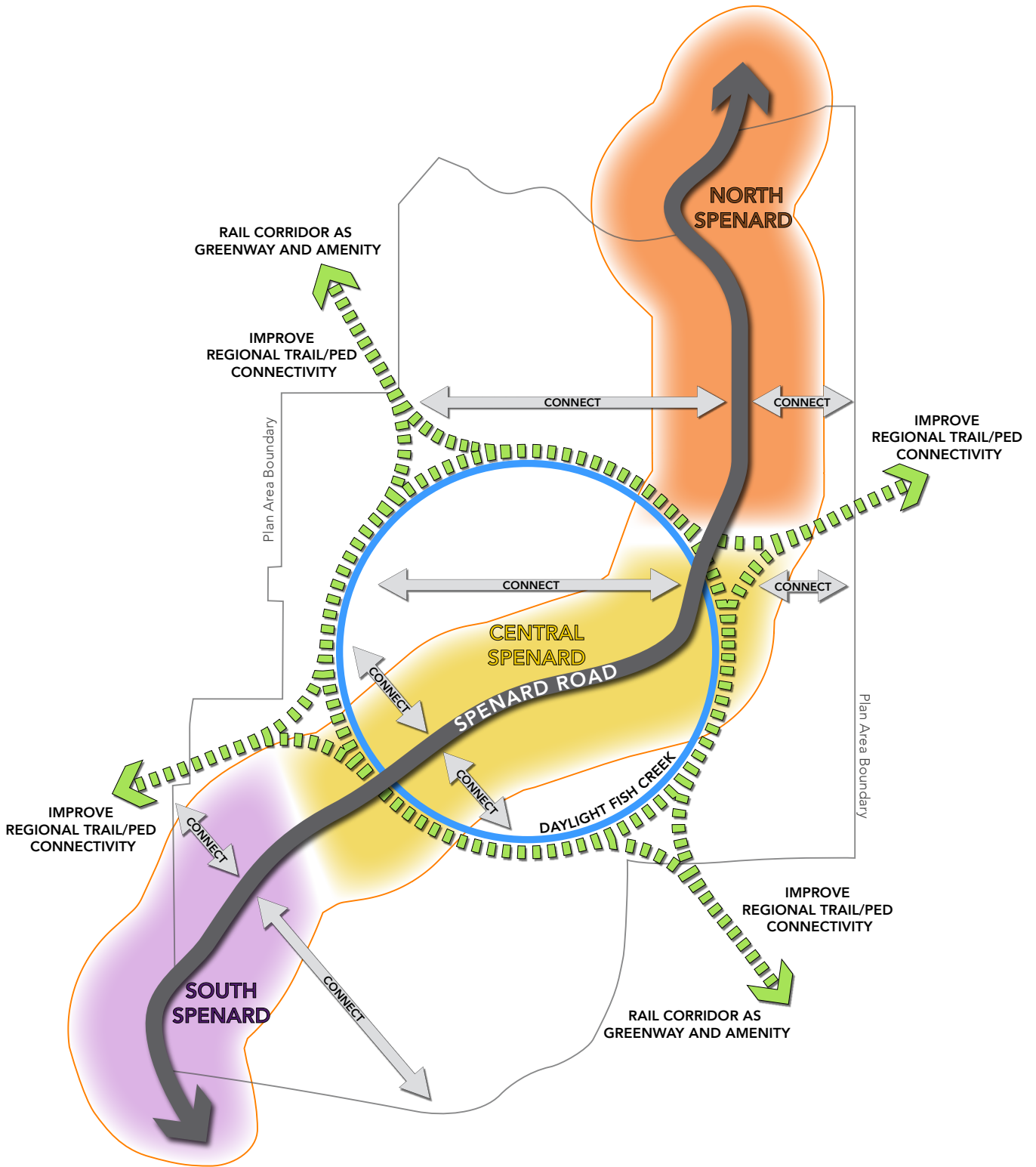
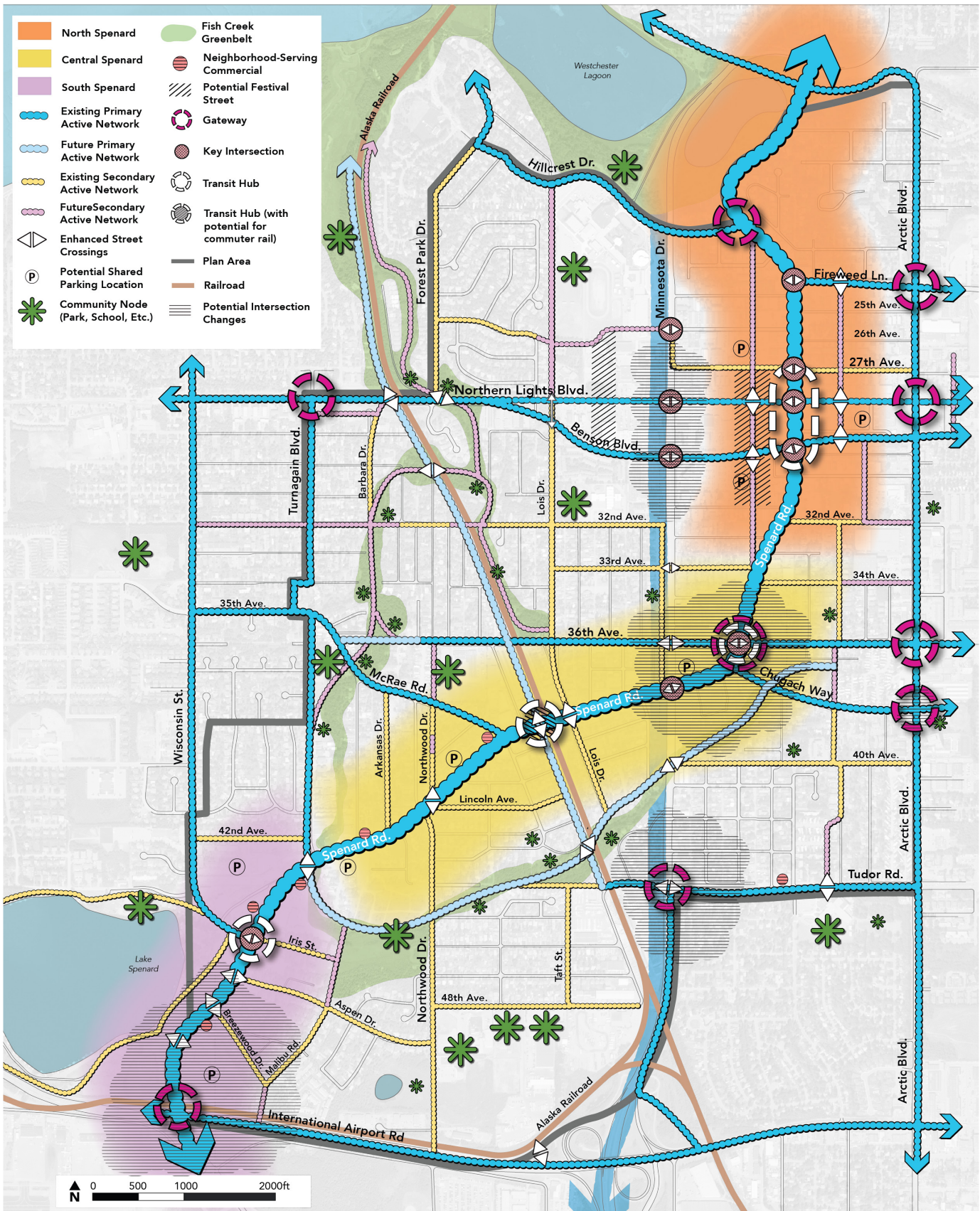


Figure 3.2 Plan Concept (Part B): Plan Area

### 3 Plan Concept/Framework



NOTE: The potential for the Alaska Railroad Trail shown in this figure depends on future coordination with the Alaska Railroad Corporation to consider how such a trail could coexist with the functional needs of the rail corridor.

**Figure 3.3 Framework Map**

## Transit-Supportive Development District Vision and Policies

The Spenard Corridor is organized as three Transit-Supportive Development Districts. These are North Spenard, Central Spenard and South Spenard. They are envisioned to be three unique destinations. Each should offer different experiences and services and exhibit differences in urban character. Please see Chapter Four for specific concepts for each District. Figure 3.4 shows the three Spenard Transit-Supportive Development Districts. The district boundaries include commercial and residential areas within a quarter mile distance or 5-minute walk from Spenard Road.

### Transit-Supportive Development

The Anchorage 2040 Land Use Plan describes Transit-Supportive Development in the following way:

“...Corridors where expanded public transit service will support a compact, walkable pattern of commercial, residential, and/or mixed-use development. Over time, compact development can create ridership demand to support more frequent bus service. It will give Anchorage’s households more choices in how to get to work and other destinations. It also provides more opportunities to live in a walkable, accessible, and affordable neighborhood environment... Future development is encouraged to be generally in the range of 8 to 20 housing units per acre on average over the entire corridor. However, individual parts of the corridor, such as in existing single-family and two-family neighborhoods, may have less density.”

The Spenard Corridor Plan supports the recommendations of transit-supportive development in the 2040 LUP, and seeks to further them with more specific guidance for the Spenard Corridor itself.

### North Spenard District Vision

North Spenard will be the “heart” of the Corridor. It also should serve as a citywide entertainment destination, a place for culture and events. It will have a wide range of transit-supportive uses, including residential, retail, restaurant, employment and creative spaces. North Spenard should be more urban, with taller buildings, pedestrian-oriented streets and active outdoor gathering spaces. Over time, large-scale, phased redevelopment will intermingle with existing smaller buildings and housing, resulting in a critical mass of activity that keeps North Spenard active and safe during daytime and nighttime hours.



### 3 Plan Concept/Framework



#### Central Spenard District Vision

Central Spenard will be a place of neighborhood-serving businesses. The shallow lot depths here are highly integrated with the neighborhoods that flank them. This should influence the character and scale of development. Redevelopment will be fine-grained in nature, with smaller buildings and variety in building orientation. Some larger-scale redevelopment opportunities exist and should be pursued on larger properties when parcel assembly can be achieved. Private and public improvements should be designed to work with the twists and turns in this area to create a sense of discovery along the corridor.



#### Traditional Neighborhood Design

The Anchorage 2040 Land Use Plan applies the Traditional Neighborhood Design (TND) growth-supporting feature to the Spenard area, and describes TND in the following way:

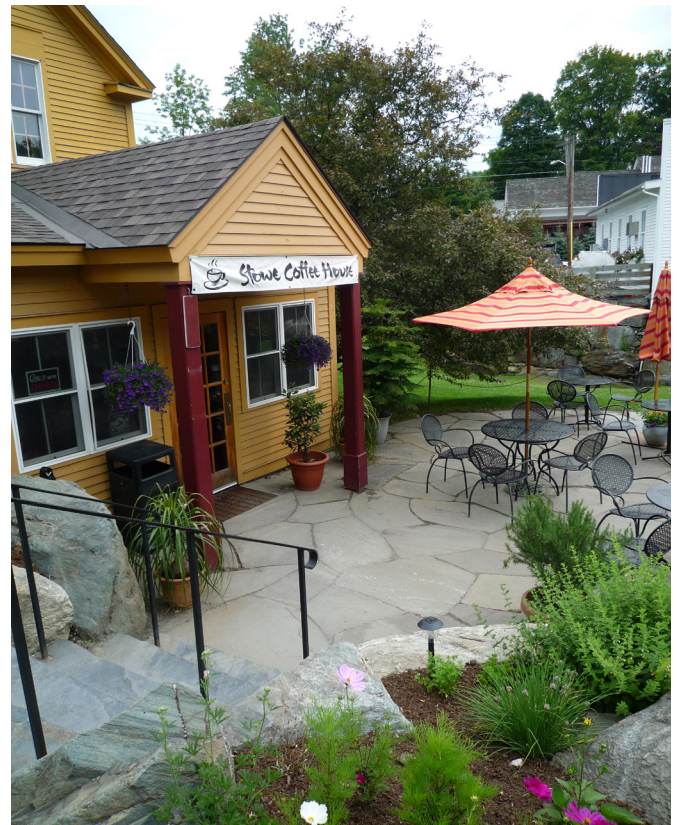
“This growth-supporting feature enhances existing urban patterns of development. These older urban neighborhoods and districts have a more highly interconnected street system, smaller block sizes, greater connectivity, and sidewalks... Traditional Neighborhood Design facilitates compact development that reinforces these characteristics. It promotes policies, guidelines, and incentives that allow for and encourage new development and infrastructure (streets, sidewalks) to capitalize on this urban form.”

The Spenard Corridor Plan supports the recommendations of the Traditional Neighborhood Design in the 2040 LUP, and seeks to further them with more specific guidance for the Spenard Corridor itself.



### South Spenard District Vision

South Spenard will be reinforced as a stable neighborhood for local residents which also is a lively visitor district that leverages its proximity to the airport and Spenard Lake. Tourism-focused development should be designed to benefit nearby residents by incorporating elements that appeal to locals and visitors. For example, open space amenities, neighborhood-serving retail and improved connections will benefit all users. New residential infill development that is located immediately off the corridor should be designed to provide a compatible transition in scale and use between a bustling South Spenard Corridor and the residential areas to the east and west. Gateway design elements should establish a sense of entry to Spenard from the south.



3 Plan Concept/Framework

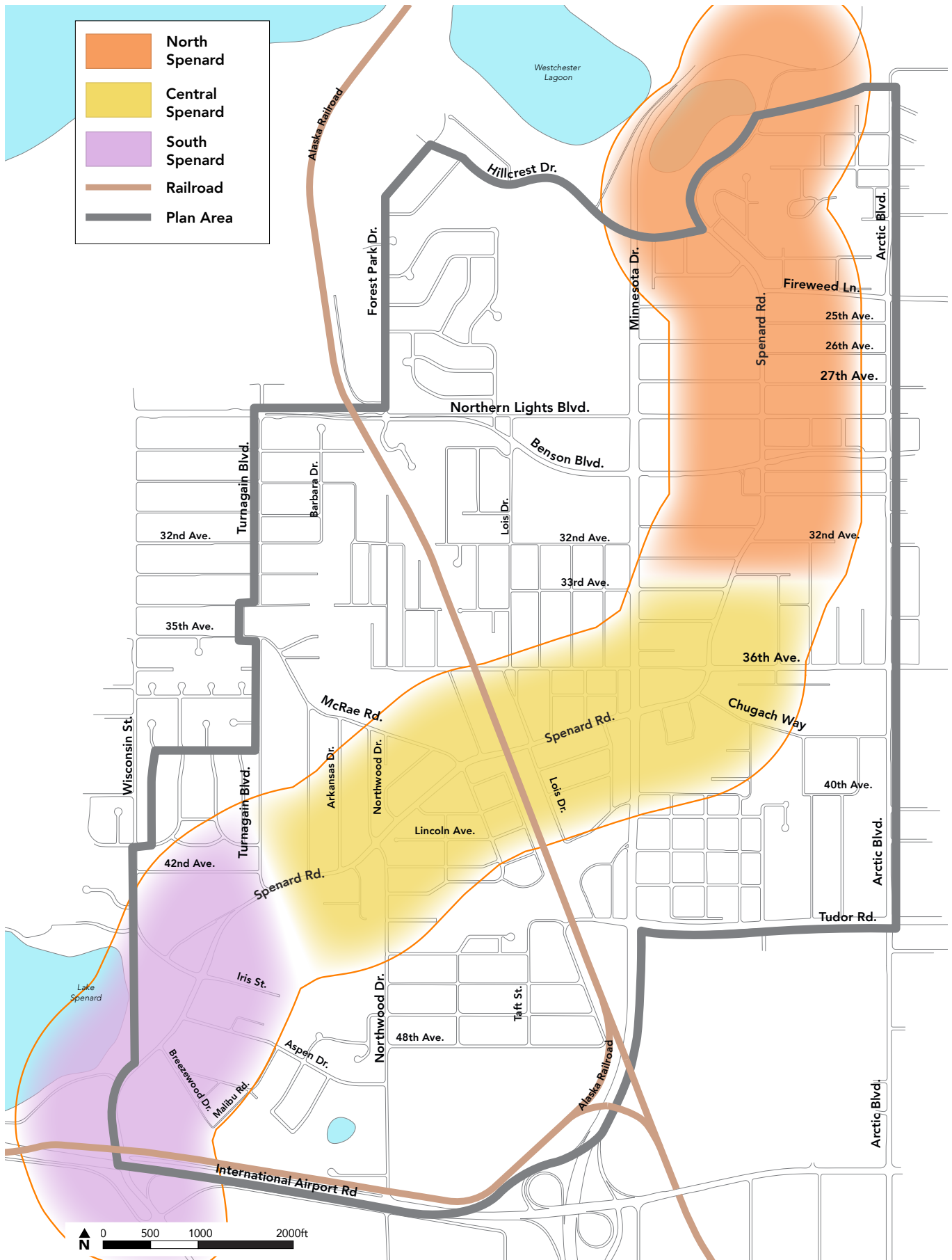


Figure 3.4 Transit Supportive Development Districts

## Active Transportation Network Policies

### Policy 3.1: Establish a network of primary and secondary active transportation connections.

The Active Transportation Network is shown in the Plan Framework Map (Figure 3.3). The network should:

- » Link Spenard with citywide destinations and adjacent neighborhoods
- » Establish an active transportation corridor on Spenard Road
- » Enhance connectivity through Plan Area neighborhoods
- » Connect community nodes, including schools and parks
- » Integrate Fish Creek and the Alaska Railroad right-of-way
- » Plan for snow storage and its management
- » Accommodate freight movements on Spenard Road

Active transportation refers to trips taken by foot or on bike. Spenard's pedestrian and bicycle network must be enhanced to achieve the Plan's vision. Figure 3.5 shows the proposed active transportation network. Additionally, Figure 3.6 identifies relevant MTP investment areas.

This network of primary and secondary connections should include:

#### Primary Network

The Primary Active Transportation Network, shown in blue in Figure 3.3, consists of roadways and routes that extend beyond Spenard to surrounding areas. These include:

- » Spenard Road
- » Major roads near the perimeter of the Plan Area
- » Major east-west connectors
- » The eastern components of the proposed Fish Creek Trail
- » Potentially, sections of Minnesota Drive in close coordination with ADOT&PF planning efforts and consistent with state and federal guidelines and regulations.

#### Secondary Network

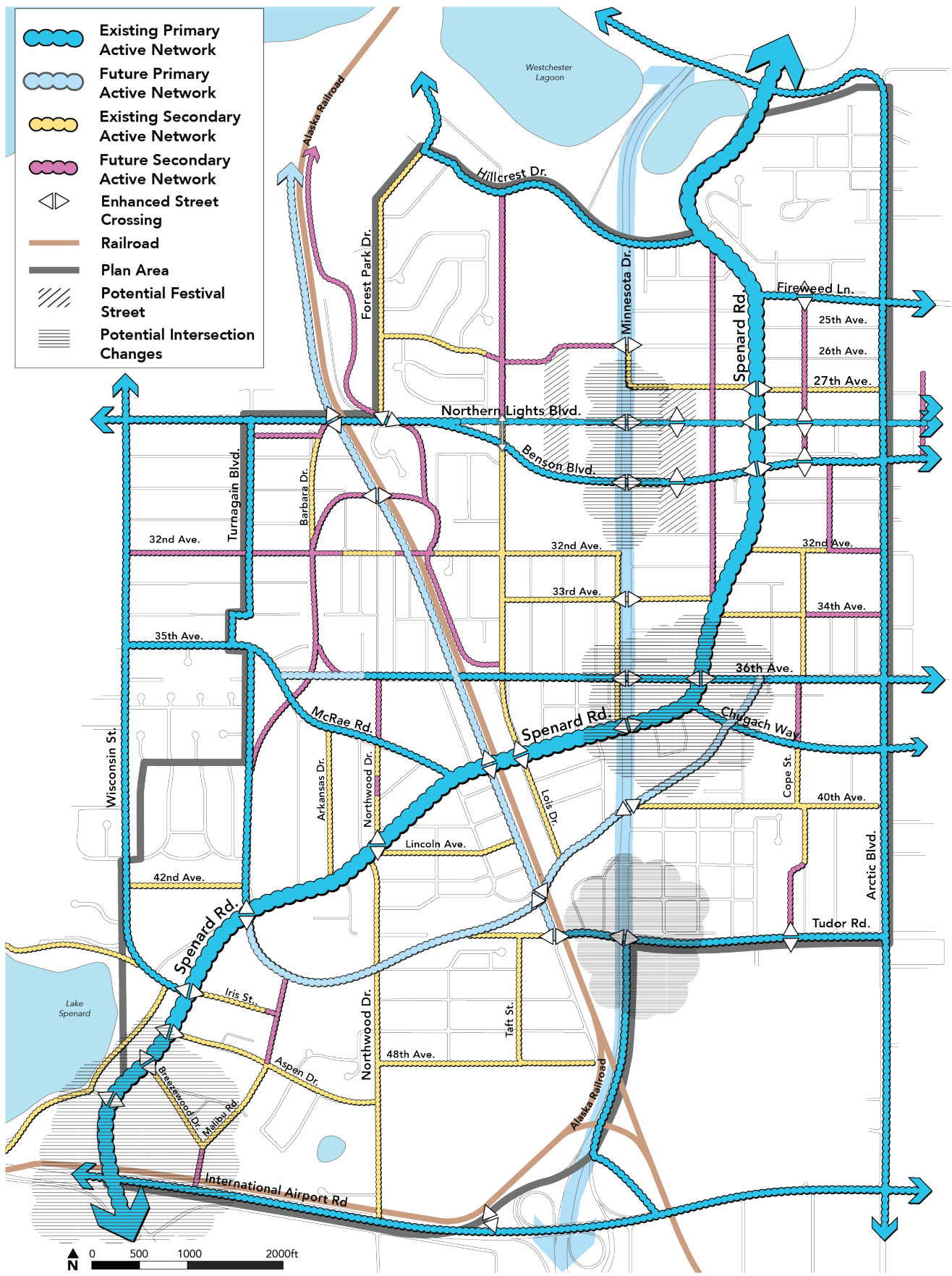
The Secondary Active Transportation Network, shown in yellow and pink, consists of neighborhood-level connections to the Primary Network and to key community destinations. It includes:

- » Neighborhood streets to the east and west of Spenard
- » New connections proposed to break up long existing blocks
- » The northern segment of the proposed Fish Creek Trail

#### Note

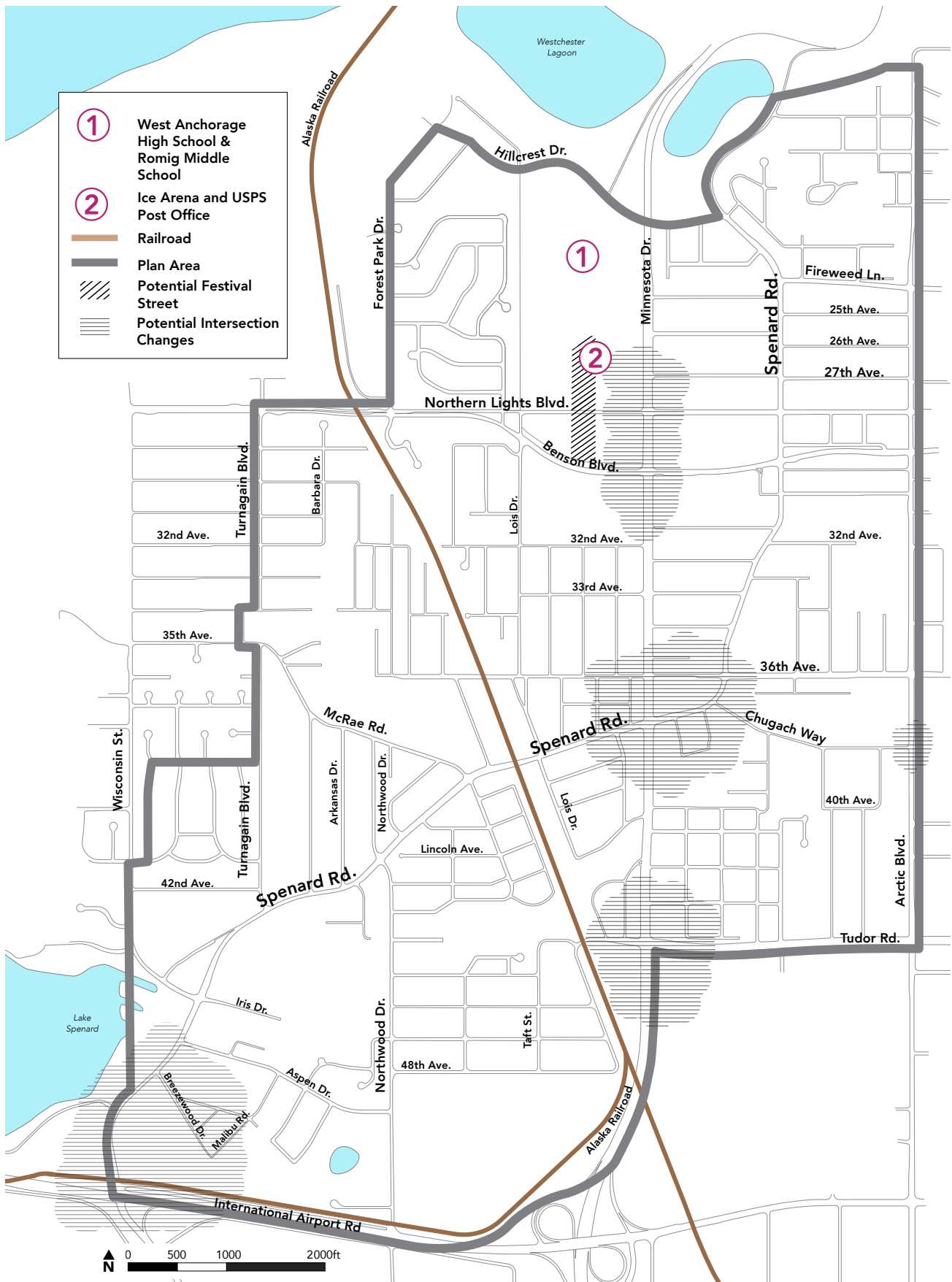
This section of the plan seeks to clarify active transportation objectives for Spenard, beyond what is identified in the Metropolitan Transportation Plan (MTP). Improvements will need to be coordinated with overall regional objectives in the MTP.

### 3 Plan Concept/Framework



NOTE: The potential for the Alaska Railroad Trail shown in this figure depends on future coordination with the Alaska Railroad Corporation to consider how such a trail could coexist with the functional needs of the rail corridor.

**Figure 3.5 Active Transportation Network**



NOTE: It is desirable to have Traffic Impact Analysis (TIA)'s or other studies to reroute out-of-direction travel and to be accessible by all modes.

**Figure 3.6 Potential Metropolitan Plan Investment Areas**

### 3 Plan Concept/Framework



Multi-use pathway

#### Potential Network Facilities

Expanded bicycle and pedestrian facilities should meet NACTO standards and consist of a variety of types, including:

- » **Multi-use Pathways.** Off-street paths shared by pedestrians and bicyclists.
- » **Bicycle Lanes.** Areas within the roadway that are exclusively designed and delineated for cycling.
- » **Buffered Bicycle Lanes.** Bicycle lanes as described above but buffered from vehicular traffic with striping.
- » **Protected Bicycle Lanes.** Bicycle facilities that share the roadway with vehicles but are physically separated from vehicular traffic with a vertical barrier.
- » **Shared Use Roadway/Bicycle Boulevard.** Streets that are signed or striped with “sharrows” to alert motorists of bicyclists.



Bicycle lane



Buffered bicycle lane



Protected bicycle lanes



Shared use roadway/bicycle boulevard (sharrow)

### Crossings

Active transportation in Spenard is constrained by difficult crossings along major transportation routes. The Alaska Railroad, Minnesota Drive, Northern Lights/Benson Boulevard and Spenard Road are all examples. The Plan Framework illustrates locations for potential crossing improvements.

Crossing improvements will take a wide variety of forms. These include: at-grade intersection improvements that will make pedestrian crossings safer, mid-block at-grade crossings that allow safe crossing between signalized intersections, and grade separated crossings that facilitate uninterrupted travel. More detailed analysis must be conducted to determine which crossing treatment is appropriate at each location.

The first step in planning for crossings that will get the most use is to establish a network favoring active transportation. Crossing solutions will then become more evident using engineering studies and solutions manuals already in place. It is important to locate crossings at major vehicular intersections, or preferably two blocks to four blocks away. Crossings within one block of vehicular intersections are commonly rerouted to the major intersection to maintain efficiency for all modes.



Signalized crossing



At-grade mid-block crossing



Grade separated crossing (undercrossing)



Grade separated crossing (overpass)



*Community Facility or Institution*



*Single-Family and Two-Family*



*Compact Mixed Residential-Medium*



*Residential Mixed-Use Development*

## Generalized Future Land Use

Currently, one of Spenard’s unique qualities is its eclectic mix of land uses. Everything from light industrial to single-family housing is present in a close-knit, fine-grained pattern of urban development. This wide range of land uses in close proximity to one another should continue as a means of supporting daytime and nighttime activity as well as public transit. Future land use designations focus on properties that are more closely situated to the transit-supportive corridor. Flexible, mixed-use is recommended for many areas in the corridor. However, concentrations of multi-family, single-family and pure commercial, industrial and civic land uses also should continue to occur.

The generalized land use policies for the corridor are illustrated in Figure 3.7 and described below. This provides a framework for commercial properties and infill opportunities generally within a 1/4 mile (5- to 10-minute) walk of the high frequency transit service on Spenard Road. Varying combinations of these land use patterns are recommended for each of the three TSD districts. More specific land use recommendations with map details for the North, Central, and South districts are provided in Chapter 4. Those land use maps serve as the land use policy and regulatory elements of the Plan.

The brief descriptions of the land use designations in the Plan summarize those defined in the Anchorage 2040 Land Use Plan (2040 LUP). The 2040 LUP definitions contain a full description of each land use designation, including more details about the intended prevailing uses, densities, development character, and implementation zoning districts.

- » **Park, Natural Area or Open Space.** Parks, greenbelts and other open spaces. This designation combines the Park or Natural Area and Other Open Space land use designations of the 2040 LUP. Where located on the Alaska Railroad Utility Corridor, it also cross-references to the 2040 LUP “Airport, Port, or Railroad Facility” land use designation with “Potential Open Space Alternative.”
- » **Community Facility or Institution.** Community facilities, schools, public safety and other similar uses. Where located on Airport lands, it also cross-references to the 2040 LUP “Airport, Port, or Railroad Facility” land use designation with “Potential Open Space Alternative.”
- » **Single-Family and Two-Family.** Single-family houses and low density residential.
- » **Compact Mixed Residential-Low.** This designation provides for a compatible, diverse range of single-family, attached, and smaller-scale apartment housing choices in the same neighborhood.



- » **Compact Mixed Residential-Medium.** This designation provides for multi-unit apartment and townhouse living (including R-3 development) and a mix of compact single-family and attached housing in a cohesive neighborhood.
- » **Urban Residential-High.** Medium- to high-density housing opportunities, allowing for apartment buildings, townhouses, and similar forms of urban housing.
- » **Town Center.** The Spenard Town Center integrates community-serving retail that meets the daily needs of several surrounding neighborhoods, and include public services and civic facilities. New apartments, compact housing, and live/work units are encouraged to develop alongside long-time properties.
- » **Main Street Corridor.** Commercial and mixed-uses within urban neighborhoods that can evolve as pedestrian-oriented, transit-served “main street” development.
- » **Light Industrial/Commercial.** Light Industrial/Commercial areas provide for multi-sector employment in an industrial setting.

The land uses recommended for the Plan Area are generally consistent with those called for in the Anchorage 2040 LUP. However, some minor deviations occur. These deviations represent recommended changes, in order to satisfy District specific objectives. Recommendations for land use are identified in Chapter Four: District-specific Concepts. To compare how the SCP land use designations relate to the 2040 LUP, please see Figure 2.4 in Section 2.1 of the Anchorage 2040 Land Use Plan.

#### Note

Note that Figure 3.7 indicates land use changes that are intended to follow parcel lines, but in some cases those locations are approximate. Where the land use remains the same as in the 2040 LUP, the boundary lines in the LUP should be referenced. Only the areas that are marked with a hatched pattern are intended to be changes from the 2040 LUP.

### 3 Plan Concept/Framework

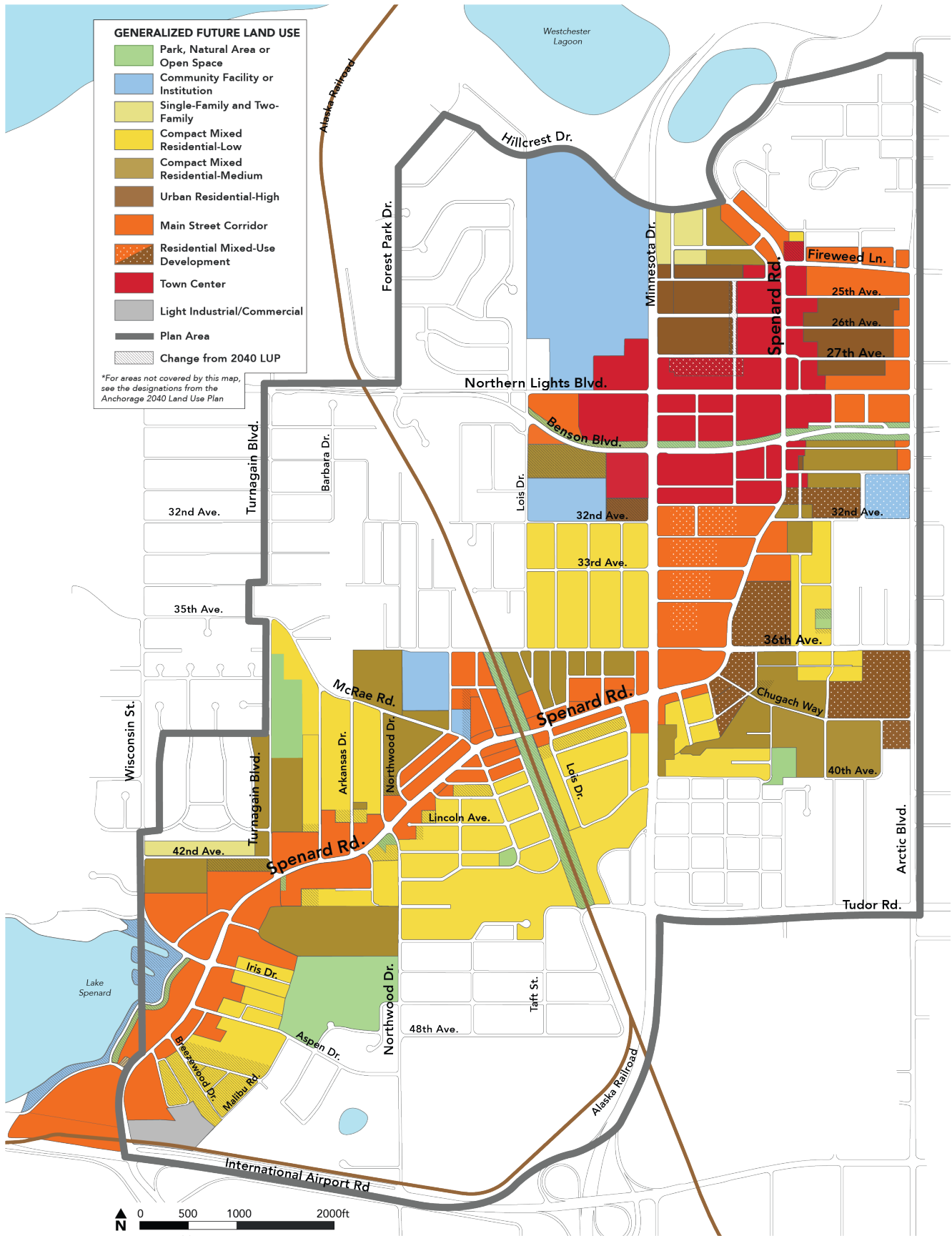


Figure 3.7 Generalized Future Land Use

## Growth-supporting Features

The following Growth-supporting features overlay and modify the land use designations.

- » **Residential Mixed-Use Development.** Medium- to high-density housing opportunities combined with commercial mixed-use retail, office, production, lodging, other employment and services, and coordinated public infrastructure investments to create a mixed-use neighborhood. This feature appears as a stipple (dot) pattern over the base land use designations in Figures 4.1, 4.5 and 4.9. It cross-references to the 2040 LUP growth-supporting feature with the same name.
- » **Transit-supportive Development.** The areas shown with land use designations on Figures 4.1, 4.5 and 4.9 comprise the Spenard Transit-Supportive Development corridor, which incorporates and builds on this feature as described in the 2040 LUP.
- » **Traditional Neighborhood Design.** All land use designations on Figures 4.1, 4.5 and 4.9 incorporate this development feature as described in the 2040 LUP, with the exception of the Community Facility campus of Romig M.S. and West Anchorage H.S.
- » **Greenway-supported Development.** Refer to the 2040 Land Use Plan Map for the area of application of this growth-supporting feature along parts of the Fish Creek Corridor.

The land use areas recommended in Figures 4.1, 4.5 and 4.9 are generally consistent with the 2040 LUP. However, some deviations occur. These deviations represent recommended changes in the land use designations in order to satisfy Spenard District-specific objectives. Areas where there are new recommendations for land use are identified in Figures 4.1, 4.5 and 4.9 and described in each District discussion.

### **Policy 3.2: Accommodate a wide range of uses throughout the Plan Area that support transit, generate activity and contribute to economic development, housing and placemaking.**

The following include planning technique policies to further support the land use, transportation and design elements of the Plan:

## Redevelopment and Adaptive Reuse

### **Policy 3.3: Pursue an adaptive reuse program that encourages redevelopment and activation of existing buildings along the corridor.**

This may include amending codes and review procedures as well as offering incentives. An adaptive reuse program will help to maintain the finer-grained scale of development that supports local businesses that are unique to Spenard. The adaptive reuse program may permit

reductions or waivers for some site development regulations, such as parking, and also may allow for interim uses and phased improvements.

### **Innovative Housing Types**

#### **Policy 3.4: Promote a variety of innovative housing types in the Spenard corridor.**

These types include live/work units and duplexes with accessory dwelling units. Amend codes and approval processes as necessary to accommodate new use types such as live/work units.

### **Flex Industrial Uses**

#### **Policy 3.5: Promote and support light industrial facilities that combine technology with low-impact fabrication and assembly work.**

These types of facilities are appropriate in areas of the Spenard corridor where such uses would not abut more sensitive land uses.

### **Changes In Land Use**

#### **Policy 3.6: Encourage a mix of uses along the corridor.**

In some cases, rezoning may be necessary to accommodate the uses envisioned. In some places, the affected parcels may be in a transition area abutting more sensitive, lower intensity uses. In these cases, the rezoning should use the Special Limitations tool to tailor the permitted uses and design conditions that will be required to assure compatibility with the context. (Note that a summary of some design solutions for “transitions” is described in a separate section of this chapter.) Anchorage 2020 Policy #14 should be applied and rezonings of residential parcels to commercial uses is generally inappropriate unless recommended in the Plan.

## Protecting Established Neighborhoods

### **Policy 3.7: Encourage small-scale neighborhood-serving commercial uses as generally located on Figures 3.3, 4.5, and 4.9.**

These uses should be located just off the Spenard Road corridor and orient to the local/side streets and provide design features that create transitions from the busy Spenard corridor to adjacent residential uses. Example uses might include small-scale grocery stores, bakeries, or coffee shops.

## Applying the Spenard Overlay Zone

### **Policy 3.8: Establish a Spenard Overlay Zone to the transit-supportive land use corridor boundaries.**

The Spenard Overlay Zone will act as a tool to provide guidelines and policies on what land uses occur in traditional areas. Establish and apply a Spenard Overlay Zone to the transit-supportive land use corridor boundaries generally depicted in Figures 3.2, 4.1, 4.5, and 4.9. The overlay should include land use, development, design, and other related provisions specific to the Spenard planning corridor that achieve the town center, main street, and neighborhood land use designations and growth supporting features for transit-supportive, mixed-use, and traditional neighborhood development. Points of focus should include support for:

- » The street typologies (street edge character specified for this area;
- » The design guidelines highlighted in this Plan (Appendix A); and
- » The land use policies of this Chapter and Chapter 4.

## Walkable Blocks

### **Policy 3.9: Enhance and support the pedestrian experience by promoting short block lengths.**

This provides for an integrated circulation network that facilitates walking to more destinations. Some existing blocks are excessively long and measures that could reduce these distances are to be encouraged. This may be accomplished by introducing a new public street, or by creating a private, street-like drive through a property, or even by providing a pathway through a property. Facilitate creation of walkable blocks. (New connections that would reduce block lengths in some parts of the

corridor are presented in Chapter 4.)

### **Creating Efficient Parcels**

#### **Policy 3.10: Promote parcel development that is efficient and promotes adaptive reuse.**

Where it is feasible and appropriate to do so, reconfigure or vacate an existing street to yield parcels that are more likely to accommodate new development and facilitate adaptive reuse. These measures also should be considered as a means of incentivizing redevelopment in appropriate areas.

### **Compatible Design**

#### **Policy 3.11: Promote new development and adaptive reuse projects that work with the neighborhood context to meet the vision for the plan area.**

The design guidelines in Appendix A should be applied to the extent feasible in improvement projects.

### C. Open Space Network Policies

A high-quality and easily accessible network of open spaces should be established as a unifying feature in the Plan Area, building on the numerous open spaces and parks located there today. Figure 3.8 shows the proposed open space network, the components of which are described in a series of policies below.

#### Policy 3.12: Connect to Neighboring Open Spaces.

Spenard’s open space network should be integrated with surrounding regional open spaces. Examples are the Coastal Trail, the Westchester Lagoon and Chester Creek Trail, Arctic Park, Springer Park, Fish Creek Estuary, Pop Carr Park and Lloyd Steele Park.

#### Policy 3.13: Improve and Enhance Existing Parks.

Spenard’s existing parks are important amenities that provide places to rest, recreate and host community gatherings. These should be enhanced whenever there is an opportunity to do so. Improvements should be designed to activate open spaces, increase walkability and expand usage and appeal. Creating community gardens, adding restroom facilities, installing lighting/safety features and expanding bicycle amenities are all potential improvements to consider.



*Connect to neighboring open spaces.*



*Connect to neighboring open spaces.*



*Improve and enhance existing parks.*



*Improve and enhance existing parks.*





**Policy 3.14: Establish New Open Spaces to Enhance the Open Space Network.**

New vibrant open spaces should be created in Spenard to enhance the pedestrian experience, visual appeal and quality of life for residents. Open spaces are most successful when they are activated by adjacent development. New open space targets include:

- » **New Open Space Along Spenard Road.** Currently, there is little formal open space along Spenard Road itself. This is due in part to shallow lot depths, small parcel sizes and the desire for surface parking along the Corridor. New development should be encouraged to include open space along Spenard Road, provided that it is activated, maintained and well used.
- » **New Green Spaces.** New functional green spaces can provide a visual break from buildings and paved surfaces. New development should be encouraged to incorporate well-maintained landscaping, particularly in South Spenard.
- » **New Hardscape Spaces.** Development projects should be encouraged to include plazas and other hardscape amenities. These could include promenades, wide sidewalks, plazas or courtyards. New hardscape spaces are particularly appropriate for areas where there is a concentration of development and activity, such as at Transit Hubs.

**Policy 3.15: Encourage public art to be installed within open spaces.**

Public art will provide an amenity, create interest, celebrate cultural heritage and history and add to the eclectic nature of the Plan Area. This will also contribute to placemaking and to celebrating Spenard as a cultural center:



*Green space*



*Green space*



*Hardscape space*



*Hardscape space*

**Greenway-Supported Development**

The Anchorage 2040 Land Use Plan identifies Greenway-Supported Development, which includes segments of Fish Creek. These are areas where “...new development will incorporate natural open spaces, creek corridors, and pedestrian routes. GSDs are a development concept that focuses on catalyzing new infill and redevelopment projects, based on a creek or greenway restoration. Future redevelopment projects have the potential to interface with revitalized urban creeks, wetlands, wildlife habitats, public spaces, or multi-use trails.”

The Spenard Corridor Plan supports the recommendations of the Greenway-supported Development corridor in the 2040 LUP, and furthers them with more specific guidance for the Fish Creek Corridor itself. This further supports the concepts refined and delineated by Assembly Resolution 2018-277, which supports efforts to daylight Fish Creek.

**Policy 3.16 Promote development of regional open space features.**

Three major open space features should be pursued as keystone organizing elements and amenities:

- » **Fish Creek Greenbelt.** Although some portions of Fish Creek include accessible parks and trails, there is a lack of continuity. The Fish Creek Greenbelt should be designed as a key organizing feature that connects neighborhoods and parks and provides an opportunity to engage water right in the Plan Area. This supports the greenway development and daylighting envisioned in Anchorage’s 2040 Land Use Plan.
- » **Alaska Railroad Trail.** The Alaska Railroad right-of-way is currently well known as a barrier to bicyclists and pedestrians. This Plan supports the establishment of a multi-use trail and open space along the right-of-way. The railroad line that cuts through the Plan Area should be celebrated as an asset, rather than seen as a challenge. This will require substantial coordination with Alaska Railroad Corporation in addition to feasibility determinations and adequate funding.
- » **Spenard Lakefront.** To the extent feasible, the Spenard Lakefront should be activated and improved as a key amenity and component of the active transportation system. Its edges could be enhanced to provide a safe open space amenity for recreation and observing aviation activity that is well integrated with adjacent development. Any improvement to the lakefront must prioritize safety and aviation access. As identified in the Lake Hood Seaplane Base Master Plan, the first goal for the Lake is to maintain a safe and secure operating



*Create an accessible trail system along Fish Creek.*



*The railroad provides an opportunity for a multi-use trail system. This effort will require substantial coordination with Alaska Railroad Corporation in addition to feasibility determinations and adequate funding.*



*Activate and enhance the Spenard Lakefront to create a key amenity.*

environment, and to provide safe facilities for pedestrians, vehicles and aircraft.

## D. Placemaking Opportunities Policies

Placemaking refers to the development of standalone features that serve as points of visual recognition, animation and activity. Figure 3.9 illustrates potential placemaking opportunities, including those at transit hubs, gateways and key intersections. While potential placemaking sites are identified, exact locations are likely to be market driven and should respond to future opportunities.

### Transit Hubs

A transit hub is a stop that is enhanced with public open space and is well coordinated with adjacent development. Transit hubs are proposed within each TSD, near priority redevelopment areas, land uses and key intersections that will generate the highest transit ridership.

#### Policy 3.17 Design transit hubs to facilitate efficient and comfortable bus use.

They should also serve as amenities, such as spaces for community events. Pedestrian and bicycle facilities should provide the highest levels of safety, capacity and user comfort level. The shape, form, programming and detailed design of each transit hub should be unique in its character and designed to respond to the character of the TSD District in which it is located. Transit hubs should be designed so that it can be phased with private investment if needed. This may mean that a transit hub starts out small and evolves into a larger one as investment occurs around it.

### Gateways and Key Intersections

Gateways are points of entry or transition from one District to another that are visually recognized by a design feature. Physical gateway elements could include landscaping, use of special paving materials, wayfinding signage and public art. The siting and orientation of a building on private property can also contribute to the establishment of a gateway.

#### Policy 3.18: Promote development of gateways and enhancement of key intersections

Key intersections typically occur where two or more significantly traveled streets intersect or at terminations of axes. As development and public improvements proceed with implementation of the Plan, design of these locations should be emphasized. Private development should be designed to orient in some way to these locations. For example, a building at a key intersection may provide a corner plaza or face an entrance toward the center of the intersection.



Transit hub



Transit hub



Wayfinding signage



Gateway feature

### 3 Plan Concept/Framework

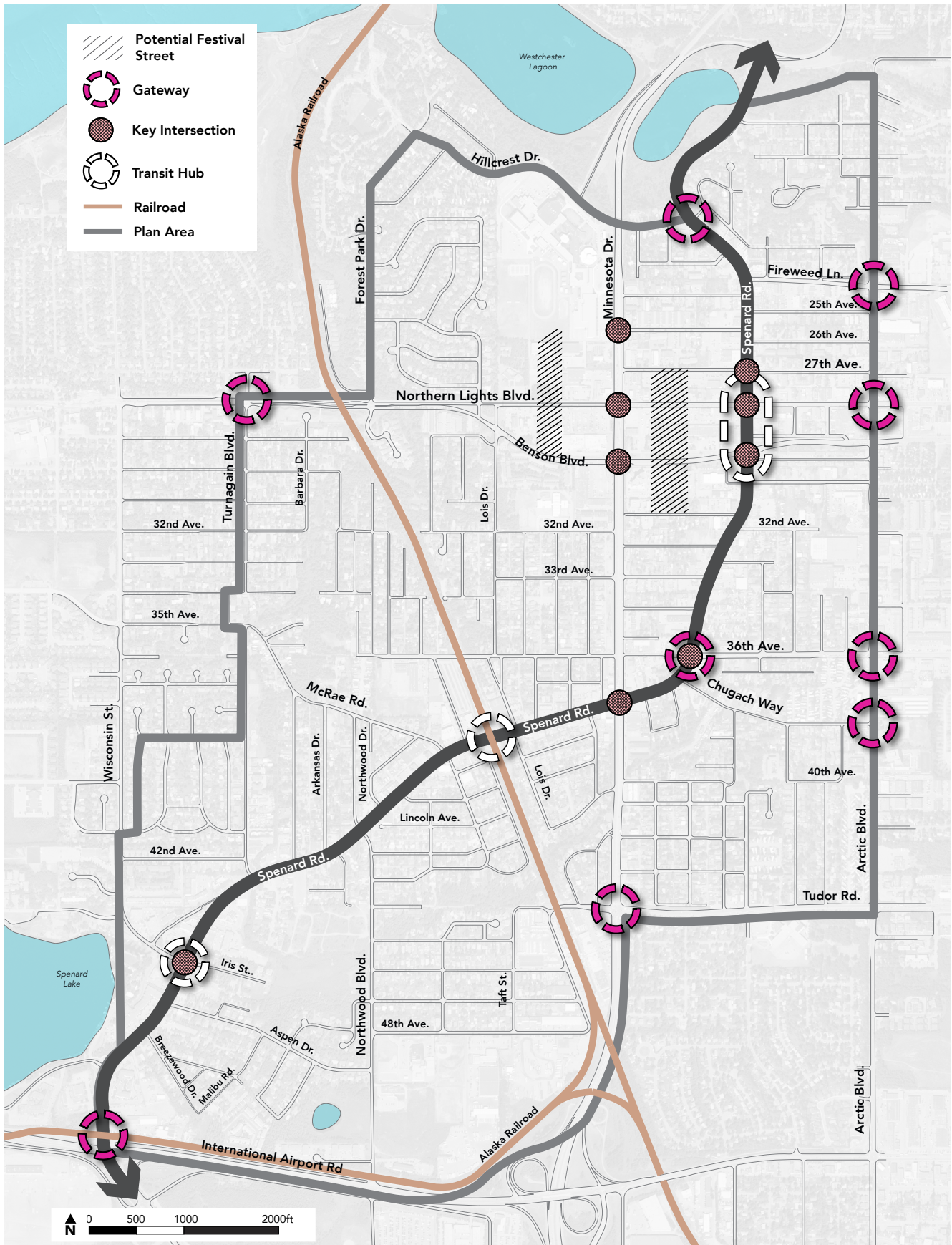


Figure 3.9 Placemaking Opportunities

## E. Supporting Transit Policies

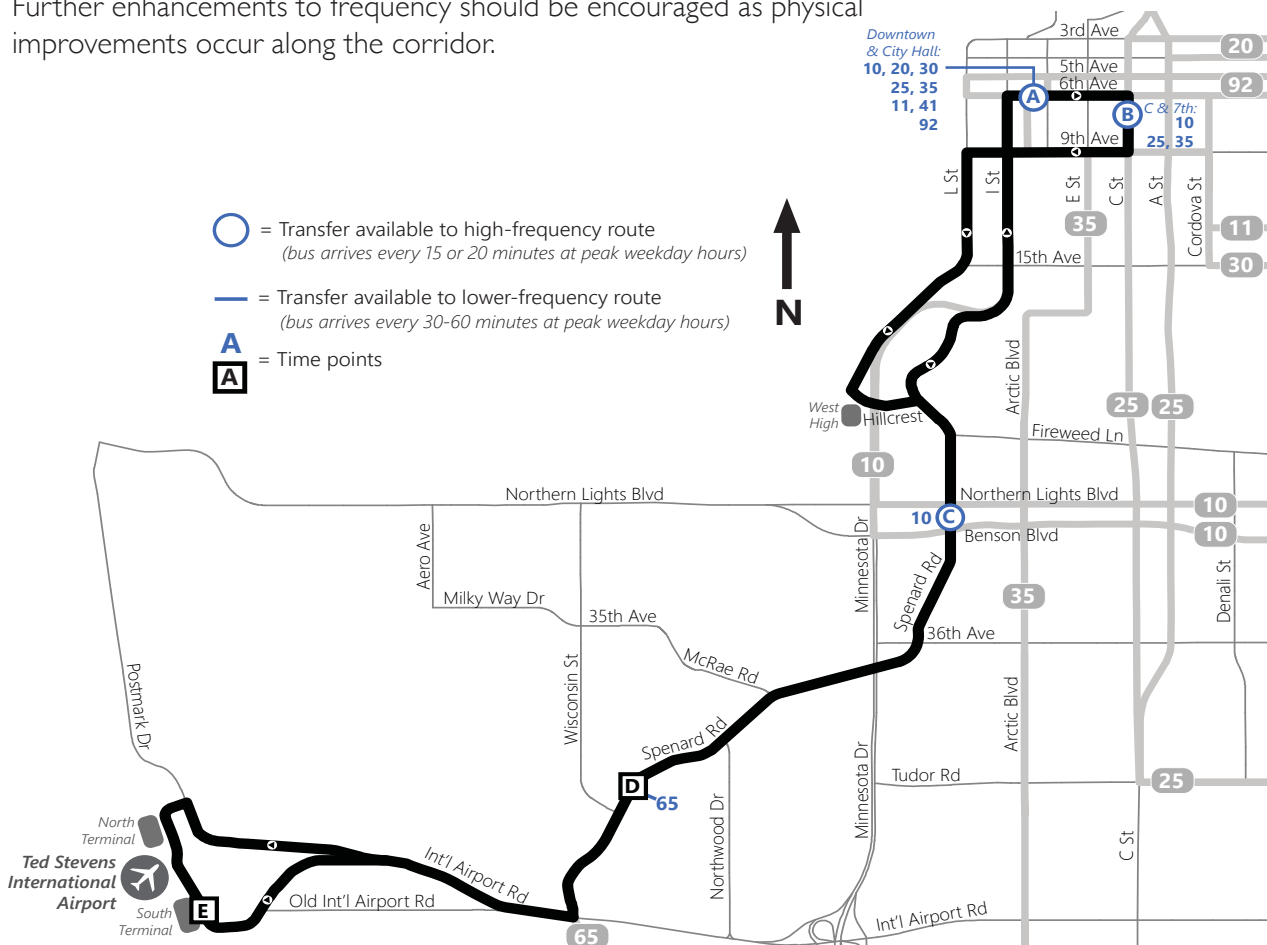
The Spenard area is conveniently located near several key places in Anchorage, including the airport, Downtown and Midtown. While many trips to these destinations will continue to be automobile-based, a shift in trips towards public transit should be promoted. Improvements to public transit throughout Spenard will benefit the greater region by reducing congestion and increasing mobility and access for those who do not drive.



Transit improvements also benefit the Spenard neighborhood and local businesses. Private investment in development often follows public investment in transportation networks, as access to transit is a key amenity that is sought by those who want to live and work in a place where there are alternatives to driving. Integration with transit should be a key focus of new development in Spenard.

### Policy 3.19: Improve transit service along the Spenard Corridor.

The trip frequency of the People Mover Route 40, which runs from Downtown to the airport via Spenard Road, was recently increased to 15-minute bus intervals. This is a key accomplishment that will help Spenard develop as a Transit-supportive Development (TSD) corridor. Further enhancements to frequency should be encouraged as physical improvements occur along the corridor.



People Mover Route 40 map, as of 2/6/19.

Note

For more information on the Official Streets and Highways Plan Street Typologies, see the full document:

<https://www.muni.org/Departments/OCPD/Planning/Publications/Documents/OSHP%20Complete%20Document1.26.15.pdf>

## F. Street Edge Character Policies

### **Policy 3.20: The street edge should be designed to support transit use and the prevailing land uses planned for the area.**

Street edge character refers to streetscape design and also the features of development that occur immediately adjacent. This includes building setbacks, building scale and the location and design of parking. Street edge character strongly influences the experience of those who come to Spenard. The definitions below describe different street edge character types that are to be used. These include building setbacks and placement, as well as parking location and streetscape design. The different street edge character types are indicated with colored and dashed lines in Figures 4.1, 4.5 and 4.9.

The various street edge character types described here build on the Official Streets and Highways Plan Street Typologies.

#### **Residential Street**

Residential streets are designed to emphasize walking, bicycling, and land access over auto mobility. Residential streets are more pedestrian-oriented than commercial streets. Sidewalks, landscaping, including street trees and planting strips, and bike lanes (on designated routes) provide an attractive street interface.

#### **Commercial Streets**

Commercial streets are designed to balance traffic mobility with land access. While they are used by cars and freight/deliveries, commercial streets should accommodate pedestrians, transit (where appropriate), and bicycles. They should have landscaping to soften the interface between the street and parking areas. Opportunities should be explored to share driveways to improve auto mobility and efficiency.

- » Setbacks: larger and varied setbacks; gaps in street wall
- » Parking: limited parking allowed in front setback
- » Streetscape: sidewalks and internal pathways

## Main Streets

Main streets serve medium-intensity retail and mixed land uses. Unlike commercial streets, main streets are designed to promote walking, bicycling, and transit within attractively landscaped corridors. To further create a pedestrian-friendly atmosphere, main streets have wide sidewalks (10 feet or greater, depending on the expected pedestrian traffic), landscaping, street furniture, outdoor cafes, plazas, and other features.

- » Setbacks: varied setbacks; some gaps in street wall
- » Parking: located behind or beside a building
- » Streetscape: generous sidewalk and streetscape amenities

A variation of this type is the Main Street-Shared/Festival Street, in which the street is designed to be flexible in use, to allow for multi-modal operations and temporary closures for special events.

## Mixed-Use Streets

Mixed-use streets are located in areas characterized by a mix of high-intensity commercial, retail, and residential areas with substantial pedestrian activity. Alternative modes of travel are emphasized on mixed-use streets with increased use of pedestrian, bicycle, and transit design elements. Improvements such as trees/landscaping and street furniture are desirable to make mixed-use streets more attractive and friendly for pedestrians. Mixed-use streets typically provide on-street parking and wide sidewalks, depending on the type and intensity of adjacent land uses.

- » Setbacks: varied setbacks; some gaps in street wall
- » Parking: located behind or beside a building
- » Streetscape: continuous sidewalk

A variation of this type is the Mixed-Use Street-Boulevard, in which the street is lined with and enhanced by a generous area of landscaping.

## Transit Corridors

Transit streets are located in areas of medium-to high-intensity land use. Alternative modes of travel are emphasized on transit streets with increased use of pedestrian, bicycle, and transit design elements. Improvements such as transit shelters and landscaping, in medians and along street edges, are desirable to make transit streets more attractive to pedestrians and transit users.

- » Setbacks: varied setbacks, gaps in street wall
- » Parking: parking located behind or beside a building
- » Streetscape: landscaped setbacks, sidewalks and internal pathways

## G. Shared Parking Pools Policies

### Policy 3.21: Promote the development of Public Parking Pools.

These should be located strategically. Parking structures and surface parking should be encouraged where there are significant concentrations of development in close proximity to Spenard Road, and in association with Transit Hubs. Public parking should be designed to serve Spenard's TSD Districts. Users potentially include businesses, residents and visitors. Figure 3.10 illustrates target zones for pooled parking based on proximity to key locations along Spenard Road.



Surface parking



Parking structure



Parking associated with transit



Parking structure



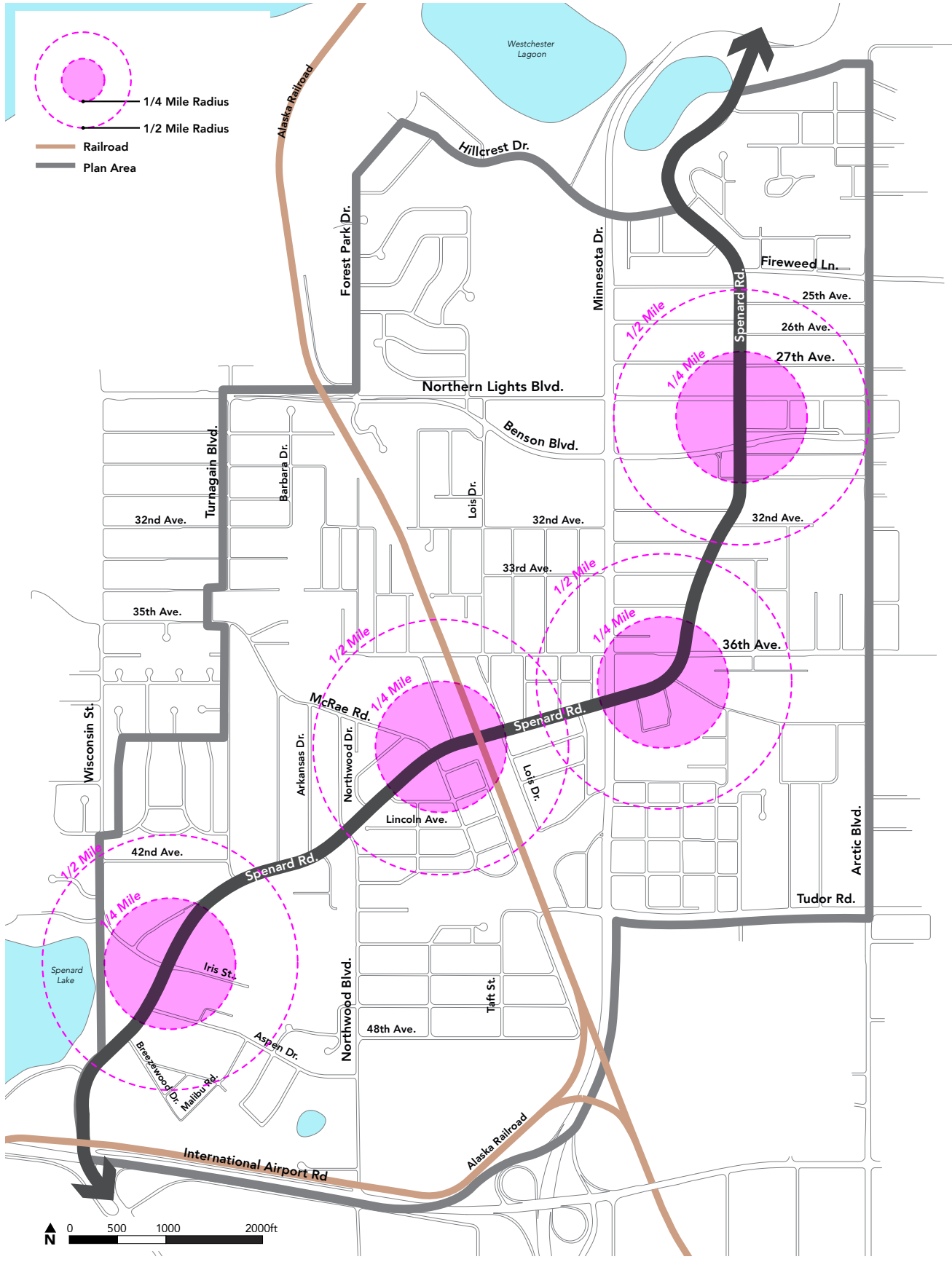


Figure 3.10 Target Parking Zones

## H. Transition Policies

### **Policy 3.22: Provide for compatible transitions where commercial or mixed-use areas interface with multi-family or low-density residential areas.**

The quality of the interface between two types of abutting land uses is a key consideration in the plan area. This is especially relevant where a higher intensity use, such as commercial, mixed-use or multifamily, occurs immediately adjacent to a low intensity residential area. In some cases, these edges include a buffer to minimize negative impacts, but other types of interface strategies can be used to create an asset that contributes to the quality of the neighborhood. These are considered to be “transitions.”

Where a commercial or mixed-use area interfaces with a multi-family or low-density residential area, encourage the non-residential development to incorporate design features that soften the interface and mitigate incompatibilities using the following design and use elements. These should be addressed by entitlement conditions of approval, rezoning action special limitations, or development standards and incentives such as in the Spenard Overlay Zone, including:

- » Building height and step-downs in scale
- » Lot coverage and building size/bulk
- » Building placement and setbacks
- » Landscape buffers and screening
- » Permitted uses and hours of operation
- » Solar access
- » Placement and design of vehicle access and parking
- » Snow storage
- » Exterior lighting-brightness and glare
- » Strategic placement of compatible uses such as residential or live-work units

# 4

## DISTRICT-SPECIFIC CONCEPTS

This chapter presents framework development concepts, placemaking opportunities and policy recommendations for each transit-supportive development district: North, Central and South. It expands on the concepts identified in Chapter Three to provide more detail at the District level. The policies and future land use maps in this chapter should guide decisions and actions toward achieving the Overarching Principles, Plan Concept and Plan Framework. The redevelopment concepts and placemaking opportunities graphics and concepts in this chapter, such as in the Concept and Case Study Figures 4.2 and 4.3, are for illustrative purposes only. They are intended to guide private and public investment and do not constitute a formal proposal or action on behalf of the Municipality. It includes illustrations that conceptualize redevelopment of private land in the Plan Area as well as investments in public infrastructure. Actual redevelopment and physical improvements will be shaped by local regulations, future market conditions, property owner preferences, available funding and other factors.

These topics are addressed for each Spenard TSD District:

- » **Vision.** District-level vision statement
- » **Land Use/Development Character.** Recommended land uses and organization of land uses
- » **Connectivity.** Connectivity objectives with a focus on active transportation
- » **Transit.** Overview of transit opportunities and considerations
- » **Street Edge Character.** Recommended design at the street edge for key streets in the TSD.
- » **Transitions.** Sensitive edges, typically where a residential area abuts another recommended for mixed use or commercial.
- » **Key Redevelopment Opportunities.** Description of the primary strategic redevelopment opportunities in the District.
- » **Key Placemaking Opportunities.** List and description of key placemaking opportunities to be encouraged and/or pursued by the Municipality.
- » **Redevelopment Case Studies.** Conceptual site plan studies that illustrate hypothetical redevelopment of properties to demonstrate the Plan's objectives on an actual opportunity site.

### Note

Note that Figures 4.1, 4.5 and 4.9 indicate land use changes that are intended to follow parcel lines, but in some cases those locations are approximate. Where the land use remains the same as in the 2040 LUP, the boundary lines in the LUP should be referenced. Only the areas that are marked with a hatched pattern are intended to be changes from the 2040 LUP.



## A. North TSD District

This section provides land use, connectivity, design and placemaking recommendations for the North Spenard TSD District. First, a description of future character is presented, which builds on the vision statement in Chapter 3. Then, Policies are set forth with special comments related to this district.

### North District Character

North Spenard will be the “heart” of the Spenard Corridor. It will be a citywide entertainment destination, a place for culture and events, and that supports a wide range of transit-oriented residential, retail, employment, creative space and dining activities. A year-round indoor/outdoor market will be an anchor for the District. As Spenard’s “downtown,” North Spenard will be more urban, with taller buildings, pedestrian-oriented streets and active outdoor gathering spaces. Over time, large scale, phased redevelopment that intermingles with existing smaller buildings and housing will provide a critical mass of activity that keeps North Spenard active and safe during daytime and nighttime hours. The long east-west blocks will be broken up with new streets, publicly-accessible private drives or pedestrian and bicycle paths.



With few low-scale, sensitive residential edges, North Spenard represents the best opportunity for a concentration of higher-intensity, transit-supportive redevelopment in the Plan Area. In particular, a highly active, mixed-use district will be established on the blocks between 27th Avenue and 31st Avenue to the north and south and Lois Drive and Arctic Boulevard to the west and east. New residential infill, including multi-family, single-family and live/work units will develop along the blocks flanking this area, alongside residential properties present there today.



## North District: Land Use/Development Character

### Policy 4.1: Accommodate a wide range of uses that support transit, generate activity and contribute to economic development and placemaking goals in North Spenard.

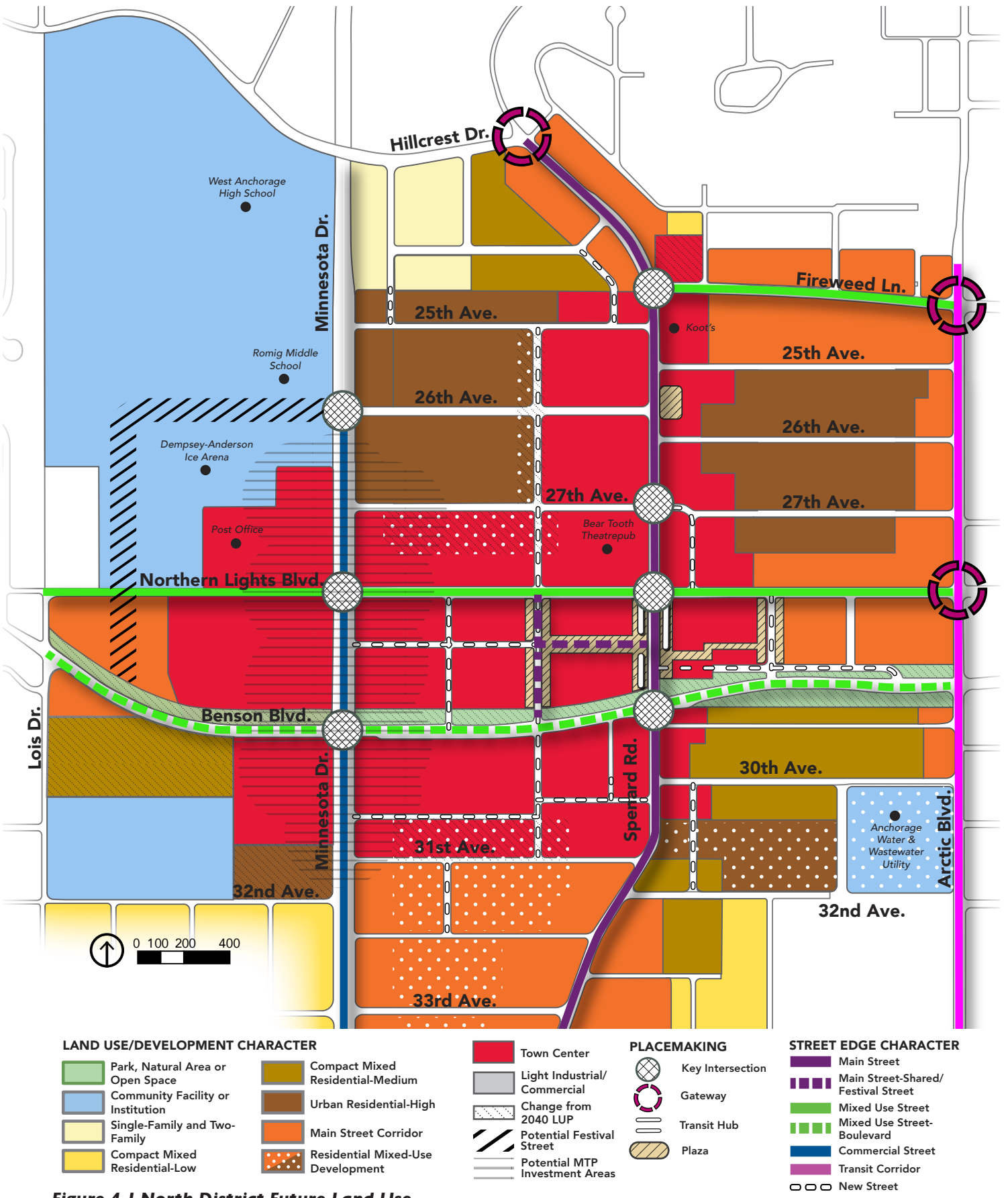
As the Plan Area’s “downtown,” North Spenard should have a healthy mix of uses. This includes commercial and civic uses, as well as live/work housing and mixed-use projects with residential. Future land use and development patterns in the Spenard Town Center area should follow the framework that Figure 4.1 provides, in coordination with the 2040 LUP and WADP. See Chapter 3 for a description of the land use designations.

The land use recommendations illustrated in Figure 4.1 are generally consistent with the 2040 LUP, and add more specific direction for the Spenard Town Center and corridor. There are deviations in some places. These changes in the land use designations are recommended, in order to satisfy North District objectives. The change from the 2040 LUP are identified with a diagonal line pattern in Figure 4.1 and include:

- » Expansion of the Town Center land use designation, with the “Residential Mixed-use Development” overlay pattern (white stipple dots), into the residential blocks west of Spenard Road north of 27th Avenue, in order to place mixed-use development on a new north-south street.
- » Addition of the “Residential Mixed-use Development” overlay pattern (white stipple dots) on parts of the Town Center land use designation, in order to encourage mixed-use redevelopment with housing. Areas include: west of Spenard Road; on properties currently zoned residential along the south side of 27th Avenue between Spenard Road and Minnesota Blvd.; and along the north side of 31st Avenue between Spenard Road and Minnesota Blvd.
- » Re-classification of the northeast corner of Spenard Road and Fireweed Lane from Main Street to Town Center with the “Residential Mixed-use Development” overlay pattern, in order to reflect its existing large building, lot depth, and intensity of residential/commercial mixed-use that anchor the north end of Spenard Town Center.



# 4 District-Specific Concepts



**Figure 4.1 North District Future Land Use**

\*Refer to the 2040 Land Use Plan for the location and application of Growth-Supporting Features overlays.

## North District: Connectivity

### Policy 4.2: Give priority to circulation improvements that enhance connectivity in North Spenard.

The key improvements are:

- » Establish an active transportation network with an emphasis on Spenard Road, Benson Boulevard, 27th Avenue and Fireweed Lane.
- » Enhance regional connectivity to Fish Creek and the Chester Creek Trails.
- » Improve north-south connectivity between Minnesota Drive and Spenard Road and between Spenard Road and Arctic Boulevard. This may be accomplished by new public streets, or walkways and pathways. Improved crossings also should be provided along Minnesota Drive, Northern Lights Boulevard and Benson Boulevard.
- » Establish major east-west bicycle connections along Benson Boulevard and 27th Avenue.
- » Introduce traffic calming measures to slow traffic where feasible. Traffic calming measures may include creating interesting street edge development design adjacent to the street right-of-way and improvements to the right-of-way itself.



#### Note

See Figure 1.3 in Chapter 1 for the AMATS LRTP process to test new connectivity options and/or make land use changes.

## North District: Transit

### Policy 4.3: Give priority to transit system improvements in North Spenard.

The key improvements are:

- » Establish a major Transit Hub on Spenard Road in the vicinity of Northern Lights Boulevard and Benson Boulevard.
- » Integrate Transit Hub with adjacent redevelopment using signage, pedestrian connections and through building placement and orientation.



Note

Street edge character must also conform with the street design standards in the Municipality of Anchorage's Title 21.

### North District: Street Edge Character

#### Policy 4.4: Promote a street edge character that supports transit and active pedestrian uses in North Spenard.

Appropriate street edge character is identified in Figure 4.1 Features include the siting and design of private development and the public realm:

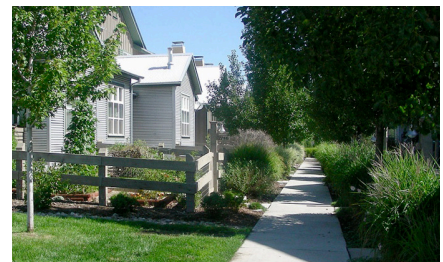
- » "Main Street" along Spenard Road.
- » "Main Street-Shared/Festival Street" on new section(s) of road between Benson and Northern Lights Boulevards.
- » "Mixed-Use Street" along Fireweed Lane and Northern Lights Boulevard.
- » "Mixed-Use Street-Boulevard" along Benson Boulevard.
- » "Commercial Street" along Minnesota Drive.
- » "Transit Corridor" along Arctic Boulevard.

Please see Chapter 3 for a description of Street Edge Character Typologies.

### North District: Transitions

#### Policy 4.5: Use design features to smoothly transition between residential and non-residential uses.

The North District contains a variety of development types of different scales, and this is anticipated to continue into the future. Therefore, designing compatible transitions will be important. (See the description of Transition techniques in Chapter 3.)





## North District: Key Redevelopment Opportunities

### Policy 4.6: Encourage redevelopment that integrates with transit and active pedestrian-oriented uses in North Spenard.

As shown in Figure 4.2, the North District presents a wide variety of infill opportunities, where redevelopment should be encouraged. Opportunities include:

- » **Spenard Road Properties.** Encourage and pursue redevelopment and mixed use infill on properties fronting Spenard Road to establish it as the “main street” of the Plan Area. Promote active ground floor uses oriented toward Spenard Road. As illustrated in Figure 4.2, properties fronting Spenard Road provide opportunities for new vertical mixed-use and commercial buildings with residential or office uses on upper floors. Renovation and adaptive reuse opportunities abound.
- » **East-West Superblocks.** Redevelopment and reconfiguration of the east-west superblocks located between Minnesota Drive and Spenard Road and to a lesser extent between Spenard Road and Arctic Boulevard are critical to achieving the Plan’s transformational vision for North Spenard. Aggressively encourage incremental and wholesale redevelopment of this area as a key pedestrian-oriented placemaking opportunity. As shown on Figure 4.2, a variety of taller, vertical, mixed-use, commercial and multi-family residential buildings are encouraged on the blocks between Spenard Road and Minnesota Drive. Adaptive reuse and incremental, small-scale commercial infill, live-work units, commercial condos and artists spaces are encouraged east of Spenard Road between Northern Lights and Benson Boulevards.
- » **Incremental Mixed-Use Redevelopment.** Smaller commercial and mixed-use infill development should be encouraged throughout the areas designated as Mixed-Use on Figure 4.1 and illustrated on Figure 4.2. Smaller, scattered infill is shown throughout the North District, and particularly in the northwest and southwest.
- » **Multi-family and Single-family Incremental Infill.** Transit-supportive and concentrated multi-family, residential infill and small-scale, single-family infill should be pursued in areas away from the major streets as identified in Figure 4.2. Multi-family and single-family infill buildings are illustrated in the northwest, northeast and southern areas of North Spenard.
- » **Adaptive Reuse/Renovations.** Reinvestment in existing buildings is strongly encouraged throughout the District.



4 District-Specific Concepts

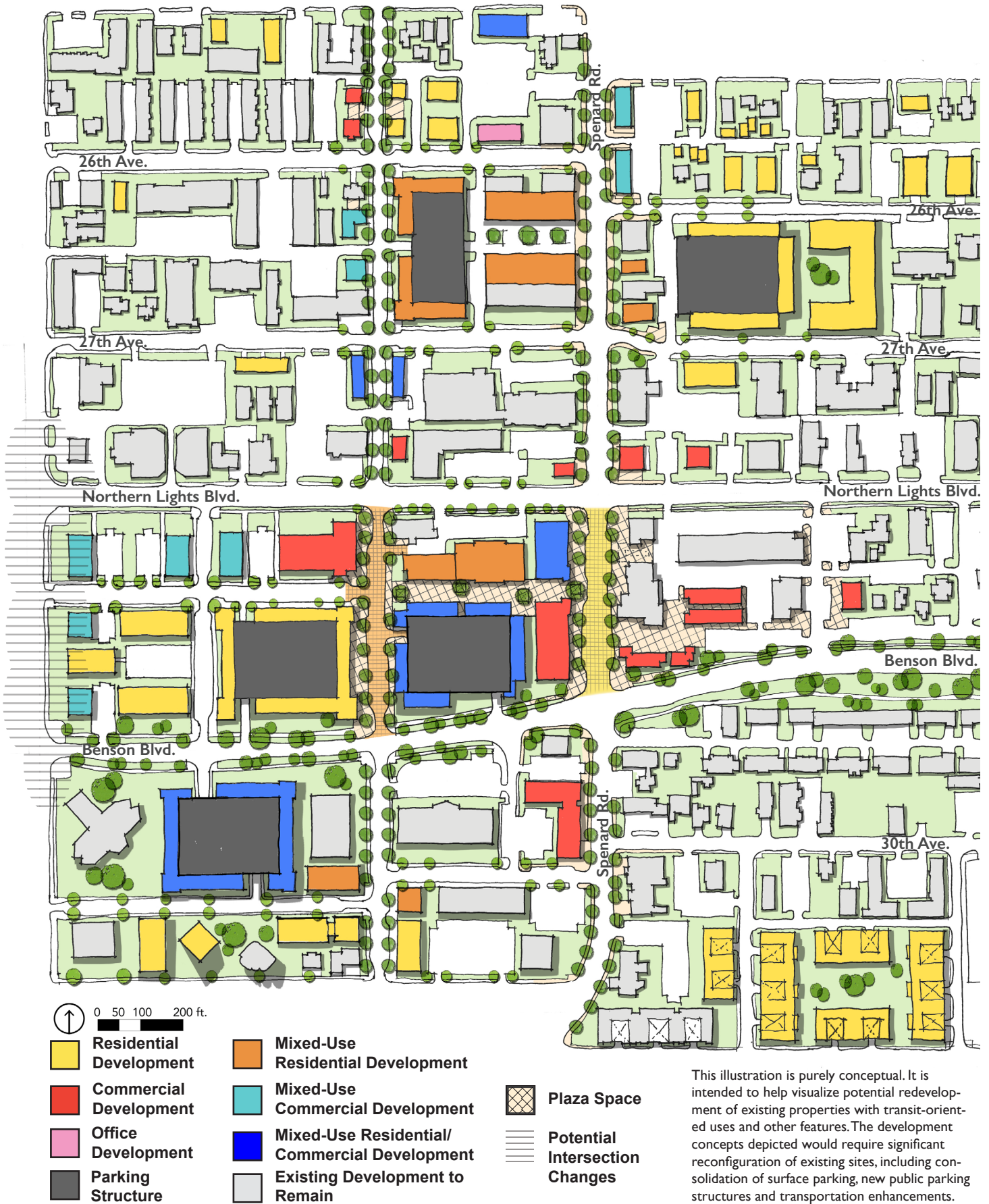


Figure 4.2 North District Concept



**North District: Key Placemaking Opportunities**  
**Policy 4.7: Pursue placemaking opportunities and private redevelopment efforts in North Spenard.**

North Spenard presents numerous placemaking opportunities. Locations for establishing gateways, improving key intersections and transit hubs are identified on Figure 3.9 in Chapter 3. The following opportunities should be pursued:



**Spenard Spine**

New development and public improvements in the vicinity of Spenard Road should be designed to establish the most active, safe, efficient, comfortable and interesting pedestrian and bicycle experience possible. Wide sidewalks, public art, plaza space and significant activation of the area by adjacent development are all primary objectives. Spenard Road should be the activity center for North Spenard.



**North-South Festival Streets**

As redevelopment occurs in North Spenard, establish north-south “festival streets” between Minnesota Drive and Spenard Road and between Benson Boulevard and the Romig Middle/West Anchorage High School area. The festival streets will be centerpieces of an expanded roadway network in the area and provide state-of-the-art multi-modal access and placemaking elements. They should be designed to be flexible. This means supporting pedestrian, bicycle and vehicular movement in a shared street space that slows vehicles and bicycles. The festival streets should be designed to facilitate temporary closure for events and accommodate performance areas, market stalls and similar elements. Potential sites for the festival streets are identified on Figure 4.1, but their specific locations will be determined by incremental development opportunities and investments that occur during the implementation of this Plan.



Spenard Spine

North-South Festival Street

This illustration is purely conceptual. It is intended to help visualize potential redevelopment of existing properties with transit-oriented uses and other features. The development concepts depicted would require significant reconfiguration of existing sites, including consolidation of surface parking, new public parking structures and transportation enhancements.

## 4 District-Specific Concepts



### Spenard Walk

Large-scale and incremental redevelopment of the blocks between Northern Lights and Benson Boulevards in North Spenard should be designed to establish an east-west linear plaza feature, the Spenard Walk, to thread together the proposed festival streets, Spenard Road and Cope Street. The Spenard Walk should bisect the block at its interior and be flanked by active Transit-supportive development. This is a key placemaking feature that could be established incrementally as sites are reconfigured and new buildings come on line or it could happen as part of a singular, large-scale redevelopment project. Spenard Walk should provide a gathering place, pedestrian connections, a transit-access feature and serve as an organizing element for redevelopment and North Spenard.



### Spenard Crossroads

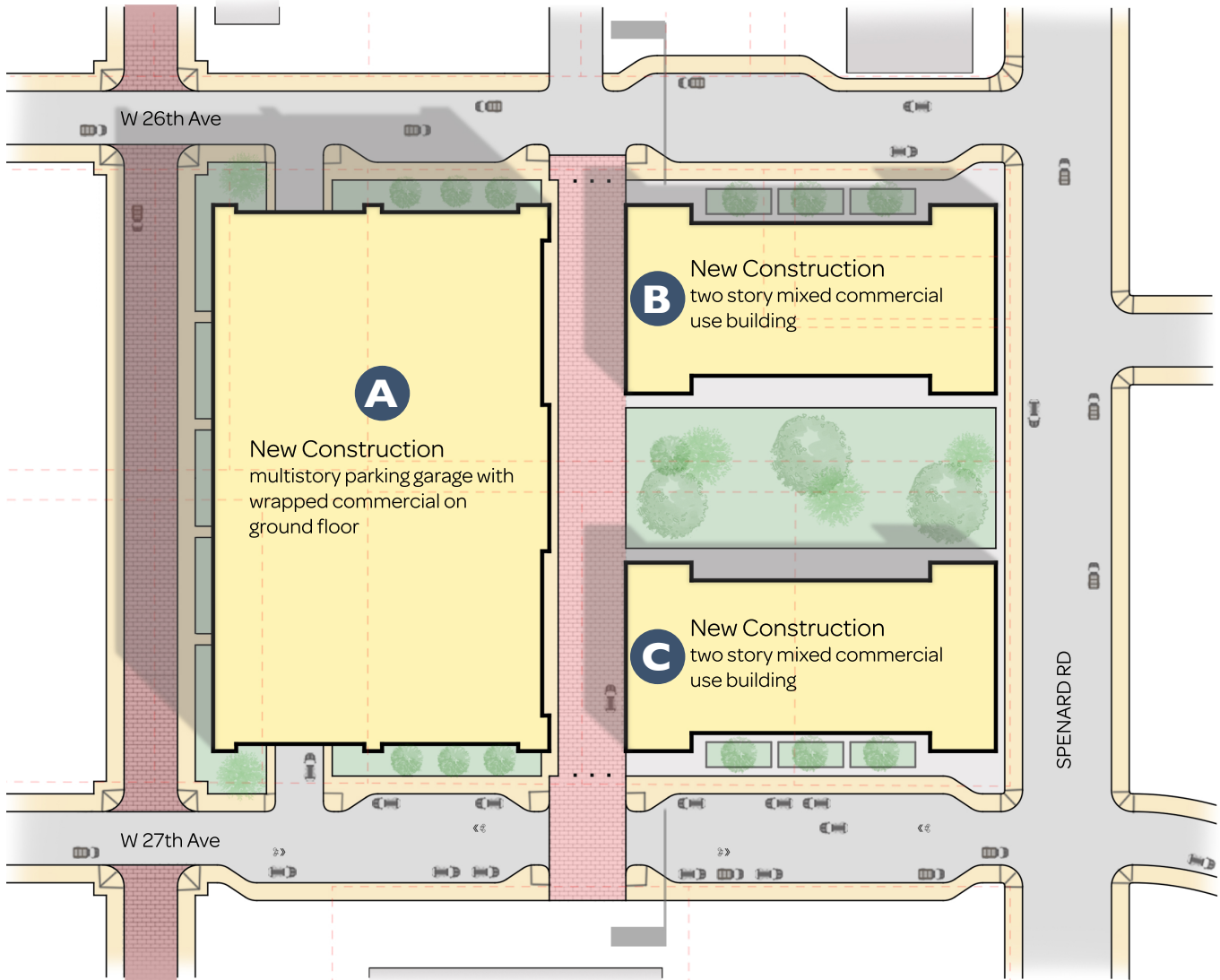
Spenard Road between Northern Lights and Benson Boulevards should be reinvented as a signature civic street. New and existing buildings, all with activity-generating ground-floor uses, should frame a pedestrian-oriented street segment that serves as the centerpiece for the District. This segment should be designed with wide sidewalks, appropriately located street trees, transit improvements, waiting areas and an at-grade mid-block crossing. The street should stand out from other portions of Spenard Road in the North District. Parking currently located along this street should be replaced with widened sidewalks.



This illustration is purely conceptual. It is intended to help visualize potential redevelopment of existing properties with transit-oriented uses and other features. The development concepts depicted would require significant reconfiguration of existing sites, including consolidation of surface parking, new public parking structures and transportation enhancements.

### North Spenard Redevelopment Case Study

Figures 4.3 and 4.4 illustrate potential redevelopment concepts for the blocks bounded by Spenard Road, 26th Avenue and 27th Avenue. It is purely for illustrative purposes to demonstrate one option for how the site could be redeveloped in a manner consistent with the policies and objectives of this Plan.

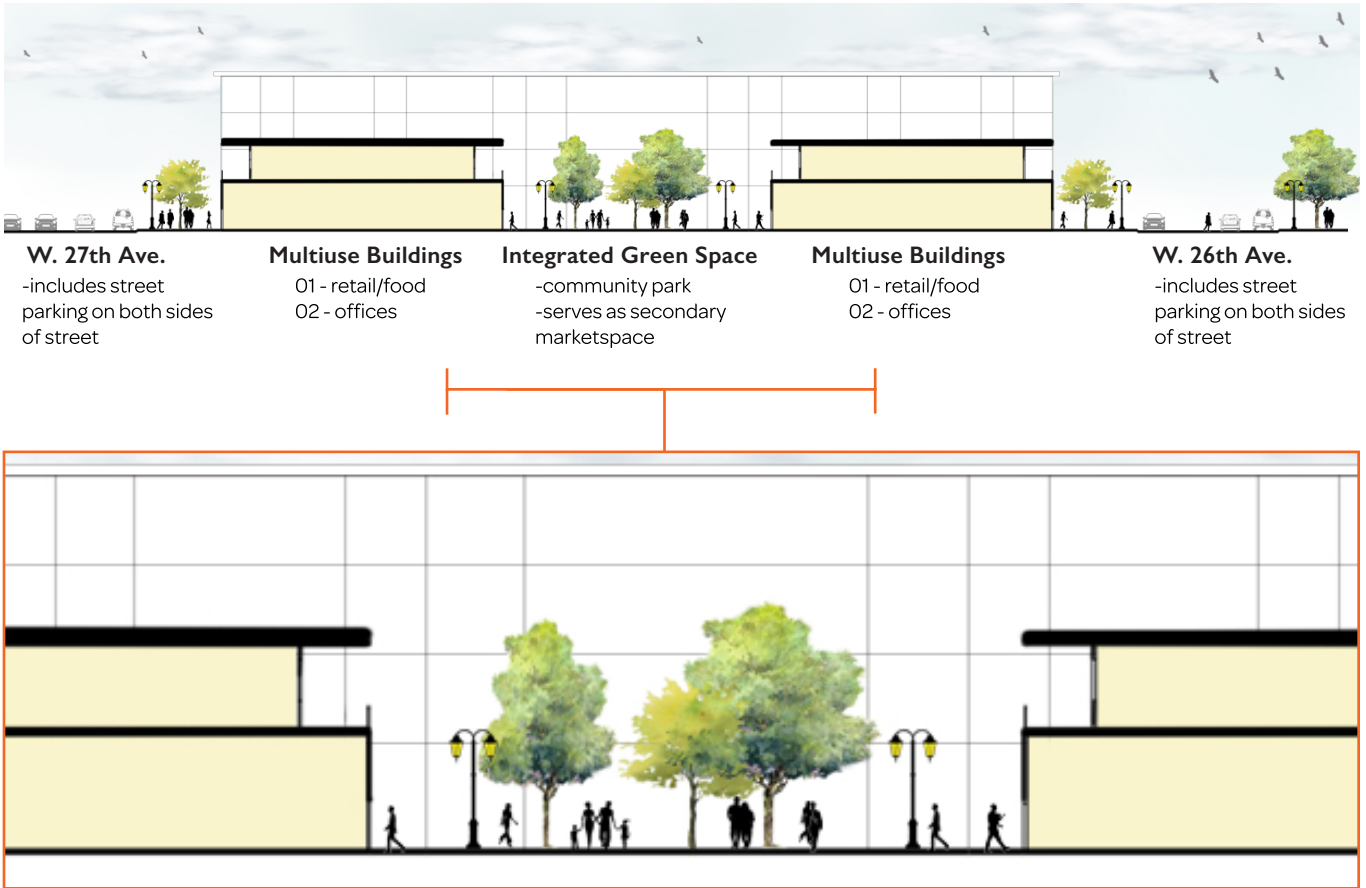


**Figure 4.3 North Spenard Redevelopment Case Study (Plan View)**

#### Development Opportunity Statistics

<b>A</b>	31,000 S.F. Commercial Space 530 Parking Spaces
<b>B</b>	19,000 S.F. Retail/Restaurant Space 19,000 S.F. Office Space
<b>C</b>	19,000 S.F. Retail/Restaurant Space 19,000 S.F. Office Space

**4** District-Specific Concepts



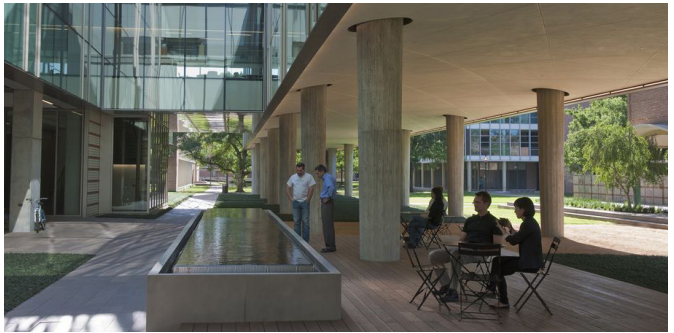
**Figure 4.4 North Spenard Redevelopment Case Study (Section View)**



*Integrated green space*



*Multiuse building (outdoor dining feature)*



*Multiuse building (outdoor courtyard and site circulation)*

## B. Central TSD District

This section provides land use, connectivity, design and placemaking recommendations for the Central Spenard TSD District. First, a description of future character is presented, which builds on the vision statement in Chapter 3. Then, Policies are set forth with special comments related to this district.

### Central District Character

Central Spenard will be the primary local shopping and services area in Spenard. Local-serving businesses, activities, community uses, services, retail amenities and housing will be the primary uses. The scale and character of new development will be designed to be compatible with adjacent residential neighborhoods.

Small-scale neighborhood, mixed-use and commercial buildings will extend from Spenard Road for a limited distance into the residential areas to provide neighborhood-level activity nodes off the primary corridor. Redevelopment of the properties between Chugach Way and 36th Avenue will add life to the District and establish a strong visual and physical link between Midtown, West Anchorage and Spenard. The Chugach Way area should be considered for a Targeted Area Rezoning to facilitate redevelopment.

Redevelopment of the properties between Chugach Way and 36th Avenue should establish a strong visual and physical link between Midtown and Spenard. A development node should be pursued near the Spenard Road/Alaska Railroad interface that provides a focal point for Central Spenard. In the long term, there is potential for a commuter rail transit station at this location. A commuter rail opportunity is a long-term vision that should be explored because this supports the overarching objectives of this Plan. Any such project would require significant coordination with Alaska Railroad, property owners and an array of other agencies.



## 4 District-Specific Concepts

Through significant coordination and development agreements, new active transportation facilities will tie the area together, including along the Fish Creek Greenbelt and the Alaska Railroad right-of-way. A development node should be pursued near the Spenard Road/Alaska Railroad interface that provides a focal point for Central Spenard. In the long term, there is potential for a commuter rail transit station at this location, which would further strengthen it as a transit hub. The commuter rail opportunity is a long-term, visionary objective. It supports the overarching principles of this Plan and it merits further exploration, but it should be noted that such a project would require significant coordination with numerous stakeholders and property owners, including Alaska Railroad Corporation (ARR), neighbors and other agencies. The feasibility and viability of a commuter rail also would require extensive study and ultimately funding commitments. These concepts are illustrated in Figure 4.5.



*Before adaptive reuse project: vacant auto mechanic*



*After adaptive reuse project: restaurant*



## Central District: Land Use

### Policy 4.8: Promote land use that supports economic development and transit, and is compatible with adjacent neighborhoods.

This mix of uses should continue the eclectic character of Central Spenard. Uses should serve the surrounding neighborhoods and energize the corridor with activity. These land use recommendations are illustrated in Figure 4.5. The changes from the 2040 Land Use Plan include the following:

- » An open-space designation along the railroad to allow for enhanced bicycle and pedestrian connectivity. This change would depend on future coordination with the Alaska Railroad Corporation to consider how such a trail could coexist with the functional needs of the rail corridor.
- » A shift to Main Street Corridor typology between 36th Avenue and Chugach Way, east of Spenard, to allow for a mix of residential and commercial uses to create new development opportunities along key transit lines.

### Potential Encroachment of Commercial on Single-family Properties

In general, rezonings of residential properties to commercial is inappropriate. Stable residential neighborhoods should be maintained. Where properties adjacent to the Corridor do transition from single-family uses, the resulting redevelopment projects should provide extra care in establishing a sensitive transition through the site design and architectural features as described below under “Transitions.”



4 District-Specific Concepts

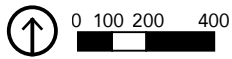
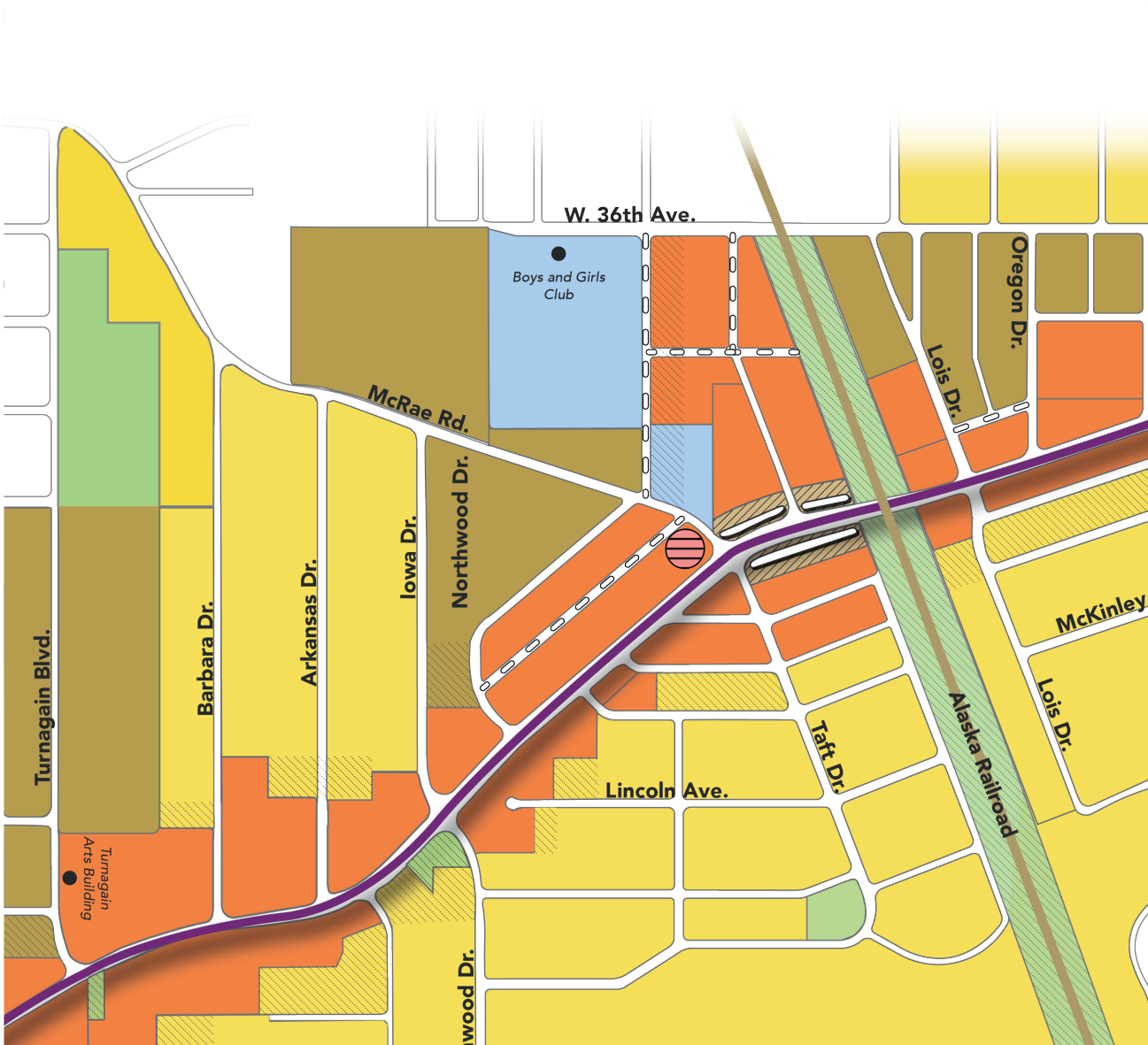


Figure 4.5 Central District Future Land Use

LAND USE/DEVELOPMENT CHARACTER

- Park, Natural Area or Open Space
- Community Facility or Institution
- Single-Family and Two-Family
- Compact Mixed Residential-Low
- Compact Mixed Residential-Medium
- Urban Residential-High
- Main Street Corridor
- Residential Mixed-Use Development
- Town Center
- Light Industrial/Commercial
- Change from 2040 LUP
- Potential MTP Investment Areas

PLACEMAKING

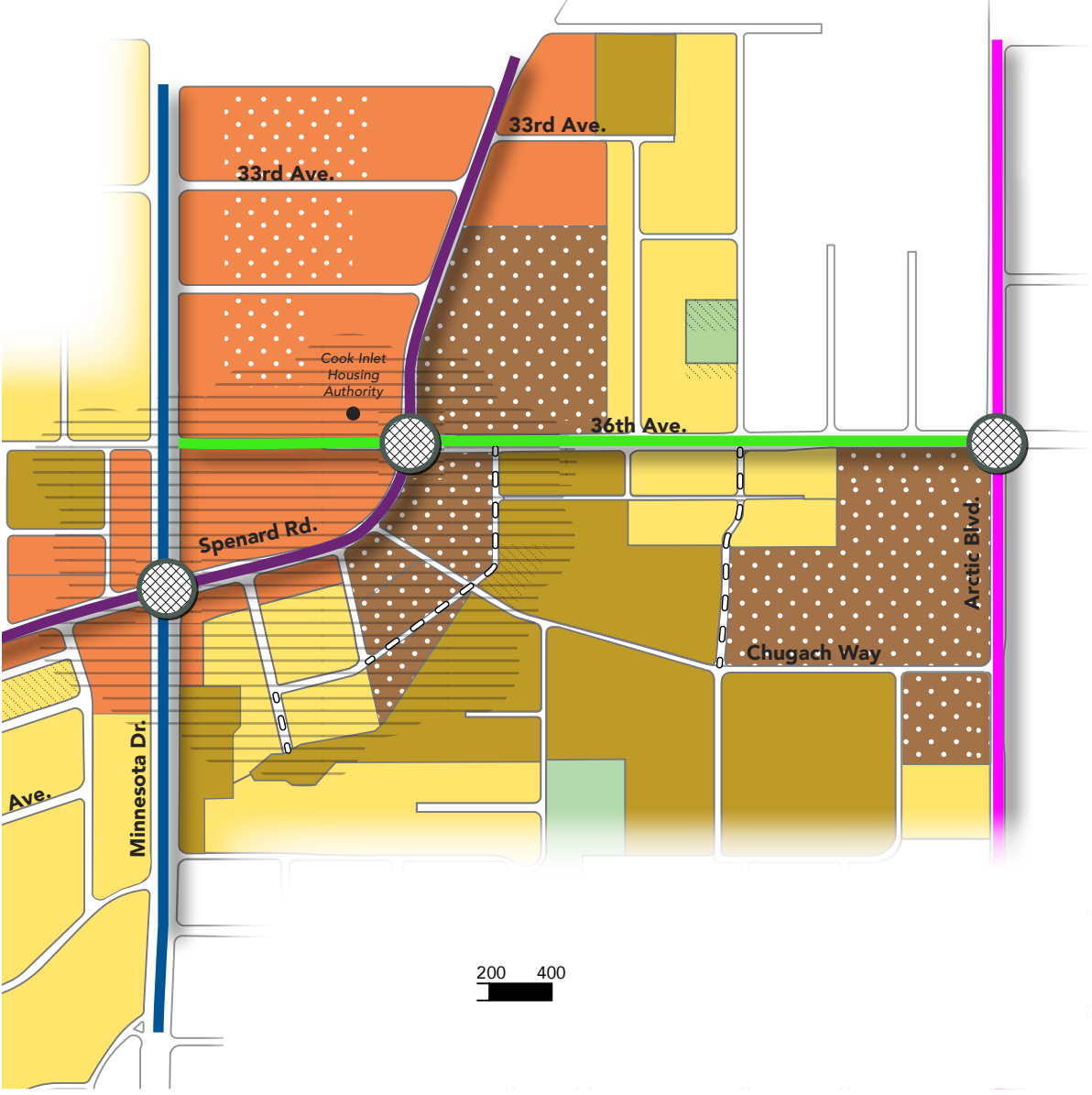
- Key Intersection
- Gateway
- Transit Hub
- Plaza
- Neighborhood Serving Commercial

STREET EDGE CHARACTER

- Main Street
- Main Street-Shared/Festival Street
- Mixed Use Street
- Mixed Use Street-Boulevard
- Commercial Street
- Transit Corridor
- New Street

NOTE: The potential for the Alaska Railroad Trail shown in this figure depends on future coordination with the Alaska Railroad Corporation to consider how such a trail could coexist with the functional needs of the rail corridor.

\*Refer to the 2040 Land Use Plan for the location and application of Growth-Supporting Features overlays.





## Central District: District Connectivity

### Policy 4.9: Give priority to circulation improvements that enhance connectivity in Central Spenard.

The following circulation objectives in Central Spenard should be prioritized:

- » Establish an active (pedestrian and bicycle) transportation network with an emphasis on Spenard Road, the Alaska Railroad Corridor, Fish Creek, McRae Road and 36th Avenue.
- » Establish active neighborhood level connectivity north and south of Spenard to the primary active transportation features described above.
- » Improve Chugach Way to enhance safety, access and character of Central Spenard.
- » Potential new streets shown on Figure 4.5 would provide connections between 36th Avenue and Chugach Way. These locations are preliminary, and final location and design should take traffic studies and coordination with parcel ownership and development opportunities into consideration.
- » Provide at least one major mid-block crossing of Spenard Road at-grade in the vicinity of the envisioned commuter rail station.
- » Support grade-separated crossings where at-grade crossings are not feasible.

## Central District: Transit

### Policy 4.10: Give priority to transit system improvements in Central Spenard.

The following transit-related improvements should be given priority in Central Spenard:

- » Establish a major Transit Hub near Spenard Road's interface with the Alaska Railroad.
- » Encourage shuttle operations and regional bus service alongside higher-frequency local transit services with transit facilities that make for efficient transfers and modal changes.
- » Preserve options for and support development of a potential commuter rail station at this Transit Hub in the long term.



## Central District: Spenard Street Edge Character

### Policy 4.11: Promote a street edge character that supports transit and an active mix of pedestrian-oriented uses in Central Spenard.

Encourage improvements in private development and the public realm to establish an edge character as identified on Figure 4.5, including:

- » “Main Street” along Spenard Road.
- » “Mixed-Use Street” along 36th Avenue.
- » “Commercial Street” along Minnesota Drive.
- » “Transit Corridor” along Arctic Boulevard.

Please see the description of Street Edge Character Typologies in Chapter 3.

## Central District: Transitions/Edges

### Policy 4.12: Use design features to smoothly transition between residential and non-residential uses.

Central Spenard is tightly integrated with stable single-family residential neighborhoods, particularly near the blocks flanking the Alaska Railroad right-of-way. Providing for sensitive transitions in these areas is particularly important. See the description of Transition techniques in Chapter 3.



#### Note

Street edge character must also conform with the street design standards in the Municipality of Anchorage's Title 21.

## Central District: Key Redevelopment Opportunities

### Policy 4.13: Encourage redevelopment that integrates with transit and contributes to an active mix of pedestrian-oriented uses in Central Spenard.

As shown in Figure 4.6, Central Spenard presents a wide variety of infill redevelopment opportunities, all of which should be encouraged.

These include:

- » **Spenard Properties.** Strongly encourage and pursue redevelopment and mixed-use infill on properties fronting Spenard Road to establish the Spenard Spine. If property depth permits, multi-family buildings could transition from Spenard Road to single-family neighborhoods, as shown near Lois Drive. As illustrated, developments should be encouraged to share parking for multiple buildings by providing parking pods that may cross streets but are interconnected and visually integrated.
- » **Large-Scale Redevelopment.** Promote parcel assembly and large-scale redevelopment in the area surrounding the Transit Hub and the Alaska Railroad. As illustrated, redevelopment could combine new commercial and mixed-use buildings, older and potentially adaptively reused ones and new residential to the north. Pursue similar transformative redevelopment on the properties between Chugach Way and 36th Avenue and the larger mixed-use blocks north of 36th Avenue.
- » **Incremental Mixed-Use Redevelopment.** Smaller commercial and mixed-use infill development should be encouraged on shallow properties fronting Spenard Road and to a limited extent on properties just off of Spenard Road and fronting side streets.
- » **Multi-family and Single-family Incremental Infill.** Transit-supportive and concentrated multi-family residential infill and small-scale, single-family infill should be pursued in areas away from the major streets as identified in Figure 4.6. This could be coordinated with mixed-use development as shown near Lois Drive or as stand-alone projects.
- » **Adaptive Reuse/Renovations.** Reinvestment in existing buildings is strongly encouraged throughout the Central District.

This illustration is purely conceptual. It is intended to help visualize potential redevelopment of existing properties with transit-oriented uses and other features. The development concepts depicted would require significant reconfiguration of existing sites, including consolidation of surface parking, new public parking structures and transportation enhancements.



**Figure 4.6 Central District Concept**

The plans below illustrate options for the central portion of the site. Option A shows a modest design that could be viable with or without a potential commuter rail station. Option B shows an intensive redevelopment scheme, with a near-and long-term phase, illustrating how development could intensify with the arrival of a potential commuter rail station.

#### Option A: Multi-Modal Transit Hub



- » Bus pull-outs on Spenard allow for convenient loading of passengers
- » A dedicated bus waiting/staging area provides a loading area
- » New commercial and mixed-use development frames the transit center and creates a new main street along Woodland Drive



Option B: Rail Transit Hub (Phase I: Near Term)



- » A surface parking lot provides parking for the transit center, while leaving space for potential future structure
- » Bus pull-outs on Spenard allow for convenient loading of passengers
- » A dedicated bus waiting/staging area provides a loading area
- » New commercial and mixed-use development frames the transit center and creates a new main street along Woodland Drive

Option B: Rail Transit Hub (Phase 2: Long Term)



- » A new parking structure replaces the surface lot built in Phase I
- » The parking structure is wrapped with ground floor commercial and residential units on upper floors (total building height is 4-6 stories)
- » A central plaza between the new structure and the existing buildings creates a large public space with southern sun exposure

## Central District: Key Placemaking Opportunities

### **Policy 4.14: Pursue placemaking opportunities in coordination with private redevelopment efforts in Central Spenard.**

Central Spenard presents numerous placemaking opportunities. In addition to establishing gateways, key intersections and transit hubs as identified on Figure 3.9 in Chapter 3, the following opportunities should be pursued in coordination with private redevelopment efforts.

#### **Spenard and 36th**

The twist in Spenard Road just south of 36th Avenue creates a landmark and a memorable experience for those navigating the street. The area is also the western terminus of Chugach Way, an important circulation component in Central Spenard. Public improvements should be designed to reinforce this street segment as an iconic landmark for Spenard. Buildings along Spenard Road in this area should strongly engage Spenard Road, while also playing off of the curvilinear configuration of the street.

#### **Midtown Link**

The properties between 36th Avenue and Chugach Way should be redeveloped as a mixed-use, transit-supportive development sub-district that physically and visually links Spenard Road to Midtown. This very large block should be broken up to create an integrated neighborhood complete with open space amenities, active transportation connections and a mix of development types and uses that enhances and connects the public streets that surround it.



**Central Spenard Transit District**

The area generally bound by Northwood Drive, 36th Avenue and Spenard Road has an opportunity to redevelop as a transit-oriented sub-district that complements the Midtown Link. If redeveloped as an integrated mixed-use neighborhood with transit and public parking, the Central Spenard Transit District presents an opportunity to create a node with a pedestrian and bicycle circulation system accessing Area-wide and regional bicycle facilities. A plaza and redesigned Woodland Avenue would provide a centrally located civic space for Central Spenard. Figure 4.6 illustrates a Neighborhood Commercial Street along Taft Drive, south of Spenard Road.



**Neighborhood-Serving Commercial Areas**

There are currently a few successful examples of non-residential buildings, such as community facilities and small neighborhood commercial properties, located just off of the Spenard Road Corridor and oriented toward side streets. This creates a unique transition from surrounding neighborhoods to the busy Spenard Corridor. Additional small-scale, neighborhood-serving commercial and mixed-use development is identified on the Future Land Use Figures 4.5 and 4.9 and referenced in Policy 3.7 (page 41). These future neighborhood commercial nodes should be oriented to the side streets to provide neighborhood access and a transition to the busy Spenard corridor.



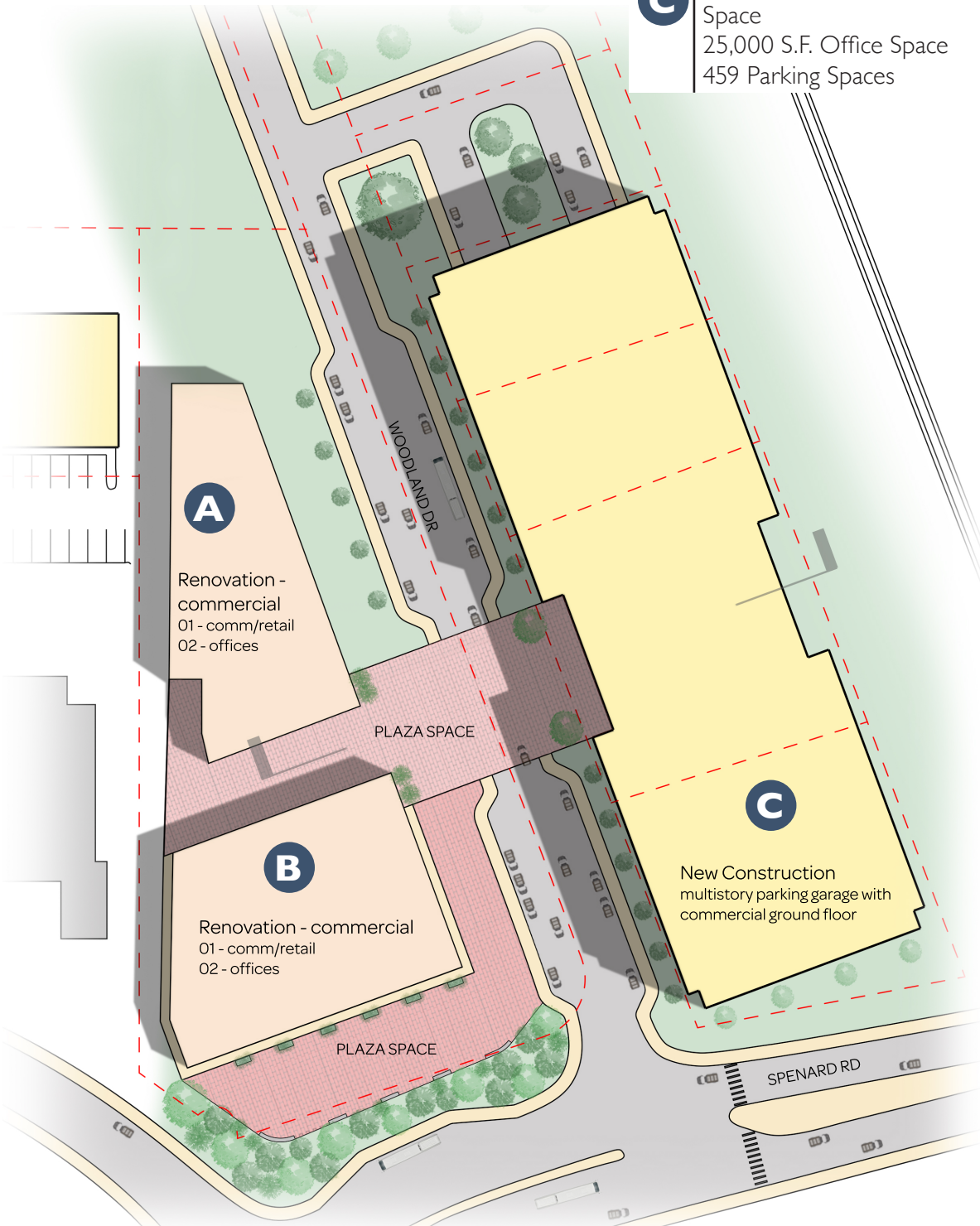
**4** District-Specific Concepts

**Central Spenard Redevelopment Case Study**

Figure 4.7 and 4.8 illustrate a potential redevelopment concept for the blocks bound by Spenard Road, McRae Road and the Alaska Railroad right-of-way. It is purely for illustrative purposes to demonstrate one option for how the site could be redeveloped in a manner consistent with the principles and objectives of this Plan.

**Development Statistics**

<b>A</b>	13,000 S.F. Retail/Restaurant Space 13,000 S.F. Office Space
<b>B</b>	16,000 S.F. Retail/Restaurant Space 16,000 S.F. Office Space
<b>C</b>	20,000 S.F. Retail/Restaurant Space 25,000 S.F. Office Space 459 Parking Spaces



**Figure 4.7 Central Spenard Redevelopment Case Study (Plan View)**



**Multiuse Buildings**

- 01 - retail/food
- 02 - offices

**Woodland Dr.**

- integrated on-street parking on both sides
- emphasized plaza space activating the space between buildings

**Multiuse Parking Garage**

- 01 - comm/retail/food
- 02 - parking garage
- 03 - parking garage
- 04 - parking garage

**Figure 4.8 Central Spenard Redevelopment Case Study (Section View)**



Multiuse building



Multi-use building



Plaza space



## C. South District

This section provides land use, connectivity, design and placemaking recommendations for the South Spenard TSD District. First, a description of future character is presented, which builds on the vision statement in Chapter 3. Then, Policies are set forth with special comments related to this district.

### South District Character

South Spenard will double as a stable local neighborhood and a lively visitor district that leverages its proximity to the airport and Spenard Lake. Tourism-focused development will be designed to benefit nearby residents by incorporating elements that are appealing to both locals and visitors. This includes open space amenities, neighborhood-serving retail and improved connectivity. New mixed-use development along Spenard Road will transition in scale and use between a bustling South Spenard Corridor and the residential districts to the east and west. Spenard Road through the District will exhibit a “leafy” landscape character to better tie into the lakefront. Some surface parking may be included adjacent to Spenard Road, but it will be well screened and buffered from the street. The Spenard Lakefront will be redesigned as a District-wide open space amenity that supports active transportation and provides a destination for the District, while still ensuring safe aviation activities.

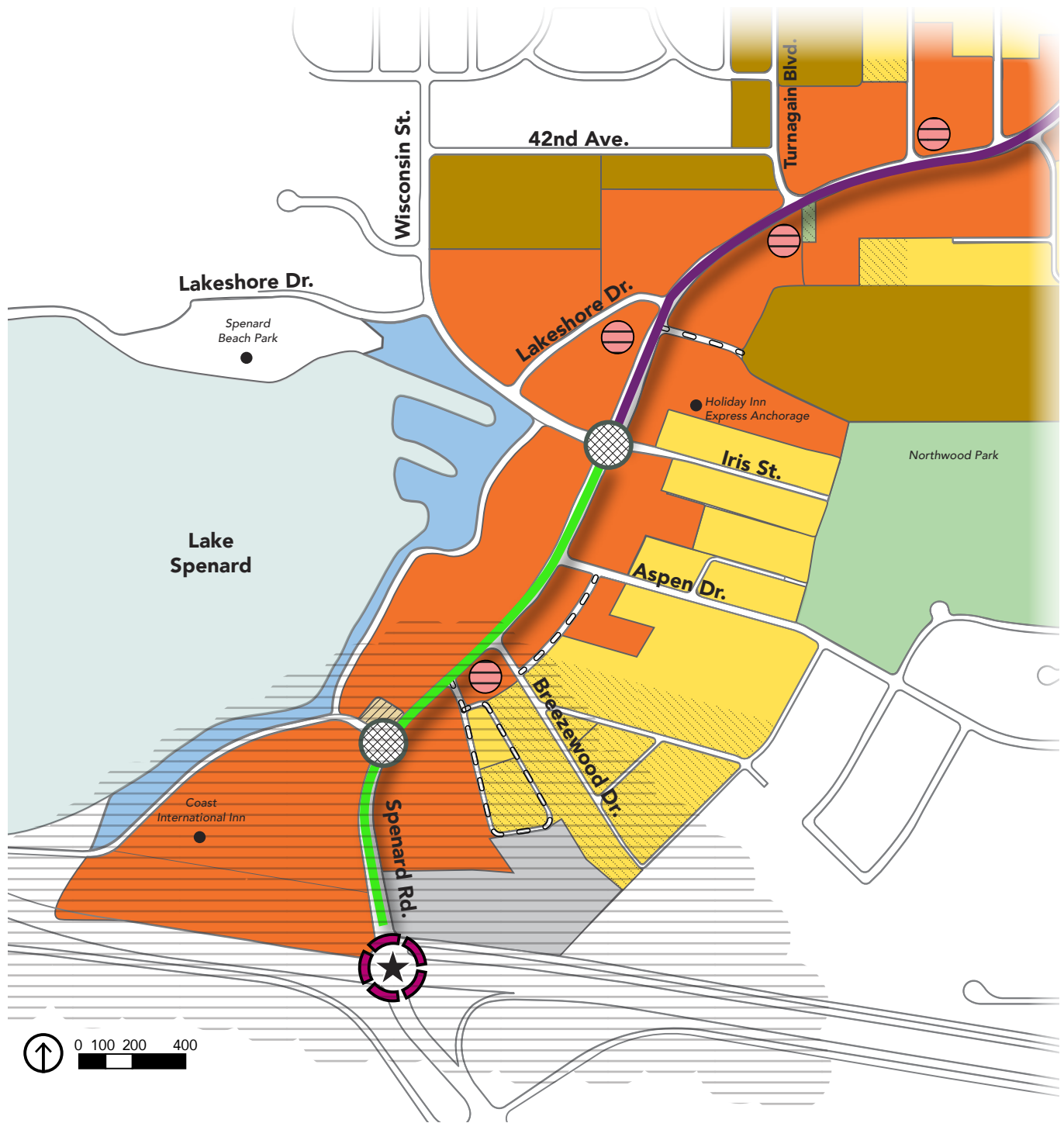
### South District: Land Use/Development Character

#### **Policy 4.15: Accommodate land use that integrates with transit, generates activity and contributes to economic development and placemaking goals in South Spenard.**

As a local and tourist-serving, transit-supportive district, South Spenard’s Main Street Corridor should accommodate a wide range of uses that support economic development goals and are complementary to the airport and the neighborhood. Development should take advantage of Lake Spenard as an amenity. Uses should be organized to complement the surrounding neighborhoods and energize the corridor with activity. Recommended land uses are illustrated in Figure 4.9. Future development patterns, land uses, and zoning in south Spenard should follow the land use framework provided by Figure 4.9 in coordination with the 2040 LUP and WADP. See Chapter 3 for a description of the land use designations shown in Figure 4.9.

The land use recommendations in Figure 4.9 are generally consistent with the 2040 LUP, and add more specific direction for the Spenard town center and corridor. Areas of change from the 2040 LUP are:

- » Inclusion of open space in the designation of Airport lands



LAND USE/DEVELOPMENT CHARACTER		PLACEMAKING		STREET EDGE CHARACTER	
Park, Natural Area or Open Space	Compact Mixed Residential-Medium	Town Center	Key Intersection	Main Street	Main Street-Shared/Festival Street
Community Facility or Institution	Urban Residential-High	Light Industrial/Commercial	Gateway	Mixed Use Street	Mixed Use Street-Boulevard
Single-Family and Two-Family	Main Street Corridor	Change from 2040 LUP	Transit Hub	Commercial Street	Transit Corridor
Compact Mixed Residential-Low	Residential Mixed-Use Development	Potential MTP Investment Areas	Plaza	Transit Corridor	New Street
			Neighborhood Serving Commercial		

**Figure 4.9 South District Future Land Use**

Note: The development/improvement of a pathway along the waterfront will require coordination with ADOT & PF as well as Ted Stevens International Airport to determine feasibility.

\*Refer to the 2040 Land Use Plan for the location and application of Growth-Supporting Features overlays.



along the lakefront to allow for enhanced bicycle and pedestrian connectivity.

- » A shift to Compact Mixed Residential-Low flanking Breezewood Drive, east of Spenard to allow for a greater variety of housing options in the South Spenard area.
- » A change from light industrial to Compact Mixed Residential-Low in the interior of the block up Tanglewood Drive to provide more housing and activity near the south end of the Spenard Road transit corridor.

### South District: District Connectivity

#### Policy 4.16: Give priority to circulation improvements that enhance connectivity in South Spenard.

The following circulation objectives in South Spenard should be prioritized:

- » Establish an active (pedestrian and bicycle) transportation network with an emphasis on Spenard Road.
- » Establish active transportation routes that radiate from Spenard Road to neighborhoods to the east and the lakefront and other residential areas to the west and north.
- » Employ traffic calming measures in this area to slow traffic down and increase pedestrian safety.
- » Provide at least one major at-grade mid-block crossing of Spenard Road near the lakefront between Iris Drive and International Airport Road. This will allow visitors and locals to cross the street safely to reach their hotel, neighborhood or retail amenity. Key locations to consider include Spenard Road at Aspen Road, Spenard Road at Breezewood Drive, and Spenard Road at Aviation Boulevard.

### South District: Transit

#### Policy 4.17: Give priority to transit system improvements in South Spenard.





The following transit-related objectives in South Spenard should be prioritized:

- » Establish a primary Transit Hub that serves neighborhoods in the area as well as South Spenard hotels. Ideally, it would be located in close proximity to the Spenard Lakefront.
- » Transit infrastructure in South Spenard should be integrated with improved crossings of Spenard Road since vehicle traffic is heavy and crossings are more scarce.
- » Locate a transfer hub in the South District to facilitate transfers.

#### Note

Street edge character must also conform with the street design standards in the Municipality of Anchorage's Title 21.

## South District: Spenard Road Edge Character

### **Policy 4.18: Promote a street edge character that supports transit and an active mix of pedestrian-oriented uses in South Spenard.**

The relationship of private development to Spenard Road should be considered differently in South Spenard as compared to the other Districts. This is particularly relevant for properties adjacent to the lakefront, where a development may choose to locate and orient primarily toward Lake Spenard instead of Spenard Road. This is appropriate and encouraged, but even development in this configuration should establish a comfortable walking experience along Spenard Road. Establish a street-edge character as identified on Figure 4.9 through the siting and design of private development and public realm improvements, including:

- » "Mixed-Use Street" along Spenard Road south of Iris Street.
- » "Main Street" along the remaining Spenard Road frontage, north of Iris Street.

Please see Chapter 3 for a description of Street Edge Character Typologies.

## South District: Transitions

### **Policy 4.19: Use design features to smoothly transition between residential and non-residential uses.**

The relationship between properties along Spenard Road and neighboring ones varies significantly in South Spenard depending on the location. Where a Mixed-use area interfaces with a Multi-family Residential area, or especially a Low-scale Residential area, encourage the mixed-use development to incorporate design features that will provide for a compatible transition. See the previous description of Transition techniques.

See Appendix A for more detailed Transition Interface design guidelines.



## South District: Key Redevelopment Opportunities

### Policy 4.20: Encourage redevelopment that supports transit and contributes to an active mix of pedestrian-oriented uses in South Spenard.

As shown in Figure 4.10, a variety of redevelopment opportunities exist in South Spenard, but they are fewer and more focused in comparison to the other two Districts. This is in part because South Spenard has seen more recent reinvestment and therefore fewer opportunity sites remain. Primary redevelopment opportunities in South Spenard include:

- » **Large-scale Redevelopment.** Promote more significant redevelopment of the properties at the southern end of Spenard Road and the remaining undeveloped and under-utilized lakefront properties. The development shown in Figure 4.10 of the Aviation Avenue/Spenard Road intersection appears to be within the Lake Hood Seaplane Base Master Plan Area. Further analysis and coordination by all relevant parties is required to determine feasibility of developing the property.
- » **Incremental Mixed-use Redevelopment.** Smaller commercial and mixed-use infill development should be encouraged along Spenard Road in between existing developments. Seek opportunities to increase development intensities on existing sites where reconfiguration of existing parking is possible and shared parking opportunities exist.
- » **Multi-family Infill.** Pursue transit-oriented, multi-family residential east of Spenard Road along Breezewood Drive and along Klamath Drive as shown in 4.10. The key multi-family site along Northwood Drive should incorporate neighborhood-serving amenities, such as connections to Spenard, and employ careful transition elements to ensure that it is compatible with single-family properties that surround it.
- » **Adaptive Reuse/Renovations.** Reinvestment in existing buildings is strongly encouraged throughout the District.





## South District: Key Placemaking Opportunities

### Policy 4.2I: Pursue placemaking opportunities in coordination with private redevelopment efforts in South Spenard.

South Spenard presents numerous placemaking opportunities. In addition to establishing gateways, key intersections and a transit hub as identified on Figure 3.9 in Chapter 3, the following opportunities should be pursued in coordination with private redevelopment efforts.



#### Lake Spenard Waterfront

Lake Spenard waterfront between Aviation Avenue and Wisconsin Street should be enhanced to create a major amenity and destination for South Spenard. While the area is used frequently by pedestrians, and the Lakefront Hotel engages the waterfront with outdoor seating areas, redevelopment oriented to the lake on adjacent properties and minor improvements to pedestrian access could expand its role as a marquee placemaking feature. As indicated on Figure 4.10, a clearly delineated north-south pedestrian path would tie together South Spenard Plaza (discussed below), an enhanced pier for floatplane viewing, a new plaza in between the Lakefront Hotel and existing park spaces to the north.

The development shown in Figure 4.10 of the Aviation Avenue/Spenard Road intersection appears to be within the Airport Master Plan Area. Further analysis and coordination by all relevant parties is required to determine feasibility of developing the property. Ideally, redevelopment of this area would be designed to accommodate floatplane access and service as the area does today. While not shown on Figure 4.10, there is potential for the properties closer to Wisconsin Street to redevelop in a manner that more directly engages the lake.

The development/improvement of a pathway along the waterfront will require coordination with ADOT&PF as well as Ted Stevens International Airport to determine feasibility.

#### Southern Gateway

The intersection of Spenard Road and International Airport Road is a major gateway into the Plan Area. New development in coordination with public investment should help to establish a strong and iconic sense of entry to Spenard. Visitors from the airport will be greeted with a sense that they have arrived in Spenard, an Anchorage destination in and of itself, as opposed to an area to pass through on their way to Downtown. Improvements to this intersection may also include a future interchange, as identified in Gateway Anchorage.



#### South Spenard Plaza

Re-envision and redesign the plaza at the intersection of Spenard Road and Aviation Avenue to be a prime entry feature. This space is designed to be a key landmark for South Spenard and gateway to the Spenard Lake Waterfront. A floatplane with artistic elements could serve as a centerpiece.



**Figure 4.10 South District Concept**

This illustration is purely conceptual. It is intended to help visualize potential redevelopment of existing properties with transit-oriented uses and other features. The development concepts depicted would require significant reconfiguration of existing sites, including consolidation of surface parking, new public parking structures and transportation enhancements.

## 4 District-Specific Concepts

### South Spenard Redevelopment Case Study

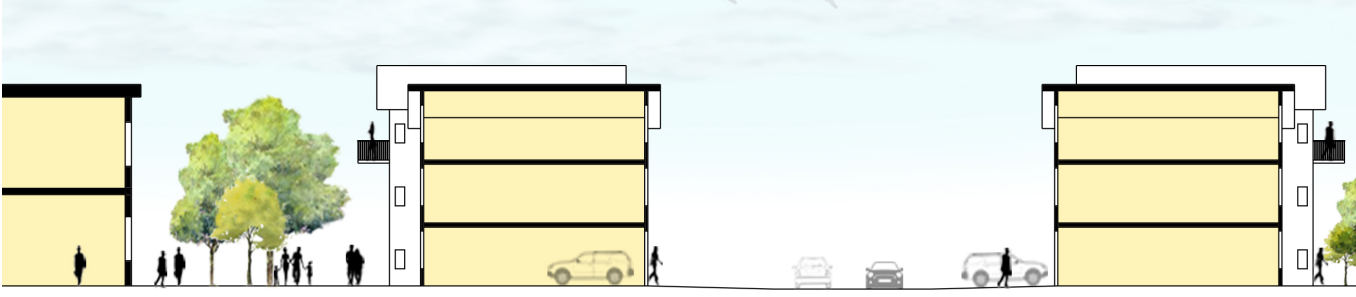
Figure 4.11 and 4.12 illustrate a potential redevelopment concept for a set of properties off Tanglewood Drive in South Spenard. It is purely for illustrative purposes to demonstrate one option for how the site could be redeveloped in a manner consistent with the principles and objectives of this Plan.

### Development Statistics

<b>A</b>	14,000 S.F. Flex Commercial/Live-Work Space 38 Parking Spaces (Surface)
<b>B</b>	20 Townhouses (19,000 S.F. Each) 1 Garage Space Per Unit + Driveway Space 11 Guest Parking Spaces (Surface)



**Figure 4.11 South Spenard Redevelopment Case Study (Plan View)**



**Work Space**  
 -commercial building  
 -two stories  
 -office space  
 -large green space to front of building w/ surface parking

**Shared Green Belt**  
 -landscaped transition between commercial and residential zone  
 -resting space for both sides of site

**Live Space**  
 -3 level townhouses  
 -single car garages  
 -both sides of townhouses surrounded with open space  
 -maximized unit count while maintaining tenant privacy

**Figure 4.12 South Spenard Redevelopment Case Study (Section View)**



Work space



Shared green belt



Live space





# 5

# CIRCULATION AND CONNECTIVITY

This chapter provides circulation direction for an enhanced circulation system for the Plan Area. It addresses all transportation modes as well as vehicular parking. It first presents broad policies related to all modes of circulation and then follows with more specific policies and recommendations for individual modes. Since future development in the Plan Area will be largely incremental and will vary in terms of location, density, type and associated infrastructure, the exact impact of the Plan's policies are difficult to predict. As such, this chapter serves as a guide for future transportation investments to ensure support of long-term Transit-Supportive Development (TSD) goals and objectives. It is intended to complement the Municipality of Anchorage's (MOA) Complete Streets Guidelines and Non-motorized Plan. This chapter offers conceptual circulation improvements. It is important to note that these policies and recommendations need to be coordinated with DOT & PF and the MOA to determine feasibility. See Figure 1.3 for a process to test changes in arterial and collector typologies relative to major land uses and access points.

## Note

This chapter offers conceptual circulation improvements. These conceptual improvements are identified for 'major streets' and 'neighborhood streets'. These categories are simplified from the OS&HP street classifications. It is important to note that these circulation recommendations will need to be coordinated with ADOT& PF and the MOA to determine feasibility.

## A. Circulation Policies

These circulation policies are broad in nature and should be considered in the design of all future public improvements and when commenting on private development. They serve as a baseline for the more detailed recommendations presented later in this chapter

### Policy 5.1: Create a balanced street network in Spenard.

- » A balanced network of streets accommodates all modes of transportation in a way in which each mode operates efficiently and helps to support transit and minimize vehicular trips.
- » Create a hierarchy of streets to avoid funneling traffic onto the same one or two streets.
- » Plan public parking facilities and roadways such that they are well connected to the external network (outside the Plan Area) and disperse traffic volumes.
- » Ensure efficiency of bus circulation and pedestrian movements.
- » Plan bus layover areas that provide a transfer location and space for transit vehicles to hold and to facilitate efficient transfers.



### **Policy 5.2: Create a Street Typologies Plan.**

A street typologies plan helps to ensure that new and redeveloped streets work with existing land use and the vision for the area.

- » Create a Street Typologies Plan that coordinates with the 2040 Land Use Plan.

### **Policy 5.3: Design Spenard's roadway network as a connected grid.**

An interconnected street grid helps to distribute traffic and enhance walkability when distances between intersections are appropriately scaled.

- » New public and private streets should be planned to support and expand the existing street network and provide internal, public connections where street linkages are missing.
- » Block perimeters of 2,400 feet or less should be used to ensure blocks are walkable.
- » Preserve existing network components, particularly for active transportation modes.

### **Policy 5.4: Manage access and mitigate modal conflicts.**

Access to properties includes driveways and alleys that are used by personal vehicles as well as deliveries and servicing. Where these cross pedestrian and bicycle routes, conflicts can occur, which can affect the appeal of these modes in the active transportation network

- » Vehicular access to properties should be managed to minimize conflicts.
- » Design access points to properties to minimize vehicular conflicts between pedestrians and bicyclists.
- » Minimize curb cuts and consolidate access points among multiple properties, wherever possible.
- » Locate access on a side street wherever possible.
- » Locate transit stops to facilitate safe crossings and shorten the walking distances at key transfer locations.
- » Prevent vehicular access to properties directly from Spenard Road wherever possible.
- » Use median treatments to limit left-turning vehicles on streets that are components of the Active Transportation Network.
- » Make allowances for freight delivery and drop-off zones for users of transportation network companies (TNCs) and taxis.
- » Improve and maintain alleys for vehicle access, freight deliveries and trash pickup where appropriate, to reduce potential conflicts with primary activities found on primary street frontages.

### **Policy 5.5: Enhance Spenard’s bicycle network for a range of users.**

Bicycle users include those using bikes for transit, for recreation and for short errands. Designing for all user groups is important.

An enhanced network should include:

- » Design bicycle routes to be as direct as possible.
- » Design the bike network to accommodate travel from key area destinations in and out of the Plan Area.
- » Promote facilities and routes that attract a wide spectrum of rider types and ability levels.
- » Design the bike network to integrate with transit access.
- » Build missing trail connections to attract riders from further distances.
- » Design intersections to reduce the frequency and severity of bicycle collisions.
- » Use turn lanes, medians, and refuge islands to break down wide and/or complex intersections into smaller parts to help bicyclists navigate.

### **Policy 5.6: Prioritize for Spenard’s pedestrians.**

Providing a safe, efficient and walkable pedestrian system is essential in promoting the active transportation network. This includes the pedestrian system infrastructure that connects the community, as well as framing pedestrian routes with pedestrian-friendly buildings and landscape.

Pedestrian access (comfort, safety, and convenience) should be the highest priority.

Emphasize the tenets of great walkability, including:

- » Short block length.
- » Grid networks.
- » Placement of buildings to frame the pedestrian space.
- » Placement of bus stops to reduce walking distance and encourage safe crossing locations.
- » Vibrant street frontage.
- » Excellent sidewalk facilities.
- » Design the transit network and bus transfer systems that reduce the need for riders to cross streets with high traffic volumes. Where high-volume pedestrian crossings are in demand, provide enhanced pedestrian crossings.
- » Design active transportation routes between transit stops, parking, and adjacent land uses to be ADA accessible. Utilize curb ramps, adequately wide facilities and minimal cross-slopes.

**Note**

This section offers conceptual circulation improvements. It should be used in conjunction with the OS&HP, which can be accessed here:

<https://www.muni.org/Departments/OCPD/Planning/Publications/Documents/OSHP%20Complete%20Document1.26.15.pdf>

## B. Street Design Policies

Plan Area streets should be designed to successfully and safely move all road users, including individual vehicles, freight, transit, bicycles and pedestrians. Whenever possible, streetscape improvements should be designed to work within existing rights-of-way (ROW). Where roads are controlled by more than one agency, street design efforts will require collaboration and coordination with outside agencies.

### Policy 5.7: Design for Right-of-Way and Travel Demand Constraints

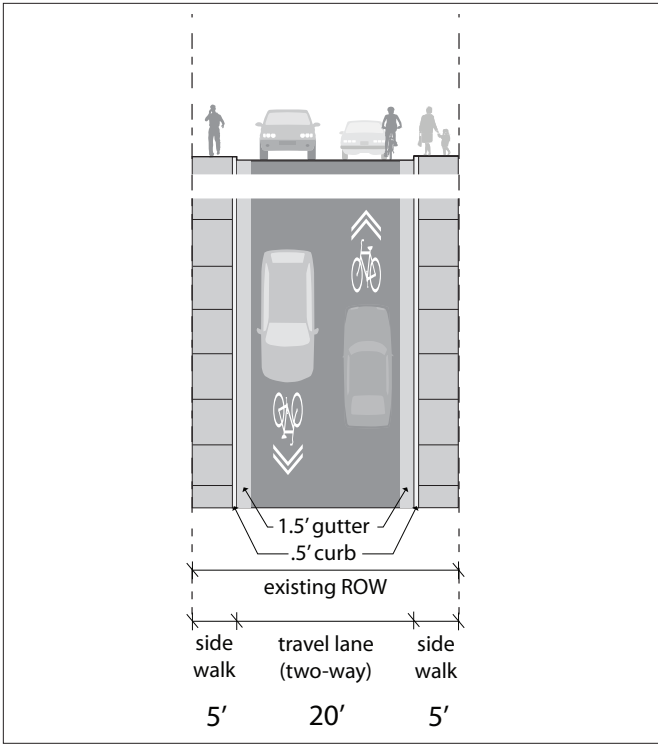
Right-of-way width and vehicular traffic volumes are two of the biggest considerations in the re-design of existing streets. Right-of-way widths can largely impact the feasibility of providing pedestrian and bicycle facilities alongside required space for vehicular travel. In some cases, it may be appropriate for the Municipality to pursue acquisition of private property in order to redesign a street, but only when adequate facilities cannot be accommodated within available right-of-way. Many local streets in Spenard have rights-of-way that are constrained, including some as narrow as 30 feet. Where significant redevelopment is expected to occur, adjacent rights-of-way may need to be expanded to safely accommodate multi-modal transportation demand.

Opportunities to increase space for alternative modes should be considered. This should include space in the public right-of-way and may include collaboration with private property owners.

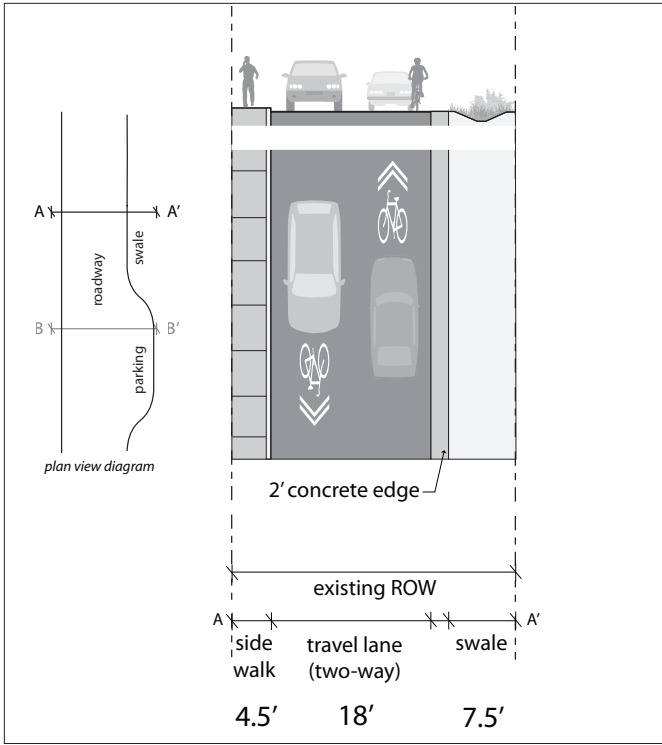
### Policy 5.8: Apply Neighborhood Street Design Alternatives (OS&HP Residential Street Typology)

Neighborhood Streets are typically narrow in width. Their primary purpose is to convey local traffic through residential neighborhoods. Neighborhood Streets generally correspond with the Secondary Active Transportation Network identified in Chapter Three (Figure 3.5). Neighborhood Streets are currently configured differently from street to street, including some with partial sidewalks, some with full sidewalks and some with no sidewalks at all. Rights-of-way widths range from as low as 30 feet in older neighborhoods to 60 feet in newer neighborhoods.

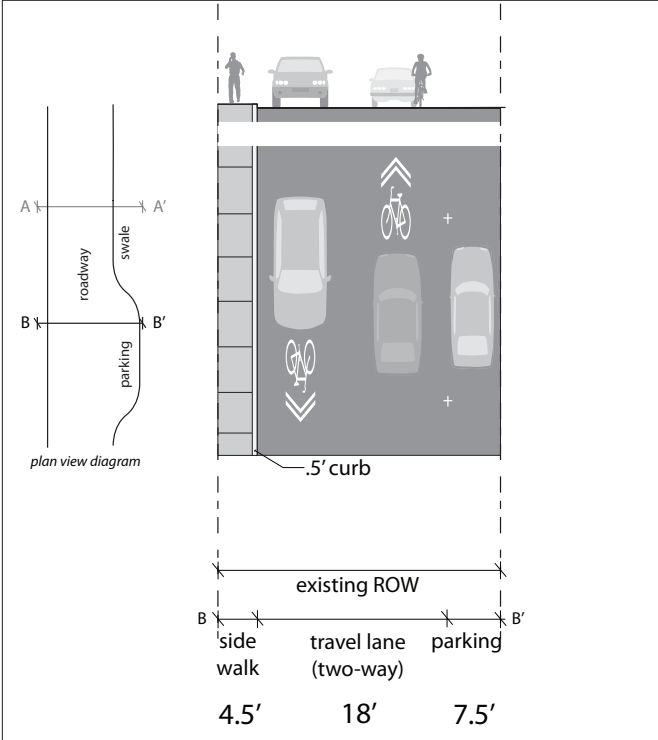
A range of alternative Neighborhood Street sections should be tailored to support residential areas. These are shown in Figures 5.1 through 5.6. These do not reference specific streets. Instead, they illustrate several concepts that could be applied to a variety of Neighborhood Streets depending on the available right-of-way and other factors.



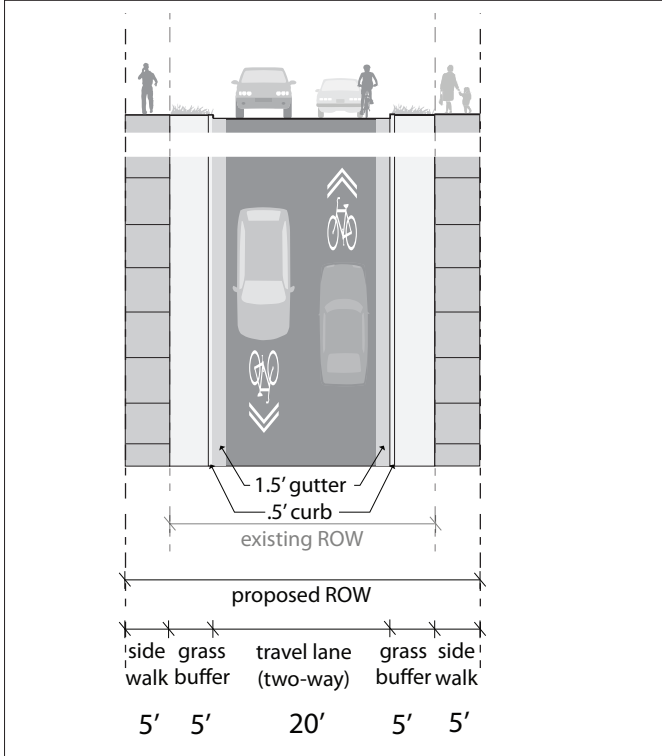
**Figure 5.1 Neighborhood Street (Existing Condition - 30' ROW)**



**Figure 5.2 Neighborhood Street Expanded ROW - 30' ROW + Natural Drainage Section Cut A (for use where on-street parking is not important)**

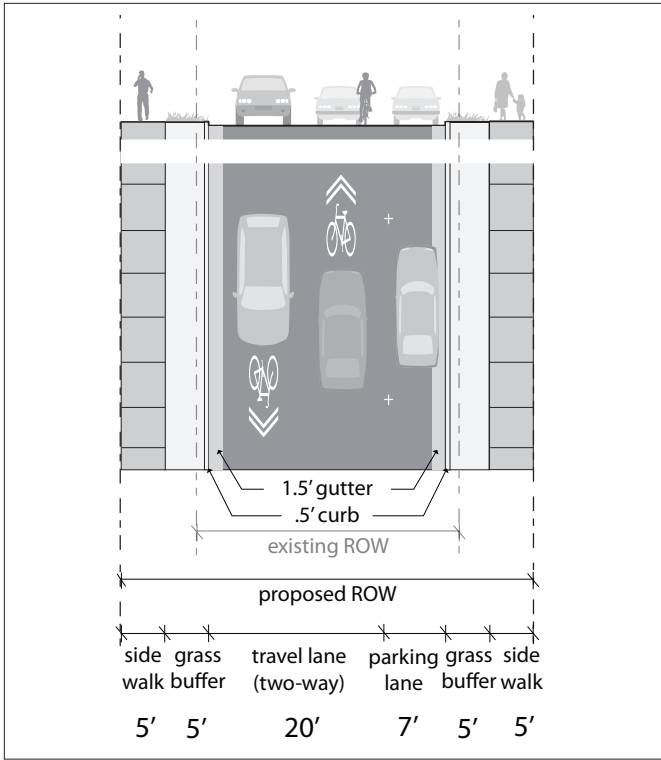


**Figure 5.3 Neighborhood Street Expanded ROW - 30' ROW + Natural Drainage Section Cut B (for use where on-street parking is important)**

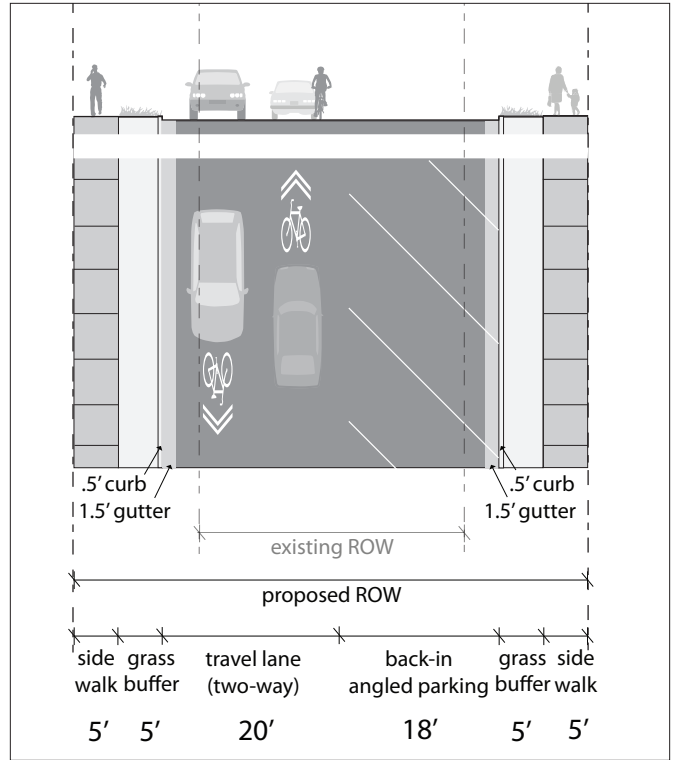


**Figure 5.4 Neighborhood Street Expanded ROW - 30' ROW + 10' (for use where 10' of additional ROW is possible)**

**5** Circulation and Connectivity



**Figure 5.5 Neighborhood Street Expanded ROW - 30' ROW + 17'**  
(for use where 17' of additional ROW is possible)



**Figure 5.6 Neighborhood Street Expanded ROW - 30' ROW + 28'**  
(for use where 28' of additional ROW is possible)

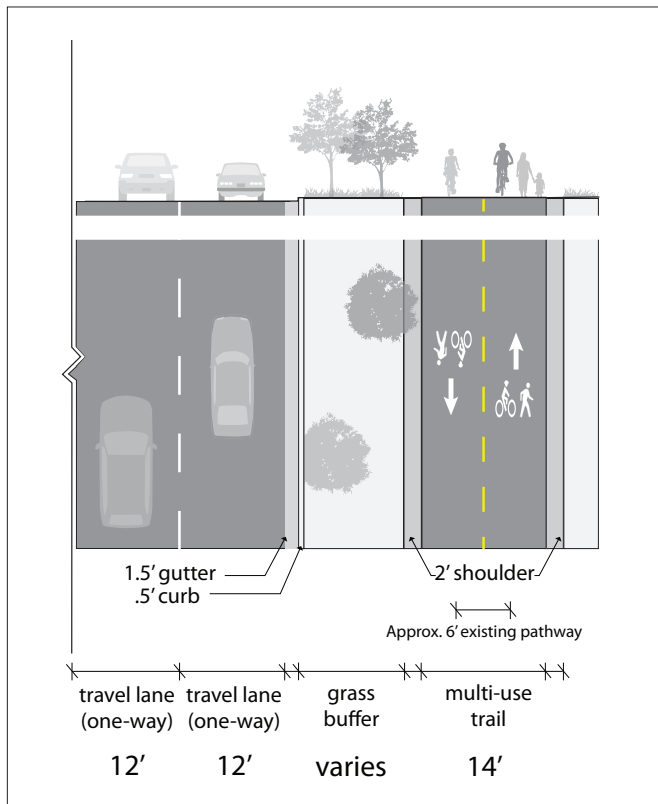
**Policy 5.9: Tailor Major Street Designs to support the Active Transportation Network.**

Major Streets have wider rights-of-way and often serve as regional connectors that carry both local and regional vehicular traffic. Major Streets generally correspond to the Primary Active Transportation Network identified in Chapter Three (Figure 3.5). Right-of-way widths range from as little as 40 feet to 90 feet or more.

Alternative street typologies should be applied where feasible (OS&HP Street Typologies, including Mixed-Use and Commercial streets). The Major Street sections in Figures 5.7 through 5.12 illustrate concepts for Fireweed Lane and Benson Boulevard respectively.

**Benson Boulevard**

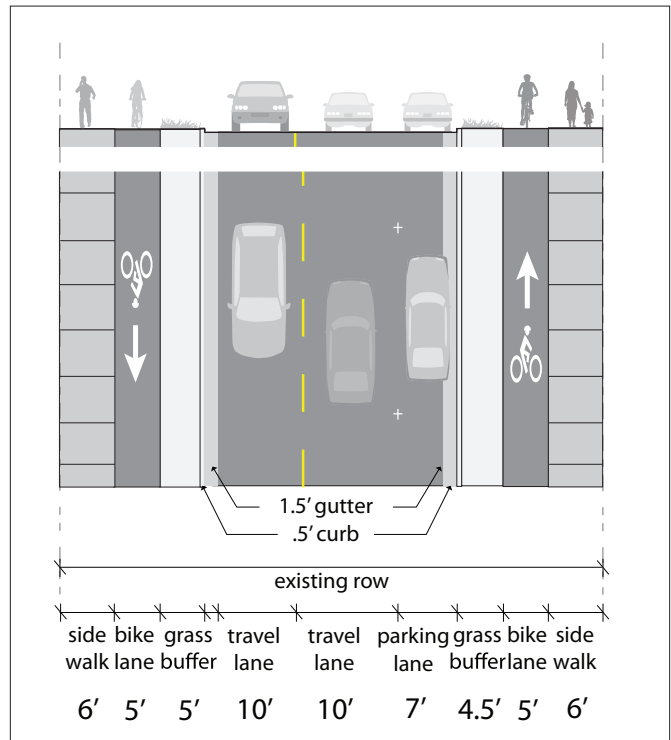
Figure 5.7 illustrates a potential redesign of Benson Boulevard. The existing sidewalk on the north side of Benson Boulevard should be expanded to a multi-use path that safely accommodates bicycles and pedestrians. Some facilities could be enhanced at the current locations while other segments may require coordination with property owners during redevelopment efforts. While the focus should be on the north side, the Plan also supports improvements to the south side facilities. These changes will require further study and coordination with the Alaska Department of Transportation & Public Facilities.



**Figure 5.7 Benson Blvd. - Multi-use Trail**  
 (for use where a multi-use trail can be added) Please note, this diagram does not include the entire ROW for this street section.

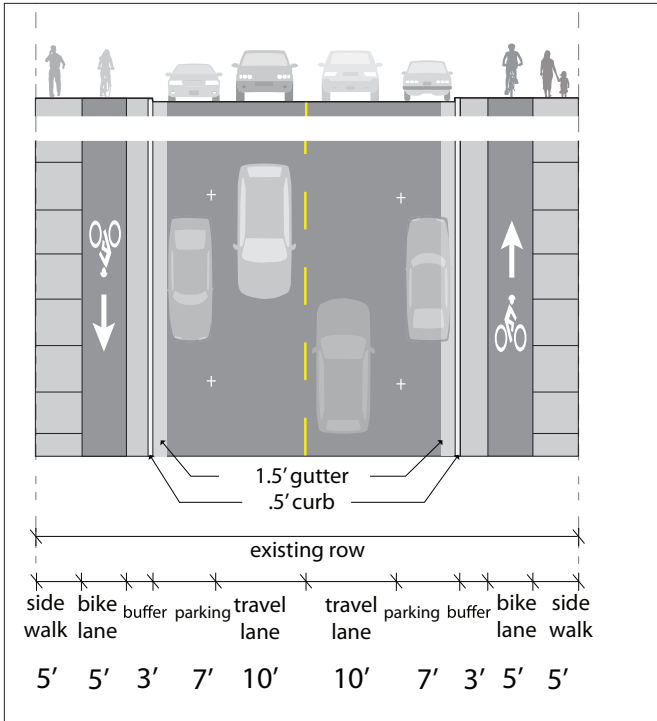
**Fireweed Lane**

Figures 5.8 through 5.12 illustrate street design options for Fireweed Lane. All options assume reducing the total number of travel lanes in a “road diet.” Removing a lane creates an opportunity to enhance pedestrian and bicycle facilities within the right-of-way. Given the volumes and speed on this roadway, it is recommended that bicyclists be separated from motorized traffic or that bike lanes be installed. The potential to complete a road diet on Fireweed Lane will require further study and coordination with Alaska Department of Transportation & Public Facilities (ADOT&PF) to ensure feasibility, but current traffic volumes indicate it is a viable option that can result in significantly improved pedestrian and bicycle circulation.

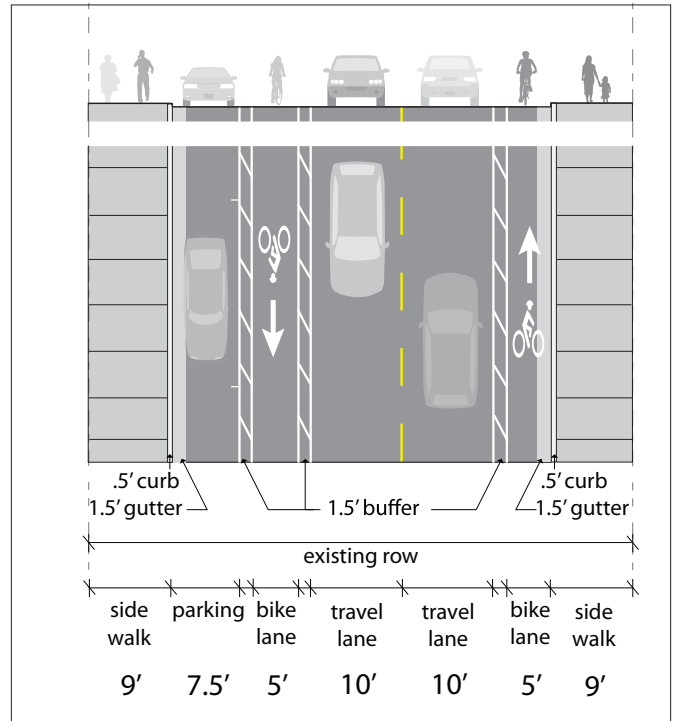


**Figure 5.8 Fireweed Ln. 60’ ROW - One-way Protected Bike Lane (parking one side)**  
*(for use where separated bike lanes are important)*

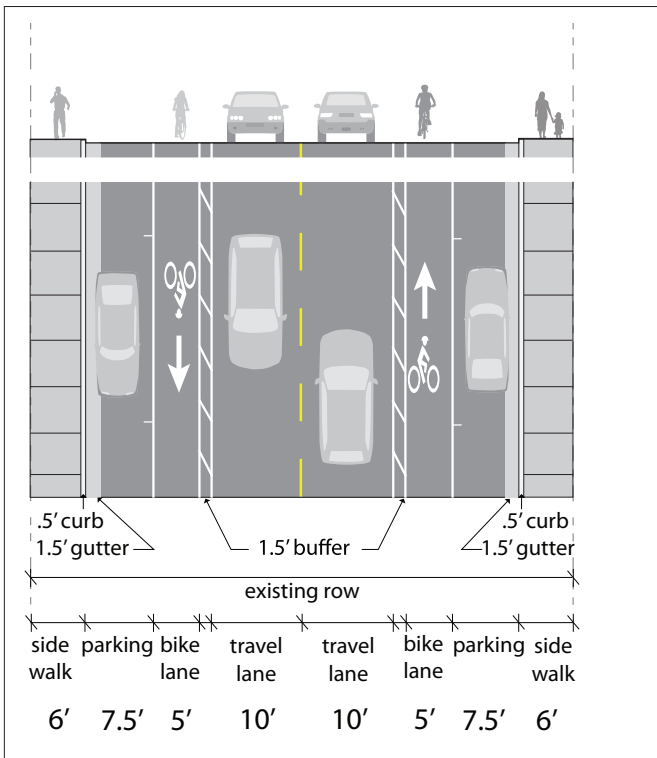




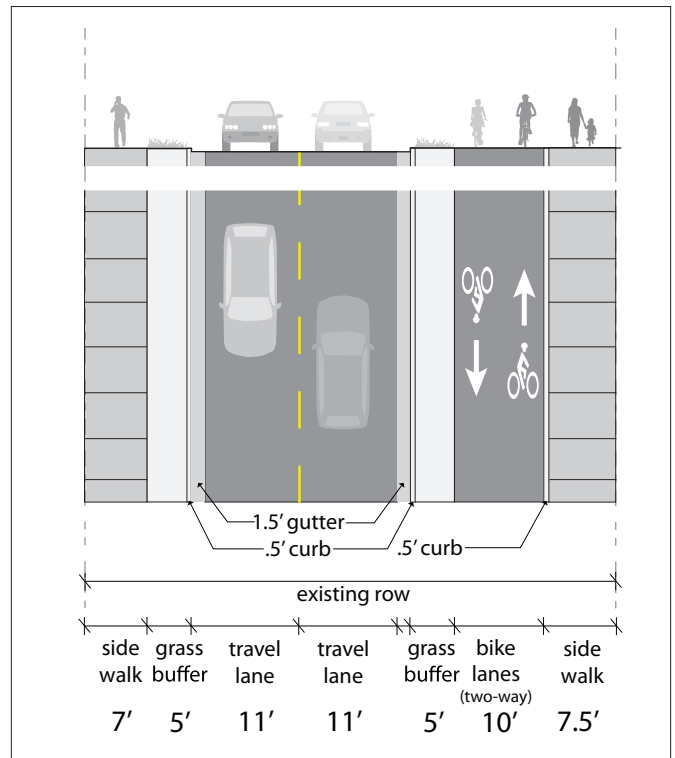
**Figure 5.9 Fireweed Ln. 60' ROW - One-way Protected Bike Lane (parking both sides)**  
 (for use where on-street parking is a priority)



**Figure 5.10 Fireweed Ln. 60' ROW - One-way Buffered Bike Lane (parking one side)**  
 (for use where buffered bike lanes are a priority, and where parallel parking is possible)



**Figure 5.11 Fireweed Ln. 60' ROW - One-way Buffered Bike Lane (parking both sides)**  
 (for use where buffered bike lanes are a priority, and where parallel parking is possible)



**Figure 5.12 Fireweed Ln. 60' ROW - One-way Two-way Protected Bike Lane**  
 (for use where bike traffic is a priority but parallel parking is not)

**Note**

For more information on the proposed conversion of Spenard Road and 36th Avenue into a one-way couplet, please see the Spenard Road/36th Avenue Couplet Reconnaissance Study. See <http://dot.alaska.gov/creg/sewardand36th/index.shtml>

### **Policy 5.10: Enhance the Spenard Road “Middle Segment” Street Design**

This section focuses on the design of Spenard Road from Benson Boulevard to Minnesota Drive. It provides an initial design framework and street design alternatives. In response to congestion concerns, the Alaska Department of Transportation has proposed converting Spenard Road and 36th Avenue into a one-way couplet from Minnesota Drive to 36th Avenue. Figures 5.14 and 5.15 show options for high-quality bicycle, pedestrian, freight and transit facilities alongside a one-way conversion if this is pursued in the future. Please note that the SCP is neutral in looking at the project design. Options will need to be studied further as more detailed design processes occur during implementation of this Plan. All options are based on conversion to a three-lane configuration, with one lane in each direction and a center turn lane.

These alternatives should be considered:

#### **Spenard Road Crossings**

Figure 5.13 illustrates the Spenard Road Middle Segment in plan-view and indicates preliminary recommendations for locating mid-block crossings, constructing minor crossing improvements and installing major crossing improvements at signalized intersections.

#### **Spenard Road Design Alternatives**

Figures 5.14 and 5.15 illustrate the typical existing street design of the Middle Segment and then provide options for upgrading the street to improve pedestrian and bicycle mobility. Please note that additional design work and public input will be needed to determine the optimal design for the street, but these options should be considered as preliminary concepts, all of which are consistent with the circulation objectives of this Plan.

The Spenard Road and 36th Avenue intersection is considered a major AMATS LRTP investment area. While it has the potential to affect land use, it also has the potential to require major transportation investment compatible with major roads and the area. See Figure 1.3 in Chapter 1 for methods to test changes in arterial and collector typologies relative to major land uses and access points.

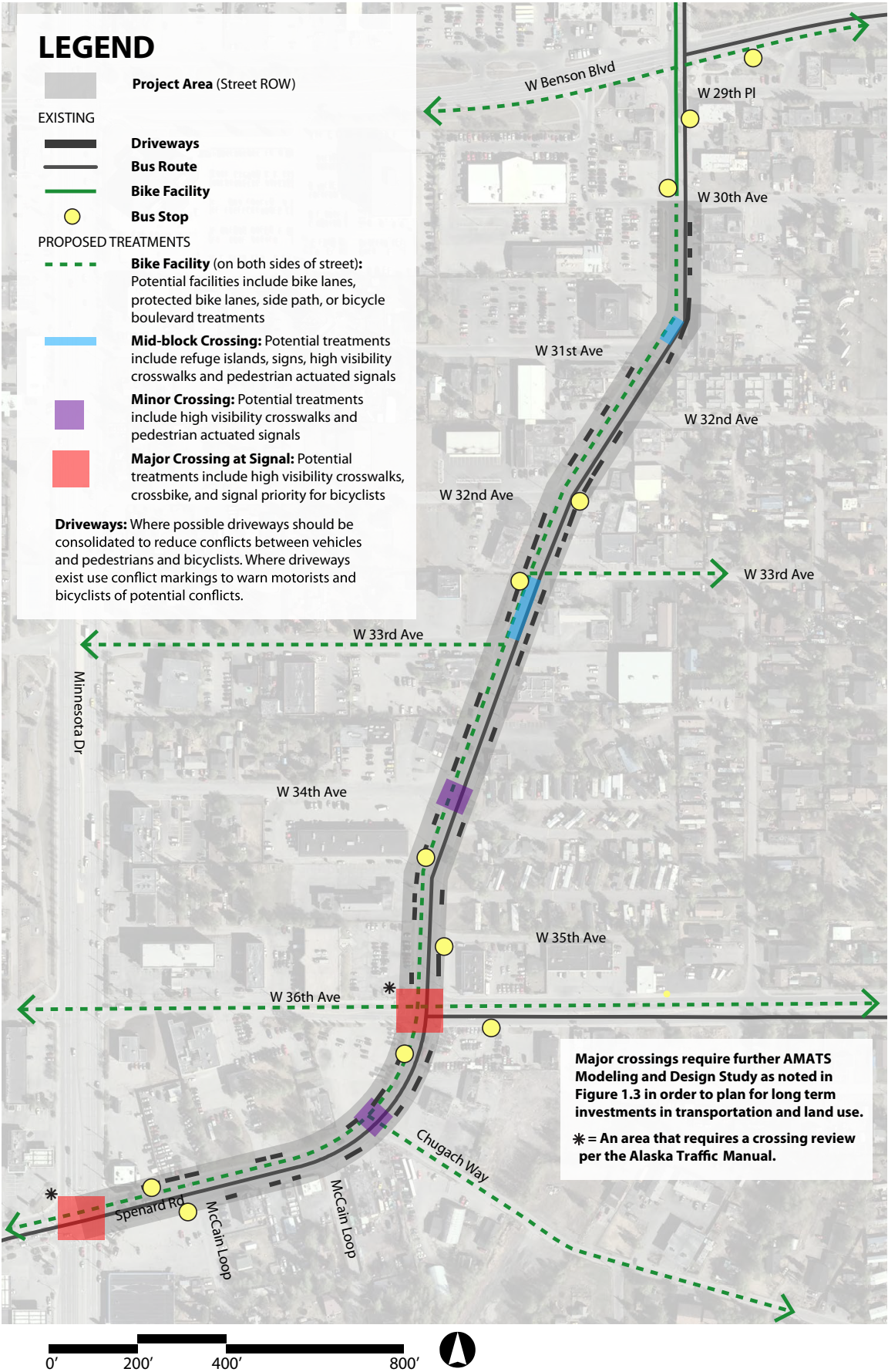
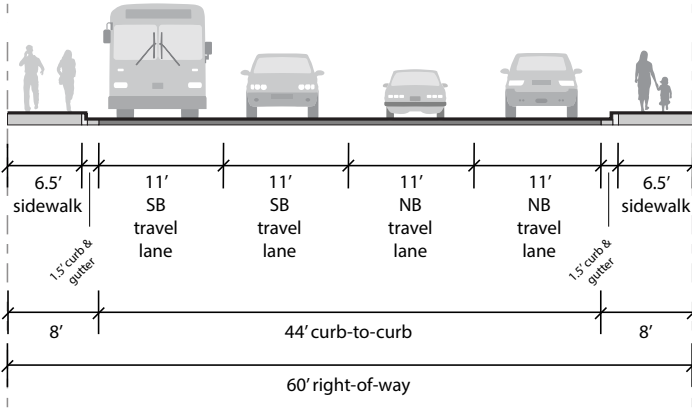


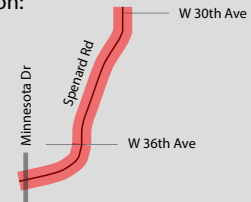
Figure 5.13 Spenard Road Corridor Crossings (Middle Segment)

# 5 Circulation and Connectivity

## Existing (Minnesota Dr to W 30th Ave)



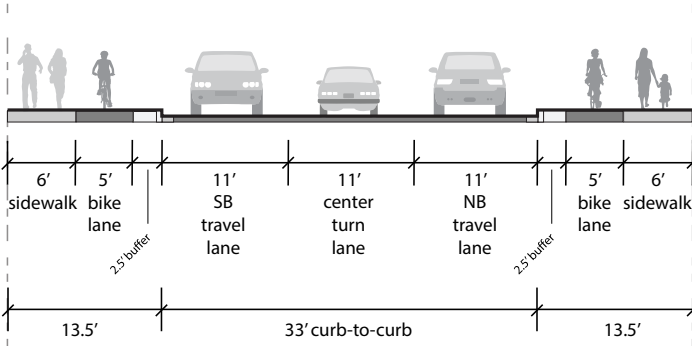
### Location:



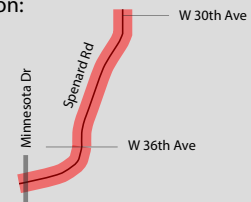
### Notes:

Existing pedestrian facilities are lacking, or substandard resulting in a corridor that is not accessible by ADA standards. Bicycle facilities are non-existent.

## Proposed - Option 1 (Minnesota Dr to W 30th Ave)



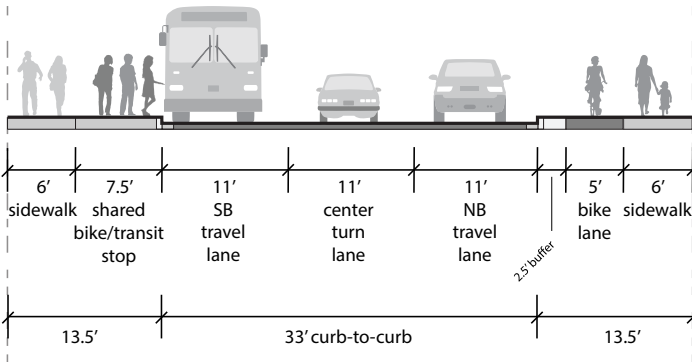
### Location:



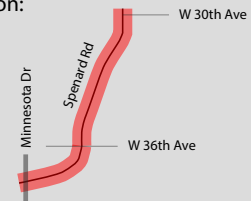
### Notes:

Protected bike lanes provide an all ages and abilities facility that is accessible to a wide range of people. Additional ROW would allow for 8ft sidewalks, utility poles, and amenities, such as extra space needed for bus stops. Winter maintenance: clearing and removal of snow should be prioritized along the corridor to promote access to transit by people walking or biking.

## Proposed - Option 1 (at shared bike/transit stop)



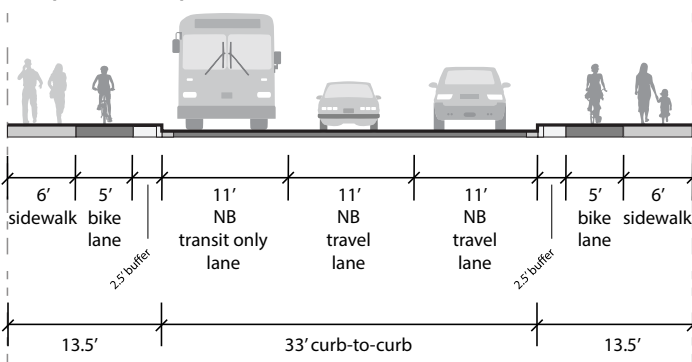
### Location:



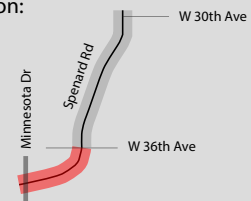
### Notes:

Where transit stops occur along the corridor the bike lane and buffer would become a shared bike/transit stop space. Bicyclists would yield to pedestrians boarding a bus. Additional ROW at transit stops would allow for a 5ft bypass bike lane and 8ft transit island.

## Proposed - Option 1 Alternative (Minnesota Dr to W 36th Ave)



### Location:

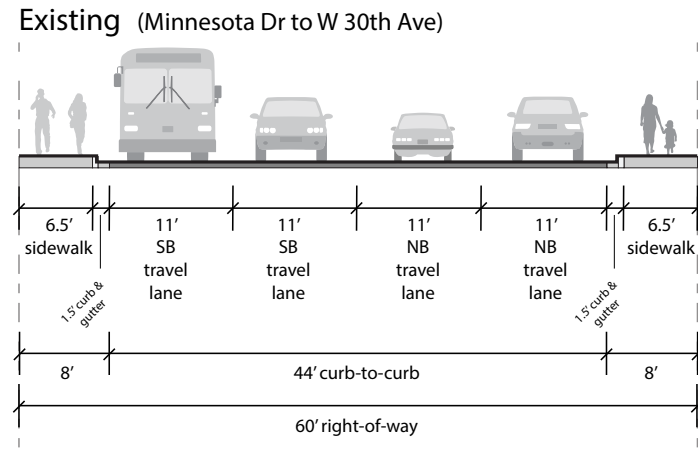


### Notes:

The intersections of Spenard Rd & W 36th Ave and Spenard Rd & Minnesota Dr require further study. This Alternative responds to the AK DOT concept for a NB only lanes between Minnesota Dr and 36th Ave, and allows for continuous transit along Spenard Road.

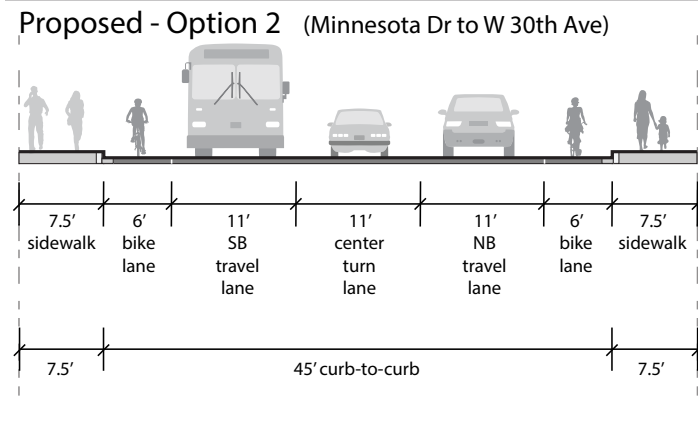
**Figure 5.14 Spenard Road Option 1**

All of the options above require AMATS modeling as per Figure 1.3 to integrate transportation and land use.



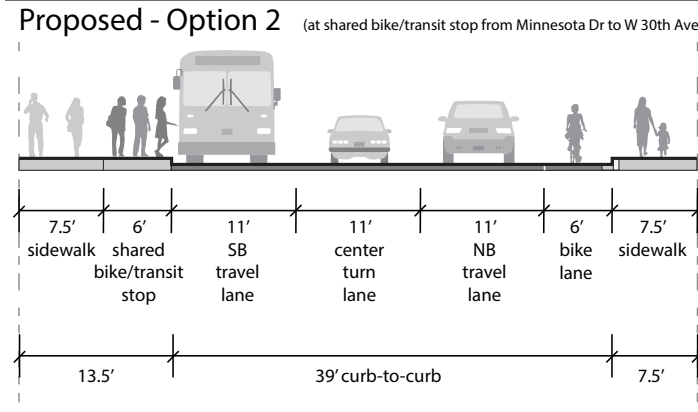
**Location:**

**Notes:**  
Existing pedestrian facilities are lacking, or substandard resulting in a corridor that is not accessible by ADA standards. Bicycle facilities are non-existent.



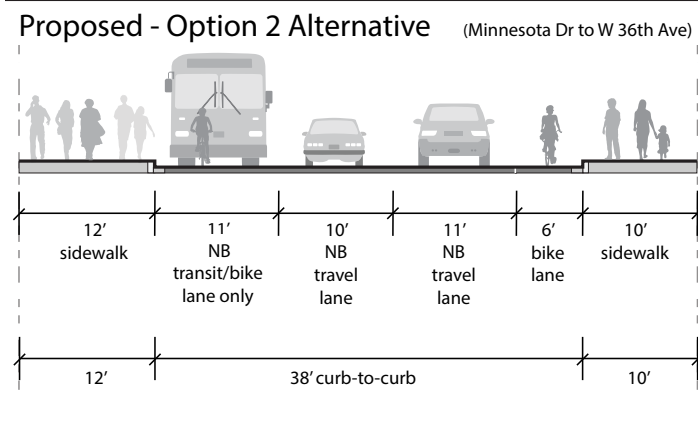
**Location:**

**Notes:**  
Bike lanes provide space in the ROW for bicyclists to operate, however minimal separation from travel lanes does not provide an all ages and abilities facility. Additional ROW would allow for 8ft sidewalks, utility poles, and amenities, such as extra space needed for bus stops. The intersection of Spenard Rd & W 36th Ave requires further study.



**Location:**

**Notes:**  
Additional ROW at transit stops would allow for a 5ft bypass bike lane and 8ft transit island.



**Location:**

**Notes:**  
Wider sidewalks are ideal for commercial areas where a lot of pedestrian traffic is expected. Wider sidewalks can also accommodate utility poles and amenities, such as transit stops, benches, trash cans, etc. Shared transit/bike lanes are not all ages and abilities facilities and should only be considered along corridors with low or moderate bus headways. The intersection of Spenard Rd & Minnesota Dr requires further study.

**Figure 5.15 Spenard Road Option 2**

All of the options above require AMATS modeling as per Figure 1.3 to integrate transportation and land use.



## Policy 5.1 I: Pursue Festival Street Design Opportunities

A festival street, or “shared street,” is a slow-speed street where pedestrians have the right of way but bicycles and vehicles are permitted to share the space. The purpose is to create a special street that is safe and conducive to public uses and activities beyond transportation. Uses may include street festivals, performances, and farmers’ markets. Typically, a festival street is located in a mixed-use area on a narrow street with low traffic volumes. It may be a public street, or it may be a private, street-like lane.

These opportunities for developing a festival street should be considered:

As described in Chapters 3 and 4, two festival streets are proposed:

- » Between Minnesota Drive and Spenard Road in coordination with private redevelopment efforts.
- » From Carrs Mall/Benson Boulevard to Romig Middle School/26th Avenue



Two festival streets in these locations could form a perimeter that connects special traffic generators and taps into new and existing signals at Northern Lights Boulevard/Benson Boulevard, Minnesota Drive and the Northern Lights Mall. If both festival streets are not feasible improvements, the west side entrance to Romig Middle and West Anchorage High Schools could be a useful local link even as a non-festival street.

Note that the specific north-south festival street concept will require significant coordination among landowners, the Municipality, other agencies and community members. A potential festival street space may require acquisition and management by the Municipality, or an agreement to allow public access if it is to be a private, street-like private drive. Festival streets typically include the following:

- » Curbless street as a shared space, which gives pedestrians access to the full right-of-way and provides room for walking, outdoor dining, and other street activities and events.
- » Speed limit is between 10 and 15 MPH.
- » Service access is accommodated to adjacent businesses and residences.
- » Design cues alert people with visual impairments to the shared nature of the space.
- » On-street parking typically is not provided.
- » Drainage features/swales

## C. Roadway Network Policies

This section provides recommendations for Spenard's vehicular roadway network. Figure 5.16. illustrates key locations for network expansion as well as potential reconfiguration opportunities.

### Policy 5.12: Expand the Street Grid Network

Continuity in street connections which are interconnected in a grid system offers alternative routes to distribute usage. This can enhance walkability and support transit.

Spenard's street grid should be designed with small block sizes that support convenient and direct pedestrian and bicycle access in an interconnected network of streets. The intent is to ensure that all trips to and from a transit stop are as short as possible. Spenard's grid network also should support vehicular and freight/delivery traffic by providing alternative routes. As the area redevelops, new streets and pedestrian/bicycle routes should connect to and extend the existing grid, wherever possible.

### Policy 5.13: Consider Street Reconfiguration and Vacation Opportunities

Spenard has an extensive street network and it appears that some street segments may even be redundant, meaning some public streets are located in close proximity and serve the same purpose. In other cases, public rights-of-way provide access and parking for only one or two properties as opposed to acting as vital components of the roadway network.

The Municipality should monitor street segments like this and consider whether vacation or reconfiguration could be used to incentivize redevelopment. Doing so could be used in full or in part to increase the size of an opportunity site, which may make redevelopment more feasible. Redundant streets could also be reduced in size to provide areas for snow removal, create opportunities for public space, facilitate bicycle and pedestrian connections or simply reduce maintenance burdens for the Municipality.

# 5 Circulation and Connectivity

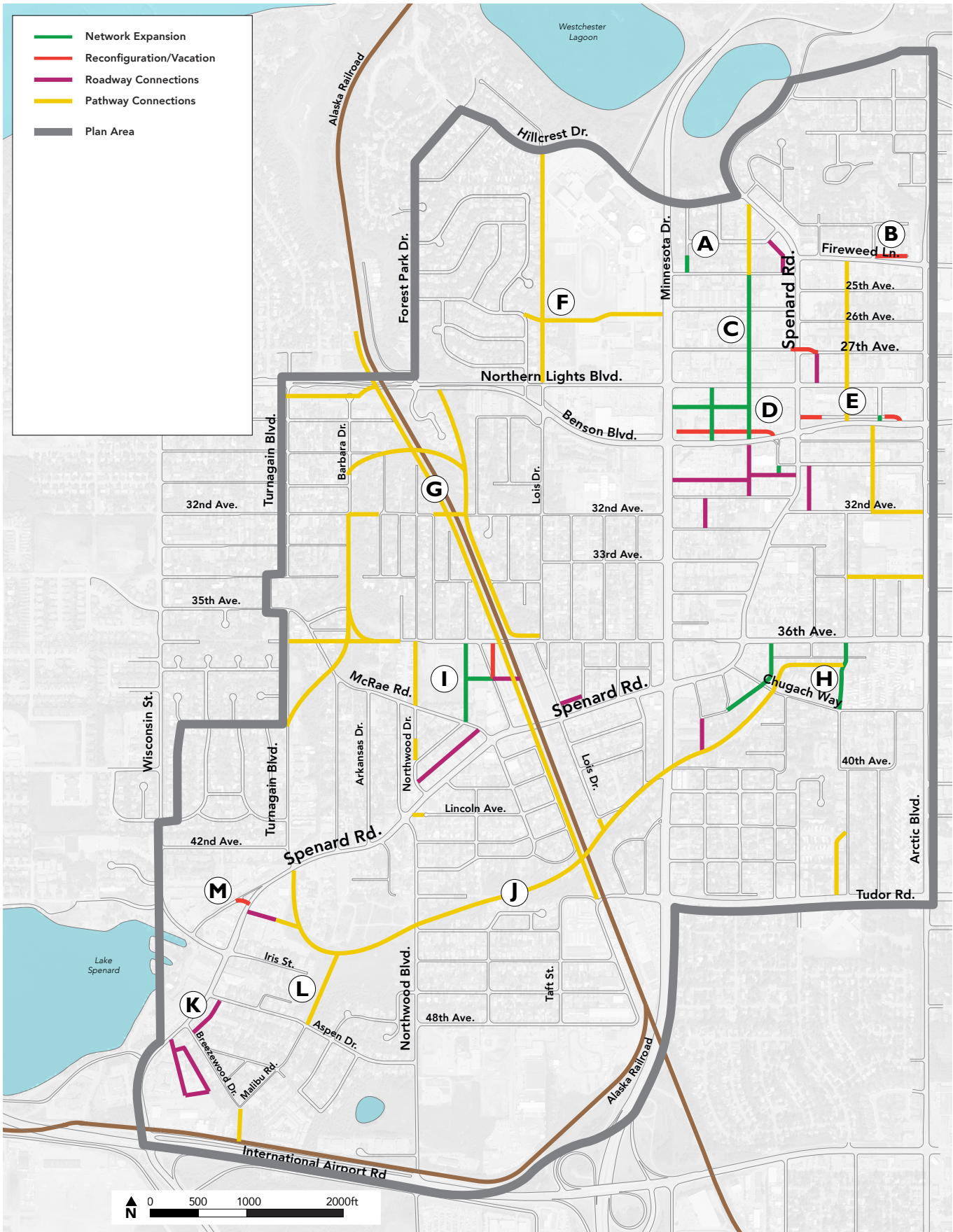


Figure 5.16 Potential Network Expansions and Reconfigurations



**Potential Network Expansions and Reconfigurations**

Below are letters that coordinate with the map on the previous page. Each letter identifies potential expansions and reconfigurations of Spenard’s roadway and pathway networks. Locations are preliminary. Each of these changes requires further study, as implementation actions, and coordination with property owners.

Ⓐ	Extend Culver Placel. south to 25th Avenue.	Ⓑ	Vacate a section of 24th Avenue.
Ⓒ	Create a new north-south street from 25th Avenue to Benson Boulevard and potentially further south.	Ⓓ	Expand the street network between Northern Lights Boulevard and Benson Boulevard and vacate a section of 29th Avenue.
Ⓔ	Vacate Photo Avenue. at Spenard Road. and at Benson Boulevard. Extend N. Star Street south to Benson Boulevard.	Ⓕ	Provide a network from Northern Lights Boulevard to Hillcrest Drive and from Minnesota Drive through West Anchorage High School to adjacent neighborhood.
Ⓖ	Develop a pathway along the Alaska Railroad.	Ⓗ	Connect 36th Avenue with Chugach Way and McCain Loop.
Ⓘ	Expand and reconfigure the street network near Woodland Drive and McRae Road.	Ⓙ	Create a pathway and trail system that runs along the Fish Creek Greenbelt
Ⓚ	Develop a new roadway system to improve the gateway area of South Spenard.	Ⓛ	Use pathway connections to link Malibu Road to the Fish Creek Greenbelt network.
Ⓜ	Realign Lakeshore Drive at Spenard Road.		

**Note**

See Figure 1.3 in Chapter 1 for the AMATS LRTP process.

**Policy 5.14: Pursue Opportunities for Road Diets**

A road diet is defined as a “right-sizing” of a street, most typically to reduce the roadway width which is dedicated to vehicular travel and increase space dedicated to bicycles, pedestrians and landscaping. Road diets typically are suitable for four-lane roads with traffic volumes of up to 20,000 vehicles daily. A road diet was recently performed on the north segment of Spenard Road as a conversion from four lanes to three lanes, one lane in each direction and a two-way left-turn lane.

Benefits include:

- » Reduced speeds
- » Reduced crashes and crash severity due to lower speeds and fewer conflicting movements
- » Improved business access with TWLTLs and improved business visibility due to slower speeds
- » Improved multimodal facilities
- » Placemaking

Applying road diets to enhance the active circulation network should be considered. West Fireweed Lane, with an annual average daily traffic (AADT) under 10,000 vehicles per day, and Spenard Road, from Benson Boulevard to Minnesota Drive, are likely road diet candidates.

**Policy 5.15: Enhance At-Grade Rail Crossings**

There are three at-grade rail crossings in the Plan Area. These are points where the rail right-of-way crosses Spenard Road, Tudor Road and 36th Avenue. At-grade rail crossings in Spenard present unique challenges to pedestrian and bicycle mobility.

Safety improvements should be pursued where streets intersect these railroad crossings. Passive devices may include fencing, channelization, swing gates, pedestrian barriers, pavement markings and texturing, refuge areas, and fixed message signs. Active devices may include flashers, audible active warning devices, automated pedestrian gates, pedestrian signals, and variable message signs.

All pedestrian/bicycle railroad crossings should be designed to minimize the time required for pedestrians to cross. Key recommendations include:

- » Design it to include appropriate warning devices. This will likely require further engineering analysis.
- » Locate pedestrian crossings of the street beyond the typical vehicle queue storage area of the railroad crossing. Pedestrian crossing studies should be conducted to ensure feasibility.
- » Align bicycle crossings to be perpendicular to the tracks as much as possible to reduce the risk of trapping bicycle tires.

## Policy 5.16: Roadway Classification and Vehicular Speed

Low vehicle speeds reduce crash severity for all roadway users as well as increase pedestrian and bicycle comfort, foster street retail activity, reduce vehicle noise, and facilitate pedestrian crossings and connectivity. Speed reduction may make Spenard Road less appealing to drivers not accessing destinations along the corridor and thereby shift traffic to nearby arterials to serve those trips.

Vehicle speeds on Spenard's roadways should be matched to the context of surrounding land uses, the needs of all road users and the purpose of the street.

These improvements should be considered:

- » Design the Central and North sections of Spenard Road for low vehicle operation speeds.
- » Reclassify the Central and North sections of Spenard Road from a minor arterial to a collector to reflect usage. This would allow narrower lanes, on-street parking, and other design elements proven to reduce speeds. Alternatively, designate Spenard as a Central Business District to allow more design flexibility as permitted under MOA codes.
- » Revise vehicle Level of Service (LOS) standards to permit LOS D in Spenard to allow for greater congestion and design flexibility.
- » Speed changes, reclassification, and LOS target changes requires revising AMATS modeling of arterial or collector changes to determine acceptability of the effects on the surrounding network. See Figure 1.3 in Chapter 1.

## Policy 5.17: Promote Traffic Calming in Neighborhood Streets

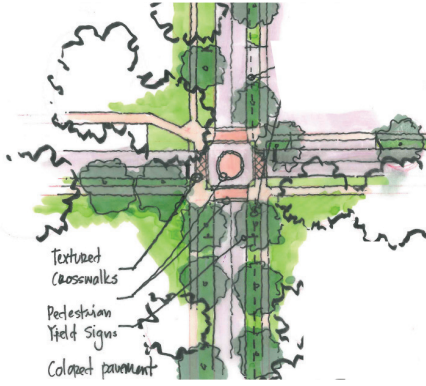
Traffic calming measures are physical improvements intended to maintain and enhance the livability and safety of residential neighborhoods by slowing speeds and discouraging cut-through traffic. The 2016 Municipality of Anchorage Neighborhood Traffic Calming Policy Manual identifies a variety of approved treatments for slowing vehicular speeds, which can be integrated with other bicycle and pedestrian improvements as described in Section B: Street Design.

Traffic calming measures should be considered on non-arterial streets. Key candidates for traffic calming in the Plan Area are included on the MOA 2017 Neighborhood Traffic Calming Program Qualified Streets List. These streets meet MOA criteria for traffic calming and should be prioritized for implementation:

- » Cambridge Way (project under design - February 2019)
- » Chugach Way
- » Harding Drive
- » Lois Drive



## 5 Circulation and Connectivity



Traffic calming measures.



Before: 35th Avenue and McRae Road was a typical strip-paved “Spensard Street” with limited right-of-way and on-street parking. (photo courtesy of CRW Engineering Group)



After: As part of a roadway improvement project, raised pedestrian crosswalks, widened shoulder striping and new pedestrian facilities and signage were incorporated to calm traffic. (photo courtesy of CRW Engineering Group)

- » West 45th Avenue (project under design - February 2019)
- » West 48th Avenue
- » Woodland Park Drive
- » West 30th Avenue
- » Turnagain Boulevard

### Neighborhood Streets

Key candidates for traffic calming in the Plan Area that are included on the MOA 2017 Neighborhood Traffic Calming Program Qualified Streets List are below. These streets meet MOA criteria for traffic calming and should be prioritized for implementation.

- » Cambridge Way (project under design - February 2019)
- » Chugach Way
- » Harding Drive
- » Lois Drive Avenue
- » West 45th (project under design - February 2019)
- » West 48th Avenue
- » Woodland Park Drive
- » West 30th Avenue
- » Turnagain Boulevard

Traffic calming may also be merited to address impacts from Minnesota, between Northern Lights and Tudor. Traffic-calming measures may also be appropriate on other streets identified as part of the Active Transportation Network in Chapter Three (Figure 3.5). However, traffic-calming measures such as chokers, island narrowings and chicanes require careful consideration for use on bicycle routes as they force cyclists to shift into traffic.

While there are exceptions such as West 48th Avenue and Cambridge Way, many neighborhood streets have limited right-of-way, on-street parking, and are strip-paved with no curb and gutter. This makes it challenging to retrofit them with traffic-calming measures. Potential treatments in these situations include:

- » Colored or textured pavement at intersections and pedestrian crossings
- » Highly visible crosswalk markings
- » Neighborhood traffic circles
- » Speed cushions and humps
- » Radar speed-feedback signs
- » Yield-to-pedestrian signs

As neighborhood streets undergo major improvements, in addition to the solutions listed above, a variety of traffic-calming measures should be explored, including:

- » Chokers
- » Intersection neckdowns
- » Island narrowings (with and without pedestrian refuges)
- » Chicanes
- » Lateral shifts
- » Raised crosswalks
- » Raised intersections
- » Speed tables

Additionally, as roadway rights-of-way get repurposed through redevelopment, opportunities should be considered to rethink how the right-way is used to calm traffic, meet parking needs and enhance pedestrian and bicycle environments.

### **Alleys**

Alleys are integral infrastructure in certain parts of the Spenard Plan Area that feature an urban neighborhood street network pattern, such as in Roosevelt Park and between some Spenard Road commercial properties and the residential neighborhood blocks behind them.

Where they exist, alleys should be maintained or improved to provide access to detached garages, accessory dwelling units, freight deliveries and trash pickup.



## D. Transit Network Policies

This section provides recommendations for Spenard's transit network. Please note that the improvements below will need to be implemented in close coordination with transit providers and should consider future local and regional transit demand.

Recent improvements to the People Mover have resulted in higher frequency service on Route 40: Spenard/Airport. Additional improvements have occurred on Route 10: Northern Lights and Route 35: Arctic. The improvements outlined in this section represent additional ones that should be considered in the future.

### Policy 5.18: Locate Transit Hubs to Enhance Operations

Transit Hubs are places of enhanced connectivity where different modes of transportation, including walking, biking, ridesharing and public transit, come together to provide additional connections to employment, housing, retail, and other services.

Transit Hubs should be located strategically to:

- » Be within walking distance of major destinations
- » Be central to a transit service area
- » Facilitate transfers
- » Support multiple modes of transportation
- » Have parking and pick-up/drop-off facilities
- » Support access for larger transit vehicles
- » Create a node for pedestrian, bike, transit and vehicular circulation.

### Policy 5.19: Plan for Bus and Shuttle Layover Zones

As a Transit Hub emerges, it may be necessary to plan for bus and shuttle layover zones depending on future transit service routes. Layover zones are often located at the ends of bus routes where buses wait on standby between trips.

Transit Hubs should be planned to provide opportunities for staging private shuttles. Designs should depend on bus size, number of buses overlaying at the same time and general turnover. Typically, bus layover zones are required to be twice the length of the bus with an added 10 feet for maneuvering.

### Policy 5.20: Provide Amenities at Transit Stops

Amenities at transit stops help make them more attractive and thereby support increased use.

Amenities should be provided to encourage ridership. These include benches, shelters, information kiosks and lighting. In addition to recent and planned transit amenities, the following options should be considered:

- » Incorporate Amenities Into New Developments. Support private investment by including transit amenities into new development projects.
- » Enhanced Shelters. Invest in bus shelters with roofs, transit maps and other information to help protect transit riders from climatic elements while they wait.
- » Seating. Provide seating at transit stops where possible to add to rider comfort. This is particularly important for transit riders with accessibility challenges.

### Policy 5.21: Plan for Rideshare/TNC Operations

Recent trends in rideshare and transportation network company (TNC) operations indicate that these modes can help facilitate transit use when convenient transfer points are provided.

The design and location of transit hubs should also consider the potential to accommodate rideshare/TNC modes (Lyft, Uber, etc.) and autonomous vehicles. In particular, providing wait zones should be considered where a high density of rideshare/TNC demand will occur. This may be at transit hubs and transfer stations where users may desire





rideshare/TNC service for “last mile” of travel.

## E. Pedestrian Network Policies

This section provides recommendations for Spenard’s pedestrian network.

### Policy 5.22: Provide Continuity in the Sidewalk Network

A continuous pedestrian network, primarily composed of sidewalks, is an essential component to efficiency in the active transportation network.

Spenard’s pedestrian circulation network, including sidewalk facilities, should be completed. This should be pursued on an incremental basis as well as in coordination with more comprehensive street improvements. Fill gaps in the network and expand inadequate walk widths where opportunities arise.

### Policy 5.23: Plan Pedestrian Crossings to Promote Network Continuity

A key element in the continuity of the pedestrian system is having pedestrian crossings at key locations.

Pedestrian crossing improvements should be located based on utility, safety of pedestrians and bicyclists, and integration into the signalized intersection network. Specific locations and designs should be determined based on crossing demand, roadway speed and volume, the number of crossing lanes, the location of school zones, proximity to signalized crossings, and the presence of refuge islands, as specified in the Alaska Traffic Manual. Plan Area-specific recommendations are described below.

#### Enhancements to Existing Signalized Intersections

- » The focus should be on improving existing signalized intersections.
- » Crossings of Minnesota Drive at 26th Avenue, Spenard Road, Northern Lights Boulevard, and Benson Boulevard should be prioritized. Engineering analysis should be conducted to determine the most appropriate treatment for each crossing.
- » Pedestrian refuge islands should be considered at locations with high pedestrian and transit activity, where crossing distances are long (60 feet or greater), at trail and bicycle route crossings, and within neighborhood retail areas and civic districts.



## Arterial Crossings

Crossing treatments of Northern Lights Boulevard, Benson Boulevard and Minnesota Drive in their current configurations should be located at signalized intersections due to speeds, crossing widths and projected volumes. If new signals are added on arterials, pedestrian and bicycle crossing treatment should be prioritized. ADOT&PF and AMATS should create a survey tool to forecast demand and to gauge how likely new crossing improvements would be used here. Possible future signalized crossing locations include the following:

- » **Minnesota Drive at 33rd Avenue.** A crossing at this location would provide more direct pedestrian and bicycle crossings from the neighborhoods west of Minnesota Drive to the Spenard Road corridor. However, due to the impacts on Minnesota Drive (signal time given to each direction dramatically decreases a road's capacity, increasing the possibility of congestion and queues), this crossing should be implemented only in response to a substantial increase in pedestrian demand. Further study is needed to project the potential use levels of this crossing.

## Grade-Separated Crossings

Grade-separated crossings provide an alternative for arterials. They should be designed to equal or improve at-grade crossing travel time and should not result in out-of-direction travel. Designs must accommodate ADA access by limiting the slope of a grade-separated crossing. This often results in a need for longer facilities that ramp up long before the intersection.

## Mid-Block (At-Grade) Crossings

Mid-block crossings are clearly delineated pedestrian features that allow users to cross the street in between signalized intersections. Mid-block crossings should be pursued strategically throughout the Plan Area where crossing demand is significant and signalized intersections are too far away to adequately serve users. Transit Hubs and long blocks without signalized intersections are key candidates. Mid-block crossings must be carefully located and designed to encourage pedestrian safety and awareness for motorists. Please see Appendix A for design guidelines for mid-block crossings.



5 Circulation and Connectivity



## F. Bicycle Network Policies

This section provides general policies and specific recommendations for Spenard's bicycle network.

### Policy 5.24: Provide Continuity in the Spenard Bicycle Network

A key to promoting bicycle usage is to have a safe and convenient network.

An interconnected bicycle network should extend throughout Spenard. Figure 5.17 presents a proposed bicycle circulation network for Spenard. It builds off the recommendations in the Anchorage Bike Plan.

### Policy 5.25: Provide Connections to the Regional Bike Network

Multi-use trails form the backbone of the bicycling network and “last mile” connections to the corridor are essential for safety and efficiency.

Redevelopment projects should enhance connectivity to the following:

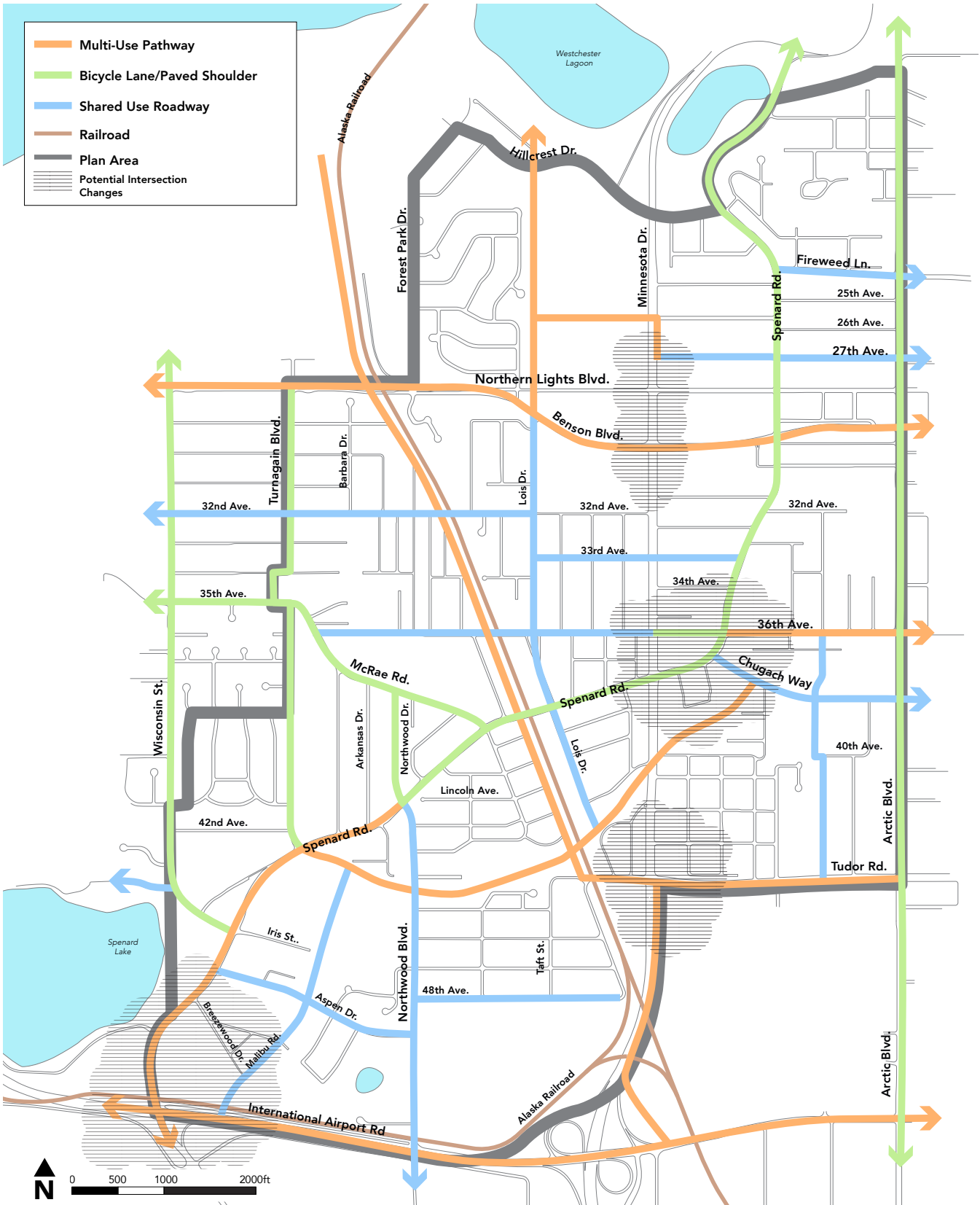
- » The Tony Knowles Coastal Trail to the north and west. Primarily served from the corridor via Wisconsin Avenue.
- » Lanie Fleischer Chester Creek Trail to the north and east. Connected from a multi-use path along Spenard Road north of Hillcrest Drive.
- » Fish Creek Trail to the north and west. Serves a connection across Northern Lights Boulevard to Spenard Road via Turnagain Boulevard. In the south, connecting Minnesota Drive with Northwood Drive at Tudor Road.

### Policy 5.26: Design Bicycle Friendly Intersections

Street intersections often act as areas of conflict between bicyclists and motor vehicles.



# 5 Circulation and Connectivity



NOTE: This map identifies generalized bicycle facility types, and is not intended to specify exact street configurations or crossing types. The potential for the Alaska Railroad Trail shown in this figure depends on future coordination with the Alaska Railroad Corporation to consider how such a trail could coexist with the functional needs of the rail corridor.

**Figure 5.17 Future Bicycle Network**

Spenard's intersections should be designed to support bicycle travel, alert motorists of the presence of bicyclists, and ensure that intersections are easily perceivable by all users. This means using special striping, color changes or, in some cases, physical street design elements to ensure bicycle safety.

### **Policy 5.27: Plan for Bicycle Amenities**

Amenities along bicycle routes make them more attractive and thereby support increased use.

Amenities that support bicycling and discourage driving should be promoted in public improvements and private development.

#### **Bicycle Parking**

Providing bicycle parking encourages people to cycle. If there is no place to conveniently and securely park, cyclists may choose other modes of transportation, such as driving. Bicycle parking should be protected from the elements, where possible, and located such that it does not impede pedestrian circulation or create indefensible space.

#### **Bikeshare**

Similar to car-sharing, bike-share programs provide access to bicycles at a variety of locations. These programs complement transit and other alternative transportation programs by allowing individuals to switch back and forth between modes. Similar to a car-sharing program, users are able to check out bicycles for a certain duration of time and pay a marginal fee either through a membership or per use. These programs seek to offer affordable access to bicycles to reduce the number of vehicles trips made for short trips.

#### **Bicycle Amenities in Private Development**

Encourage private development to include amenities that facilitate bicycling, including:

- » Bicycle parking
- » Bicycle storage and lockers
- » Shower facilities (for employment uses)
- » On-site bicycle connections

## G. Vehicle Parking Policies

This section provides recommendations for parking, which is a significant component of Spenard. While personal auto use and ownership is likely to decrease over time, it is expected to remain a major development factor. In spite of this, the Plan supports minimizing parking through a combination of efficient use of private parking and strategic investment and management of public parking. Parking can be a significant constraint for redevelopment and business operations in the Plan Area. Small lot sizes, irregular lot shapes and buffering/landscaping requirements often hinder provision of adequate quantities of surface parking. A suite of approaches should be considered to alleviate constraints and improve parking efficiency.

### Policy 5.28: Provide Flexibility in Parking Requirements

Minimizing the amount of land that is dedicated to parking helps facilitate increased density, which in turn supports transit use. It also can help facilitate stormwater management. This is influenced by the number of parking spaces to be provided, as well as the efficiency with which they are designed.

A development should provide only the amount of parking that is needed for the uses on a site. This will help minimize the visual impact of parking and create opportunities for development and placemaking.

Projects should avoid an oversupply of parking that could compete with a growing transit system. Structured parking is often a necessary and appropriate solution to consolidate and maximize the land available for transit-supportive development.



Property owners in targeted redevelopment areas should be encouraged to work with the Municipality to develop specific Parking Management Plans. Under Anchorage Municipal Code (AMC) Title 21.07.090 Off-Street Parking and Loading, specific parking plans must demonstrate that on-site parking needs are adequately met and that nearby on-street parking is not significantly impacted. The policy allows negotiating specific parking requirements in the near term as properties incrementally develop. The Municipality should consider whether providing additional flexibility in parking requirements would be appropriate. This could occur through a custom zoning overlay for the Plan Area. This is discussed further in Chapter Seven, Implementation.

Transit should be provided to eliminate the need for an oversupply of parking and the resulting loss of useful land.



### Policy 5.29: Promote Compact Parking Design

Surface parking can negatively impact the visual quality and experience of Spenard. This can be mitigated in part by careful design. A surface parking lot should be laid out in an efficient manner to provide an adequate number of spaces while also minimizing curb cuts and avoiding potential interruptions to vehicular traffic and pedestrian/bicycle traffic.

Parking should be located and designed so as to reinforce the transit-pedestrian-, and bicycle-friendly vision for Spenard. As electric vehicles and car-sharing grow in use, parking design should consider including charging stations and preferential car-sharing parking locations to further encourage these vehicle use types. The visual impact of parking also should be minimized.

1. Avoid surface parking if possible. Where surface parking remains as an interim use, follow these guidelines:
  - Site and build TSD buildings and parking lots within parcels such that they can later accommodate additional in-fill development as some of the current parking transitions to parking structures and demand for surface parking decreases.
  - Utilize a series of smaller parking lots instead of one large lot. Locate these lots to the sides and rear of buildings. Where surface parking is located adjacent to a street, buffer it with landscaping.
2. Replace surface lots with garages as growing land values support greater development. Parking garages adjacent to public streets should be wrapped with active ground-floor space to avoid disrupting the continuous streetfront experience.
3. Design surface lots and garages to include carpool, vanpool, shared car, and bicycle spaces, as well as charging stations for electric vehicles.
4. Design garages to provide priority spaces for bicycles and for cars that promote sustainability, such as electric and car-sharing vehicles.
5. Locate vehicular access to parking lots or garages from side streets or alleys, and avoid crossing primary pedestrian routes to and from the Transit Hubs.
6. Strategically locate a parking facility such that it encourages pedestrians to pass by street-level retail and other active use areas.



### **Policy 5.30: Promote Shared Parking**

Shared parking is based upon the concept of using the same parking spaces for two or more land uses at different times. Shared parking is an ideal option when “9 to 5” uses, like offices, are side by side with “24/7” uses, like destination retail, grocery stores, movie theaters, restaurants and residences. Office and commuter spaces that traditionally would sit vacant evenings and weekends can instead serve multiple users. Fewer spaces have to be built, different activities can share the cost, and one space also can generate revenues from multiple users.

Parking should be shared whenever possible. This may include surface lots, parking structures, smaller common parking aisles and common on-street parking. Shared parking pools may also present opportunities to more efficiently store and remove snow than could be achieved on individual parcels. Sharing should be allowed not only on site (within an individual mixed-use project) but off site as well, within a reasonable walking distance. Shared parking should be allowed by-right as long as the users in question and all affected property owners provide documentation of a formal shared parking agreement and evidence that the uses in question generate parking demands at different times.

### **Policy 5.31: Promote On-street Parking**

On-street parking is an important public amenity for businesses and residents in Spenard. It provides convenient access to properties and also can buffer sidewalks from automobile traffic.

Existing on-street parking should be preserved in the Plan Area unless its removal clearly meets other Plan Area objectives. On-street parking should also be expanded on Plan Area streets in coordination with streetscape improvements and particularly at locations where concentrations of development emerge, such as Transit Hubs and larger redevelopment sites. An exception does occur in Title 21 where off-street parking is allowed.

### **Policy 5.32: Promote Efficient Management of Parking**

This Plan supports the use of a wide variety of tools to minimize the amount of parking needed, ensure efficient parking supply, further economic development goals and respond to business owner needs. Managing parking is key to making best use of all available spaces.

Cooperative management of parking among property owners should be considered. The potential to create one or more parking management districts also should be studied. These are some tools to consider:

#### **Partnerships Among Private Landowners**

Property and business owners should seek opportunities to partner in consolidating and sharing parking facilities. This may occur where land uses with differing peak demand times are adjacent to each other (for

example, when a bank is adjacent to a restaurant/bar). Opportunities may also exist to develop shared parking facilities that are funded through a parking district or other implementation mechanism.

### Parking Districts

Parking Districts manage parking supply on a district-wide, aggregate basis rather than as individual lots (public or private). Development of a Parking District begins by involving key stakeholders (e.g. businesses, developers, land owners, residents and government representatives) in creating a set of guiding principles that help facilitate the process for establishing the district and develop the rules for its operation. This could be a viable tool where concentrations of businesses exist, such as in North Spenard.

### Residential Permit Parking

Residential parking permit programs protect neighborhoods in high demand areas from spill-over parking impacts. Continue to monitor the need for this tool as Spenard redevelops with more intensive uses.

### Carshare Programs

Carsharing allows people to rent a car on a short-term (hourly or daily), as-needed basis, paying only for the rental time and miles traveled. The cars are in designated reserved parking areas, making it easy to walk to and thereby reduce the need for adding more parking infrastructure. Reserved parking should be provided for passengers in carpools and vanpools and located within parking facilities that prioritize these users. Carsharing can play an essential role in closing the “last-mile gap” between the transit hub and destinations just outside area.

### Pricing Strategies

Parking pricing concepts should be considered as an integral part of a comprehensive parking policy approach for Spenard. Pricing is a powerful tool that can affect parking occupancy and turnover, and can induce greater turnover of the most convenient spaces, increase parking availability, balance parking demand and generate revenue to fund community improvements. Pricing helps control the supply and demand so parking can support short-term and long-term customer use.

On-street and off-street parking prices should be coordinated. This encourages commuters to use alternative modes while still providing short term parking for customers. Some specific tools to consider in Spenard include:

- » Unbundled Parking. Parking sold or rented separately from building space. For example, tenants can be offered a discount on their rent for not using parking spaces. Unbundling parking is an essential first step towards getting people to understand the economic cost of parking and providing users with the opportunity to opt out of parking and make alternative travel decisions. Without unbundled parking, tenants consider parking as free, while transit costs them money.
- » Parking Cash-Out. Parking cash-out allows employees to choose between a parking subsidy (free parking), or the out-of-pocket equivalent cost of the parking space. Employees may choose to apply the money towards their parking space or make arrangements to use a lower cost alternative mode and keep the cash. Many employers have created effective programs that eliminate free or subsidized parking while providing employees with transit passes.
- » Variable Rate Parking. Variable rate pricing can be used in areas with seasonal or special event parking considerations. This may also be used to maintain desired occupancy rates (for example – charging a higher fee during events near special event centers or during special shopping seasons). It can also be used to encourage turnover and increase short term parking supply. Discounts can be given to vanpools and carpool parking as is done in employer-operated garages.



# UTILITY INFRASTRUCTURE

Underground and overhead utilities exist throughout the Plan Area. These include natural gas, telecommunications, electric, stormwater, water and wastewater facilities. This chapter provides an overview of key infrastructure systems, identifies known deficiencies and discusses upgrades that may be required to support redevelopment called for in this Plan. This section was written in coordination with relevant utility plans, including those of Anchorage Water and Wastewater Utility and the Municipality of Anchorage.

## A. Overarching Infrastructure Policies

Development in the Plan Area depends on access to appropriate utility infrastructure, and it is critical that adequate facilities are available to support neighborhood redevelopment and transit improvements. Any new development should help to enhance the utility infrastructure and not create new capacity issues.

### **Policy 6.1: Infrastructure projects should be coordinated with public improvement efforts.**

Utility infrastructure projects should be coordinated with other public improvement efforts identified in the Plan, and should target priority redevelopment opportunities.

### **Policy 6.2: Utility systems should strive for sustainability.**

Improvements to utility systems should strive for sustainability and resilience in design, as these methods tend to have reduced operating and long-term maintenance costs. These “green infrastructure” opportunities should be given priority.

## B. Water Utilities Policies

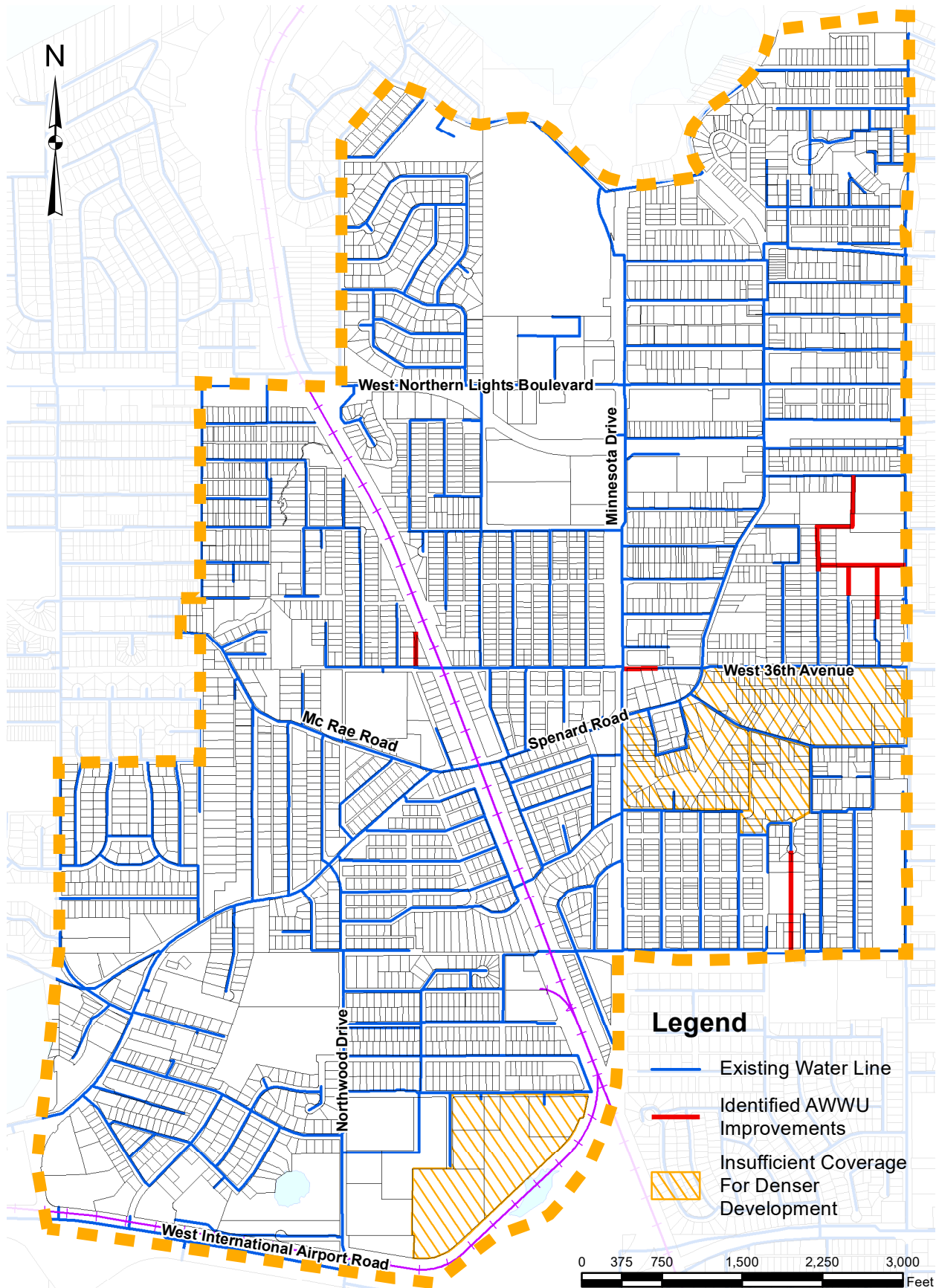
Anchorage Water and Wastewater Utility (AWWU) provides drinking water facilities for the Plan Area. These include underground water mains, services and fire hydrants. AWWU publishes a Water Master Plan every five to ten years. The 2012 AWWU Water Master Plan identified existing conditions of the system, analyzed system deficiencies, recommended system improvements and provided a schedule for project implementation. AWWU's existing system and planned improvements are shown on Figure 6.1.

### **Policy 6.3: Existing AWWU systems should be expanded to provide water service.**

Some of the parcels in the Plan Area utilize wells and are not connected to the AWWU system. The size of these wells can limit redevelopment where higher intensity development is envisioned. As a result, the existing AWWU system should be expanded to provide water service to these areas and promote redevelopment. Further study should be completed to identify needed upgrades in the drinking water system.

### **Policy 6.4: Improvements to the drinking water system should follow AWWU's Design Criteria Manual**

Any improvements to the drinking water system should follow AWWU's Design Criteria Manual for sizing, type, and depth of pipe. Environmental regulations require a 10-foot separation between drinking water service and transmission lines and wastewater (including storm drain) lines. Additionally, to minimize costs associated with replacing water lines, AWWU recommends a minimum of a 10-foot separation between all utility lines and structures and their facilities. To promote consistency, the AWWU recommends that all new water facilities located in the public right-of-way be installed north and east of the right-of-way centerlines.



**Figure 6.1** Water Utilities

## C. Wastewater Policies

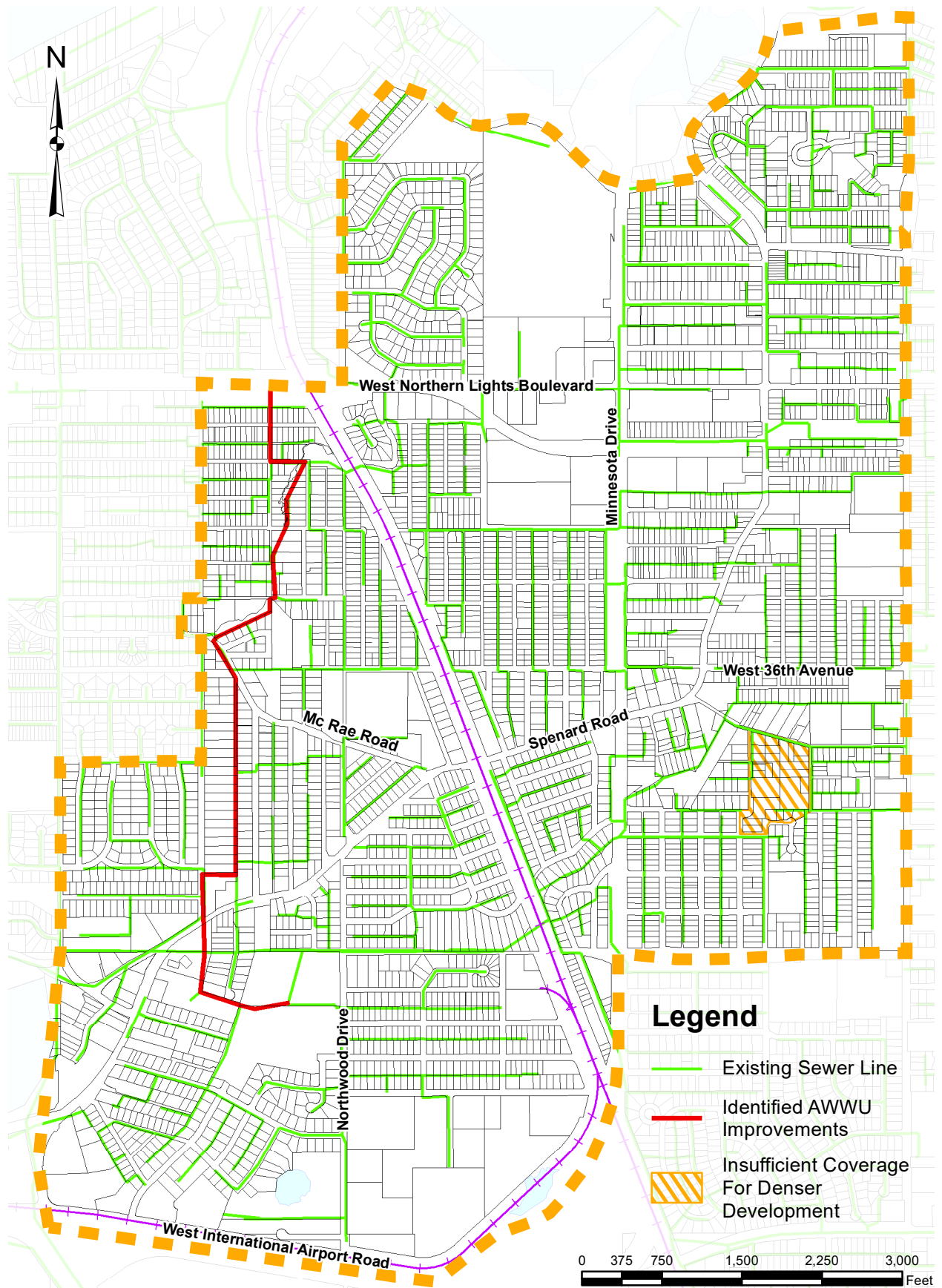
AWWU also provides wastewater facilities in the Plan Area. These include underground sewer mains, manholes, services, and lift stations. AWWU publishes a Wastewater Master Plan every five to ten years, and the 2014 AWWU Wastewater Master Plan identified existing conditions of the system, analyzed system deficiencies, recommended system improvements and provided a schedule for project implementation. AWWU's existing wastewater system and planned improvements are shown on Figure 6.2. Some of the parcels in the Plan Area are not connected to the AWWU system and have underground septic facilities. These septic systems are limited to smaller residential development, but could restrict denser development at some locations. The on-site system will need to be expanded to provide wastewater service to these areas to support redevelopment efforts. This could also be addressed during the extension of the wastewater mains, but may also require the addition of an on-site lift station.

### **Policy 6.5: Identify needed upgrades in the wastewater system.**

Further study should be completed to identify needed upgrades in the wastewater system that will promote development in the Plan Area. Providing gravity wastewater service to sites that are planned for redevelopment is preferred. As streets in the Plan Area are reconstructed, the existing wastewater system should be examined to determine if it is limiting development and may warrant expansion or upgrade.

### **Policy 6.6 Wastewater system improvements should follow the AWWU Design Criteria Manual**

Any improvements to the wastewater system should follow AWWU's Design Criteria Manual for sizing, type, and depth of pipe. To minimize costs associated with replacing wastewater lines, AWWU recommends a minimum of 10-foot separation between all utility lines and structures and their facilities. To promote consistency as new development occurs, AWWU recommends that new wastewater facilities be installed south and west of right-of-way centerlines.



**Figure 6.2** Wastewater Utilities.

## D. Stormwater Policies

The Municipality of Anchorage owns and maintains storm drain systems in the public right-of-way. The Plan Area is located within the Fish Creek watershed with the majority of the storm drain systems and surface runoff outfalling to one of the branches of this creek. The existing storm drain system, streams, and flood zones are shown on Figure 6.3. Areas known to be prone to flooding are noted on this map.

Municipal drainage requirements currently allow only a post-construction increase of 5.0% to stormwater runoff. As a result, on-site retention of stormwater is required for the remaining runoff.

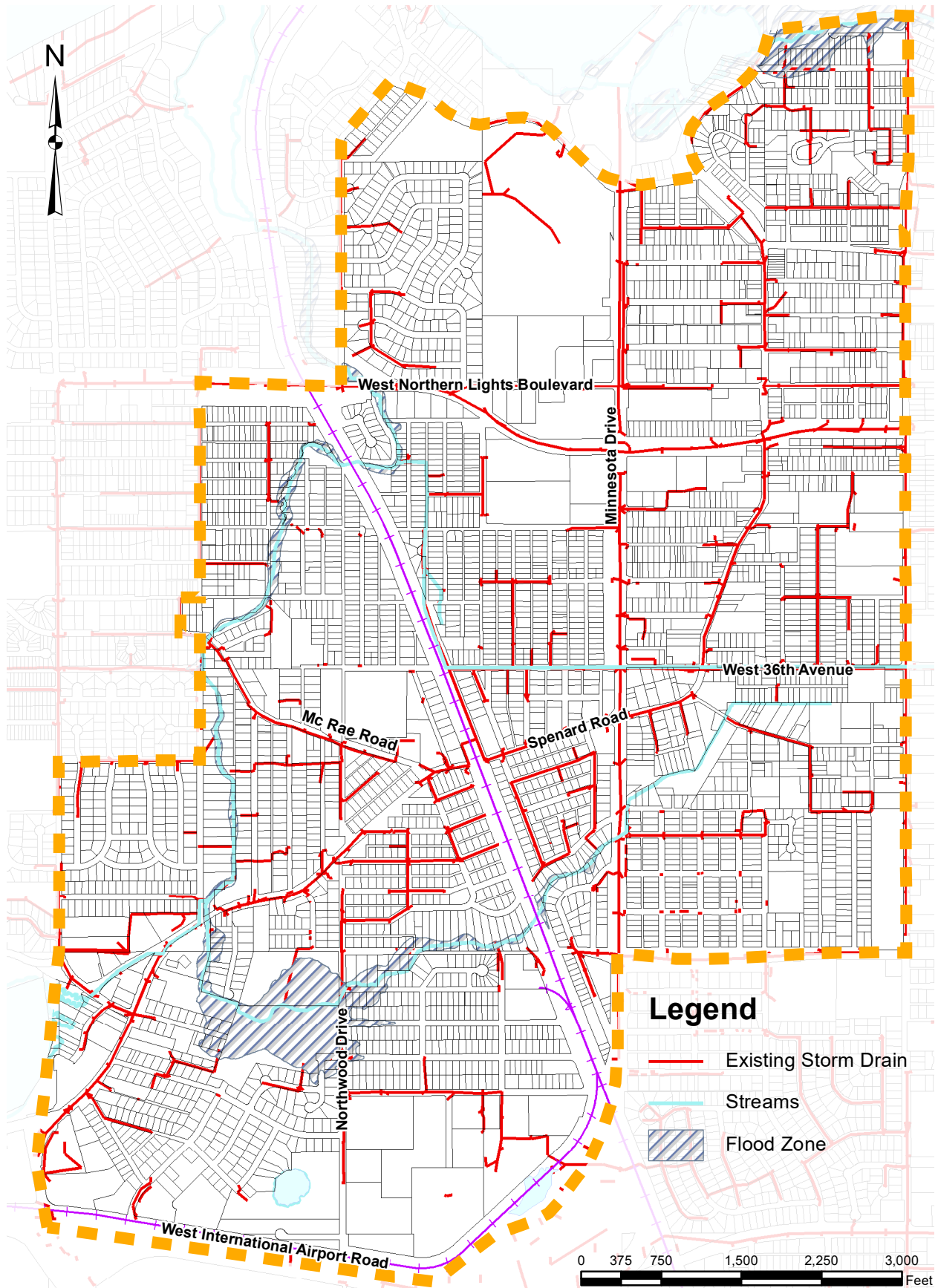
The Municipality requires the use of low-impact development (LID) and green infrastructure during site development to naturally infiltrate and treat stormwater. These systems include bio-filtration swales, retention ponds, drywells, and rain gardens. These structures add amenities to sites while also helping to manage stormwater runoff.

While green infrastructure tends to have lower operating and maintenance costs, they take a larger amount of land to install, versus traditional infiltration galleries. Using them may limit property development on constrained sites. All stormwater is required to be treated prior to discharge to satisfy EPA requirements. Retention and treatment is only required for smaller (10-year) storm events, and a bypass must be installed to ensure a larger storm event (100-year) does not harm public or private property. This typically involves construction of a storm drain bypass to the Municipality system. Storm drains do not currently service much of the Plan Area. As a result, extension of the system can be cost prohibitive and limit redevelopment.

### **Policy 6.7: Consider storm drain installation.**

As streets in the Plan Area are reconstructed, storm drain installation should be considered.





**Figure 6.3** Stormwater Utilities

## E. Snow Management Policies

Snow removal responsibilities within the Municipality of Anchorage are shared between the Municipality of Anchorage Street Maintenance Division, Alaska State Department of Transportation & Public Facilities, and the Municipal Parks and Recreation Department. MOA Street Maintenance uses a priority system where major arterials are cleared first, neighborhood collectors second, and residential streets last. Pedestrian routes follow the same priority as the adjacent roads and are cleared concurrently. Where bike lanes exist, snow is initially stored in those adjacent to travel lanes and then the bike lanes are cleared as time permits. With the exception of the Downtown Business District, Street Maintenance does not plow on-street parking areas.

Public snow storage sites have decreased in the past twenty years in Anchorage increasing snow hauling costs and increasing the need for on-site snow storage in the public right-of-way. The snow disposal site for the Spenard area was recently closed, and snow from the Spenard area is now hauled to South Anchorage, resulting in substantially increased hauling times. The Municipality requires private businesses and residences to store snow on-site or have a hauling plan in place. At no time is snow from a private development allowed to be stored within the public rights-of-way.

The Alaska Department of Transportation performs snow removal on Fireweed Drive, Minnesota Drive, Benson Boulevard, and Northern Lights Boulevard. The Alaska Department of Transportation utilizes high speed plows that start at the center of the road and work within the right-of-way. Typical snow removal for major roads such as Minnesota Drive is 24 hours.

**Policy 6.8: Promote on-site snow storage throughout the plan area.**

This includes snow storage for the public ROW and private properties as indicated in requirements described above. Wherever possible, on-site storage should be provided to allow for a sustainable long-term solution that not only reduces maintenance costs, but also lessens environmental impacts. A seven foot snow storage area free of public and private improvements is preferred by Street Maintenance in public right-of-way to minimize the need for hauling.

**Policy 6.9: Promote snow storage along streets and internal drives, using best management practices.**

New development on private property should include defined driveways, space for snow storage, and minimize obstructions such as raised medians that constrain snow movement operations.

**Policy 6.10: Consider establishing a snow management district.**

The National Snow and Ice Management Association provides a summary of best practices that could serve as a reference in establishing district policies. Businesses should take responsibility for the sidewalks in front of their buildings in this new district.



# 7

# IMPLEMENTATION

This chapter addresses implementation of the SCP. It is to be used by MOA departments and other agencies in developing their work programs and it also provides direction related to project review and comment. It does so in four sections:

## **Section A – Review of Key Economic Challenges**

This briefly places implementation into the context of current economic conditions in Anchorage that will influence the pace of plan implementation. Subsequent sections of this chapter take those facts into consideration.

## **Section B – Implementation Strategy**

This section describes broad strategies that apply to plan implementation. Many of these relate to stimulating private sector development.

## **Section C – Action Plan**

Table 7.1 in this section lists specific actions to implement the plan, grouping them into short and long-term timing categories. The table then indicates which of these actions are regulatory, or are related to funding.

## **Section D – Implementation by Chapter**

Table 7.2 in this section re-frames implementation information that appears throughout the plan and follows the format of the preceding chapters, in which actions are grouped under goals and policy categories. The policy statements are abbreviated versions of those published in the preceding chapters. Action items are then listed for each policy statement. These are extracted from text in the preceding chapters, and from text in Section C. This format facilitates use by individual governmental departments and agencies.

The list of actions in Tables 7.1 and 7.2 are the result of the Spenard Corridor planning effort. They recognize that similar actions are identified in other plans. For example, in Table 7.2 in Section D, Policy 3.3, (relating to adaptive reuse), includes a series of actions, including Action #1, to amend development codes to allow for adaptive reuse. This cross-references to 2040 LUP Action 2-7, to adopt and apply an adaptive reuse ordinance. Carrying out actions not fully addressed in other plans, such as in Table 7.1 under the column, “Regulatory,” an action to adopt design guidelines as part of the Spenard Corridor Overlay Zone, appears and such actions will require further identification of resources, agencies, and timing.

### Repetition of Action Items in this Chapter

Note that some repetition in action items exists between Table 7.1 in Section C and Table 7.2 in Section D, but some items appear only in one or the other table. Because these tables organize action items in different ways (Section C by the type of action and Section D by chapter topic), they both can serve readers when developing specific work programs and funding mechanisms. Table 7.2 provides details and guidance for the more generalized actions listed in Table 7.1.

Within Table 7.2 itself, repetition of action items also occurs. There are several places where an action item is repeated among different Policy statements. The repetition is intentional because some of this language comes from the body of the plan text itself under various Policy statements. This reflects the multi-disciplinary, non-silo aspect of the plan elements. Because Table 7.2 is organized by chapter (and therefore to some extent by discipline), one department may only read one section and could otherwise miss seeing an action item if it were only in one location. The repetition also helps identify where one action can help to accomplish several objectives as described in various Policy statements.

## A. Review of Key Economic Challenges

Anchorage has high construction costs, which create challenges for land development. This means that market and financial feasibility will be the driving determinant of development. Therefore, some of the development called for in the Plan may not occur until the market matures. The implementation strategy also recognizes the unique opportunity that exists for Spenard to be an authentic and walkable urban place. Working toward this vision and showing results on the ground over time will increase the viability of investment in the Plan Area. This Corridor Plan provides a clear foundation on which the Municipality, private investors and others in the community can encourage Spenard to reach its full potential.

## B. Implementation Strategy

This section provides a 9-point strategy for achieving the objectives identified in previous chapters. It is broad and flexible since the future of the market, availability of public funding and locations of investment activity are unknown. It provides implementation principles that apply to all implementation efforts. The following nine strategy elements coordinate with implementation strategies of the 2040 LUP, WADP and applicable functional plans.

### I. Prepare for a 30+ Year Build-out

Creating three unique transit-oriented Districts along the Spenard Corridor will be a long-term process. The market can only support a limited amount of development and the short-term financial feasibility of some development types is challenging. The Municipality and the private sector should take an incremental, long-term approach to implementation and be prepared to adjust to changing opportunities and conditions.

## 2. Reduce Key Redevelopment Barriers

Major barriers to redevelopment in Spenard include fragmented land ownership and the limited financial feasibility of certain building types.

### Address Fragmented Ownership Patterns

Land assembly is a risk for developers. If a developer has purchased only part of the land needed for a project, holdout owners can drive up cost of the remaining parcels. This could result in developer inaction or development of low intensity uses. To mitigate this barrier, the Municipality should pursue a wide range of programs to help assemble properties for development. These could include a land bank, programs that permit the Municipality to take an active role in the assembly of properties or incentive programs that encourage land assembly.

- » Establish a Land Bank (NGO). Successful plans can engender speculation on land. When that happens, it can hinder development for years, and so a land bank can offer a significant aid to redevelopment and infill. A land bank is usually a quasi-public, non-profit corporation set up to receive funding from agencies, donations, foundation grants, and other sources for the purpose of buying and holding land in order to pursue public purposes such as area or neighborhood revitalization and infill. Setting up a land bank can be done through existing community development entities or other quasi-public entities that have received non-profit status and have a governing structure that includes persons with legal, financial and real estate experience. A land bank, as a non-profit entity, also shields the city from liability for undeveloped properties.
- » Create an Active Role for the Municipality in Land Assembly. Anchorage can begin the process of land assembly immediately. The Municipality can use the mapping already completed that illustrates building to land value ratios to begin a program of identifying critical infill sites and parcels to be assembled (this is discussed further below). As sites are identified and catalogued, the Municipality can begin to work through a representative to discuss options with land owners to join together or to set terms for acquisition by locating willing developers and matching them with groups of owners.
- » Incentivize Land Assembly. Explore the potential to reward land assembly through regulatory relief (such as granting density or height bonuses) or providing infrastructure improvements to make assembly and site development more feasible.

### **Address Market Feasibility to Allow Phased Development**

To achieve long-term implementation, promote and allow phased development where part of a site is built and the remaining portions are constructed when the market matures. Clear intent of later phase additions that meet the intent of the Corridor Plan must be demonstrated. The project must be fully designed and shared with neighborhood groups, such as Spenard Community Council, although at no more than a concept level. This approach holds the developer to a shared objective, but allows an interim project that is viable. In most cases, the unbuilt portion of the property would serve as surface parking in the near term with an understanding that it would be developed later. This will allow high intensity projects to take place over time, and can enable them to start in the near term with currently feasible partial projects.

### **3. Target Feasible Development as the Market Matures**

Some development prototypes that would clearly meet the vision of this Plan face feasibility challenges because current rents are not sufficient to justify the cost of construction. Vertical mixed-use projects are particularly challenging. Without subsidies or other financial incentives, this type of development is unlikely to be built in the near to mid-term. As such, the Municipality should seek redevelopment projects that are currently feasible and that can ultimately increase the viability of other more costly products over time. Specific private investment targets that are feasible to build today are discussed below.

The goal of this plan is not to promote special development types, but rather to provide a program for increasing the transit readiness of the Spenard corridor. Vertical mixed-use buildings are desirable at transit nodes, but are also one of the more expensive types of residential construction due to requirements for duplicative interior building circulation, fire separation and concrete podium construction. In the current market, patient capital willing to accept below market returns in the near term will be required to realize a catalytic project containing these types of buildings. The Municipality will need to partner in the effort in the near-term. While this is recommended, the Municipality should also prioritize efforts to attract those development prototypes that are both feasible and meet the Plan's objectives, as described below.



If apartments are built as standalone projects in wood frame, they can achieve feasibility. This indicates that wood frame multi-family construction on sites off of Spenard Road with less expensive land are feasible in the short term. As such, multi-family infill should be an early priority. Over time, this type of investment will increase retail and service demand locally and help support the Plan's objectives to create vibrant, transit-oriented nodes of development. This will enable the later feasibility of vertical mixed use.

### **Horizontal Mixed Use**

Where street-front retail is desired, horizontal mixed-use is currently a feasible solution. Horizontal mixed-use developments are those where residential and non-residential uses are integrated on a single site, but not in the same building. Horizontal mixed use can be constructed at a lower cost, while still providing density in surrounding areas where vertical mixed use will remain difficult to achieve without subsidies. The existing market for residential land use would allow development in the area to start now, with the ability to add street-front retail/service use later. Or, alternately, if the more viable use is a stand-alone retail shop, placement of the retail project to allow eventual infill residential is possible. As long as the potential to add the later use is maintained, the flexibility of allowing incremental horizontal mixed use should encourage development as the market matures on the Corridor.

### **Commercial Mixed Use**

Commercial mixed-use buildings with ground floor retail and upper floor office space may be feasible in the near- to mid-term. While increasing housing units is key, employment uses also support transit and provide daytime vibrancy to Spenard.

### **Lower Rise Vertical Mixed Use**

Low-rise vertical mixed-use buildings may be feasible at times.. These have a concrete masonry ground floor and slab foundation and Type 5 wood construction above. Such projects have been developed on Spenard Road. While this Plan envisions development of larger and more intensive vertical mixed-use in the long term, this lower cost product can add units incrementally and provide active ground floor uses that engage Spenard Road and other key public spaces and streets.

### **Stand-alone Commercial**

Single-use, one-story commercial buildings can still effectively meet many of the objectives desired for the Plan Area, such as helping to establish walkable streets, providing retail amenities and enhancing the area as a destination for business and entertainment. As discussed above, when these projects are pursued, long-term site and construction phasing concepts should seek to establish more intensive and transit supportive projects in later phases.

### **Adaptive Reuse**

Not all private investment in Spenard should be focused on new construction. There are significant opportunities to reuse existing commercial buildings for new land uses that better support the Plan's goals for the Corridor. For example, a vacant building that housed an auto-mechanic shop could be reconfigured to house a coffee shop or an art gallery. This type of investment should be encouraged and supported by the Municipality, particularly since these smaller, older buildings can help maintain the eclectic and authentic feel of the area as newer development occurs on other sites. Supporting this type of investment may require enhancing flexibility in the zoning code to remove barriers to adaptive reuse, such as required parking.

### **Building Renovations and Improvements**

The Municipality should support property owners that want to invest in renovations or site improvements to existing properties. Enhancing landscaping, consolidating vehicular access, reconfiguring parking, redesigning façades, fixing deteriorated building elements and adding new outdoor seating areas are all examples of renovations that would further the Plan's objectives. Consider the potential to set up programs at the Municipality or in partnerships with Spenard non-profits that encourage and reward property owners that want to invest in their property. Consideration should be given to establishing a revolving loan fund from Community Development Block Grant sources. Financial assistance, low interest loans and other similar mechanisms are all possibilities.

## **4. Build Spenard's Market Incrementally**

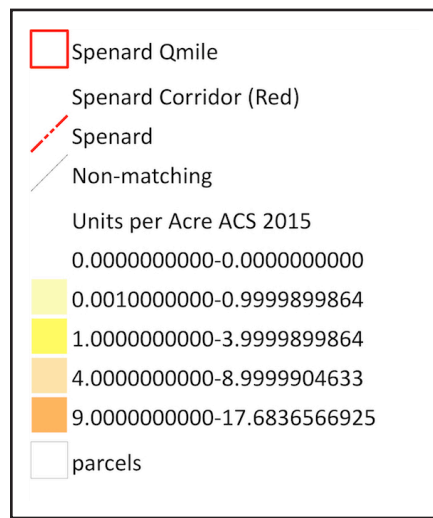
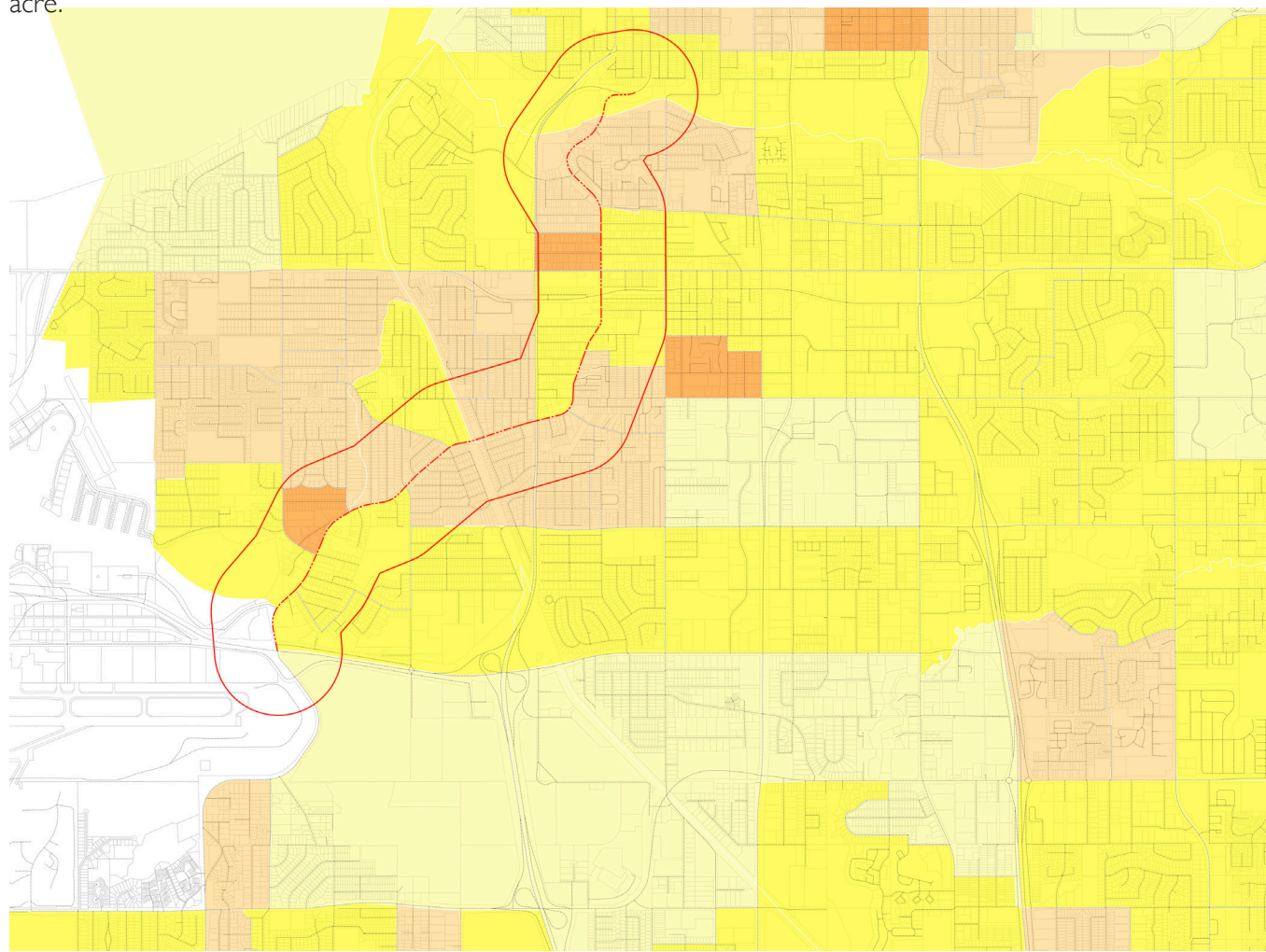
The Plan Area does not currently have sufficient residential densities to support a true transit-oriented corridor and, as discussed above, the market will not currently support some of the desired building types without subsidies or financial assistance. As such, implementation efforts should help to continually build market demand for development, business and housing in the area.

### **Increase Residential Densities in the Plan Area to Attract Desired Uses and Development**

The density at which transit becomes efficient is not staggeringly high—just 12 to 16 units per gross acre. The ability to reach density levels required to achieve sufficient ridership depends on the mix of land uses, existing residential density, and the amount of vacant land or

underutilized parcels that can be redeveloped. Figure 7.1 is an illustration of residential unit density per acre in Anchorage by census block from the 2015 American Community Survey.

The lightest yellow areas represent densities of less than 1 unit per acre. The category (in a darker yellow) represents densities of between 1 and 4 units per acre. The tan areas reflect areas of 4 to 9 units per acre and the orange areas are reflect areas of 9 to 17 or more units per gross acre.



**Figure 7.1 Residential Unit Density Per Acre (Qmile = quarter mile buffer around Spenard)**

This illustrates that transit-supportive density is not just possible on Spenard Road, but is already there in scattered census blocks. Spenard has the largest concentration of somewhat higher density in the city. Spenard Road has areas of medium and low density. Increasing density in some of the currently lower density areas is possible by adding standalone multi-family development whose occupants can then sustain markets for retail and services.

### **Enhance Access, Visibility and Wayfinding**

Increasing density in and of itself will not alone build the market in Spenard. The key will be walking and cycling and nearby amenities that ensure the viability of the retail and service uses along the corridor.

A Complete Streets approach can happen on a calmed arterial such as Spenard Road. Multi-modal access means that all modes are addressed in the street design, so that walking and cycling offer viable modes of access for customers as well as automobile access. Every increase in mode share increases business exposure, adding more potential customers. Combined with slower auto speed (which increases visibility for smaller shops) and visible amenities for pedestrians that invite stopping, the need for extremely high traffic counts diminishes and speed ceases to be an issue as long as there is still throughput. This transformation is necessary to build a market for the development prototypes envisioned in this Plan.

### **Invest in Infrastructure and Public Amenities**

Improvements to streets, parks, bicycle facilities, pedestrian facilities and utility infrastructure can all play a role in building the market for development and investment in Spenard. Public improvements should be strategic. Prioritize improvements that have benefits beyond a single property or street. Target improvements that boost residential demand, attract businesses and spur development.

## **5. Target a Walkable Land Use Mix**

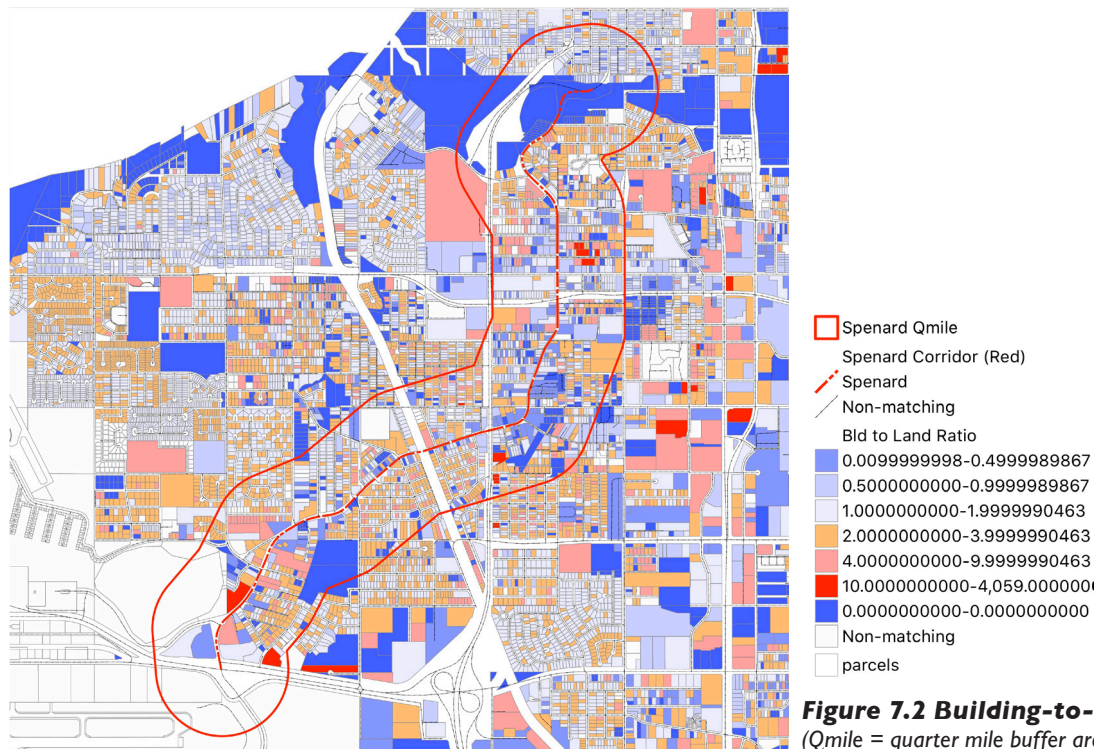
The uses at a destination are what drive pedestrian activity. Whether people will walk to a destination is dependent on what they expect to find there. Increasing foot traffic depends upon the mix of uses. For Spenard Road, a useful early step in implementation is to talk to property owners about retail and service mix, armed with data about which mixes draw foot traffic. This information can be utilized to actively search out tenants to occupy the destination that are consistent with the Plan's goals for walkability and vibrancy.

## 6. Target Properties that are Ripe for Redevelopment

As discussed above, achieving a transit-oriented corridor will require adequate density, which in turn will require redevelopment and land assembly. To understand where redevelopment is more likely, the building-to-land value ratio can help guide efforts. Figure 7.2 illustrates parcels where the building value is lowest in comparison to the land value.

The areas in blue are parcels with low building-to-land value ratios. Parcels with healthy commercial land uses usually have improvements that are more than three times the land value. As a means of comparison, single-family residences are usually more than twice the land value.

Parcels where the improvements are less than twice the value of the land may be redevelopment opportunities. Promoting redevelopment with increased density on lower value parcels surrounding Spenard Road on lower value parcels is a key implementation action. This is particularly important given the high development costs faced in Anchorage.



## **7. Incentivize Development**

In many ways, this Plan incentivizes development in and of itself. It establishes a clear community vision for individual projects and the Plan Area as a whole, providing certainty for those looking to invest.

The Spenard Corridor Plan has a number of objectives that, if accomplished, will directly incentivize investment. These include transportation Improvements; concentrations of employment, housing, retail and cultural uses; the potential for workforce housing; and, business development and retention. With these indirect incentives in mind, this section outlines more direct incentives that should be considered in implementation of the Plan.

### **Streamline Development Review**

All development must navigate the approvals process. Anything that speeds the process and adds certainty will speed up implementation by offering savings in time and money and risk. The Municipality should consider designating a staff member to coordinate city responses to development proposals, so that public works, fire and police services and planning are all on the same page.

Increasing certainty may not require additional personnel or positions. It is possible as a mode of operation to assign a person on each project who will ensure that coordination occurs. The basic idea, however it can be accomplished, is to be pro-active in making the process of approvals faster and less burdensome.

### **Provide Strategic Financial Incentives**

Direct financial incentives carry risk for cities wishing to attract new employment and residents. According to the Council of Development Finance Agencies (CDFA), a national compendium of best practice for implementation, a well-considered process starts by defining goals as is done in the Corridor Plan, and then analyzes and sets acceptable parameters for:

- » Cost vs. Return. Incentives need to have a return, and the return expected needs to be defined based upon criteria that include value created, but also return from new taxes, new sales, new employment created, and employment retained. Value created can be considered successful if in a typical range of two to ten times expenditure.

- » Shared costs. Agencies and landowners must individually invest in meeting the code for landscaping, access, parking, sidewalks, and multimodal use. Each investor can only work within the boundaries of their own property to provide these improvements. It is possible for shared investment to occur between adjacent owners and road agencies. This may reduce landowner time and expense if the features above were shared-use spaces, perhaps through easements and/or shared investment. With new codes and incentives, landowners could share expenses for greater customer and public benefit.
- » Acceptable Project Risk. As with other endeavors, offering incentives entails risk. Risks are specific to project types. For private sector space, the developer expects to mitigate financial risk, operating risk and market risk, while the city in offering an incentive faces the possibility of project failure by the developer. Transportation projects do not face private sector risk, but do face the risk of cost overruns and failure to meet schedules, possibly impeding other projects, causing local market disruption and causing financial outlays by the city to meet unforeseen contingencies. There is also the risk of a business failing or leaving before the incentive period (as in a 25-year TIF bonding) is complete, perhaps leaving an empty facility that may or may not be reusable, and leaving continued financing payments without a source of revenue.
- » Project Types. The variety of project types in the corridor plan range from transportation improvements to open space, mixed use districts and standalone housing both single and multifamily. In some cases, grants and incentives for implementation could overlap, and in others are separate. Putting together a package that addresses each project type can allow layering of sources and entity types that can mesh to enhance desired trends and speed the expected timeline for improvements.
- » Goals for Program Results. It is important to define desired program results in regard to a number of factors such as: time-lines of projects; format for development to mitigate city risk; goals for timing of returns and tax revenues; expectations for private sector recipients of incentives such as employment or sales goals; defined exit strategies that avoid premature surprises, for private and public entities in projects where the city holds a financial stake such as TIF, city land ownership, or projects in which the city guarantees provision of future goods paid for by the public, such as infrastructure.
- » Monitoring Results. All incentive and grant programs need to be monitored to address and mitigate risks as they occur, to ensure compliance by other parties receiving incentives, and to improve the ability of the city for future implementation by close evaluation of the successes and challenges found in existing programs

### **Provide Regulatory Relief for Projects that Meet the Corridor Vision**

Regulatory incentives are another key opportunity for Spenard. The Plan itself uses the term “mixed use” to indicate a zone of flexibility of use rather than specifying vertical mixed use. It is possible now to build horizontal mixed use to start the process of change, but it will require a creative approach to mixing land uses and building types and materials. That has been one of the hallmarks of the Corridor. It can be encouraged with legislative action that increases flexibility related to site design, provided the project meets the objectives of the Plan.

A full diagnosis and amendment to the zoning governing development and project review in Spenard should be undertaken, with the ultimate result a specialized zoning overlay with standards and processes tailored to meet the unique challenges faced in Spenard. In addition to removing barriers to investment, such a zoning overlay would ensure that land use requirements were directly in line with the vision established in this Plan.

Examples of redevelopment barriers include requirements for lot size, setbacks, landscaping, easement and parking. Minimum parking ratios are a leftover from suburban traffic engineering of the 1960s. They have codified automobile-only planning and over-parking to the extent that many places appear to be wide open parking lots instead of urban places for people to enjoy. To address this, this Plan recommends legislating parking maximums instead of minimums, and letting developers and the market determine whether or not parking is needed for a site. This is a high-priority zoning action which could occur in coordination with a more comprehensive zoning overlay as discussed above or it could be done sooner with a more targeted zoning amendment. With assistance from the Traffic Engineer, zoning overlays can allow lower parking requirements in Spenard to reflect the fact that future commercial uses will be patronized and sustained by increasing numbers of pedestrians.

### **Promote Public-Private Partnerships (PPP)**

Incentives can be targeted to specific projects through public-private partnerships. Under a typical public-private partnership, the Municipality would provide city services, road networks and parks, as well as access to programs and financial assistance for a desired project based on an understanding of the ultimate programming and character of the building. Because incentives can mitigate development risk and financial risk, and thereby lower development cost, the likelihood of project success increases.



Partners may vary depending upon asset type, from builders and contractors to facility operators, or investment funds, including community development financial institutions and community development entities, such as non-profit community development corporations. Partnerships by the public can range from simple requests for proposal, contracts for design-build, leasebacks of the resulting structures, and full-on financing where the private sector undertakes design, building and operations.

If the Municipality pursues a strategy of land banking, options may be available as to the manner and means for development. The Municipality can partner as a master developer, as a landowner soliciting development services, or as an enabler through provision of funding and infrastructure with development agreements regarding performance required by the private sector. Safeguards for risk should be incorporated into any agreement.

## **8. Encourage Tax Increment Financing (TIF)**

Alaska has passed legislation allowing tax increment financing (TIF), but it has seldom been used. TIF is a means of gaining public funding for a plan that benefits the public. Under a TIF, the Municipality “freezes” the tax base (i.e., takes a snapshot of current taxable values in an area). As the area changes, the amount of tax generated by new development and by rising property values can be used for funding public improvements within the designated TIF district while the “frozen” base still goes to the general fund and all the other funds, such as fire and school districts. As the area matures over time, the TIF funding can be bonded and used for street improvements, sidewalks, landscaping and other similar features to set the stage for future development. The Plan Area is the very type of place that can benefit from this economic revitalization tool. Redevelopment along the Corridor, if implemented, could provide sufficient additions to public revenue. This could help fund improvements such as public parking.

## 9. Explore Special Assessment Districts

As a unified home rule municipality, the Municipality of Anchorage has the authority to add special assessment districts without going to a public vote, as it would need to do for creating a services (police and fire for instance) district. However, a more typical special district would be a business improvement district like the Downtown Improvement District (DID) in Anchorage. This model may work in parts of Spenard, particularly where high concentrations of commercial are present. Where there is a critical mass, there may be sufficient benefit to business owners such that a business improvements district is appealing. This would need to occur through conversation and time. Other special assessment districts where businesses and property owners can pool resources for mutually beneficial results should also be considered, such as parking districts, landscape districts or other similar mechanisms. The Municipality should work with property owners and businesses to understand the potential tools available, consider their potential benefits and ultimately explore actions to establish them.

## C. Action Plan

This section identifies an action plan for the Municipality to follow in implementation of this Plan. Actions are identified as near-term, mid-term and long-term; however, it should be noted that some action items are and should be ongoing and occur throughout Plan implementation process. Action items are grouped within the following categories:

- » Administrative. Organizational initiatives, outreach, marketing, planning, design, studies and other similar efforts.
- » Regulatory. Regulatory or procedural changes, such as zoning code changes or policy changes.
- » Financial. Programs or specific initiatives aimed at funding or incentivizing investment.
- » Capital Improvements. Physical construction of public facilities, street improvements, infrastructure upgrades or other efforts.

Please note that the timing indicated below should only be used as a guide. The exact timing of opportunities for strategic actions in many cases will be in response to future opportunities that are not currently known.

Table 7.1 identifies the action items for each category.

## 7 Implementation

	Administrative	Regulatory	Financial	Capital Improvements
<p><b>Immediate</b> <b>(0-2 years)</b></p> <p><i>Ongoing efforts are shown in italics</i></p>	<ul style="list-style-type: none"> <li>» Distribute the Plan to all MOA departments and set a recurring meeting schedule to discuss implementation progress</li> <li>» Establish a plan implementation task force of Spenard stakeholders to aid in implementation</li> <li>» Create a short Spenard Corridor Plan brochure</li> <li>» Establish a developer recruitment strategy</li> <li>» Establish a business recruitment strategy</li> <li>» Initiate Spenard Road mid-section design studies</li> <li>» Initiate street design efforts for other key Active Transportation segments (see Figure 3.5)</li> <li>» Conduct traffic-calming studies</li> <li>» Conduct site-specific charrettes and site studies to promote development on opportunity sites</li> <li>» Investigate land banking</li> <li>» Prepare an infrastructure analysis and action plan</li> <li>» Convene a Spenard property owners working group</li> <li>» Consistently pursue a catalyst mixed use project with a significant housing component</li> <li>» Prepare Fish Creek daylighting feasibility study</li> <li>» Explore bike share program</li> <li>» Initiate discussions with Alaska Railroad Company about trail opportunities</li> <li>» Coordinate with ADOT&amp;PF to determine feasibility of crossing improvements on ADOT&amp;PF owned parcels</li> </ul>	<ul style="list-style-type: none"> <li>» Adopt the Spenard Corridor Plan</li> <li>» Create a Spenard design overlay zone district to reflect Plan vision</li> <li>» Evaluate development review processes to streamline</li> <li>» Establish detailed design guidelines and a design review process to promote creative design solutions and flexibility, while still ensuring that Plan objectives are met</li> <li>» Analyze code for barriers to adaptive reuse and address them</li> <li>» Institute transit facility design guidelines</li> <li>» Finalize the Reinvestment Focus Area boundaries for Spenard and initiate a Small Area Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>» Set aside general fund monies for Spenard Corridor Plan implementation</li> <li>» Seek grants for more detailed planning and physical infrastructure improvements</li> <li>» Explore with primary property owners the potential for public-private partnerships or other mechanisms to spur investment</li> <li>» Explore the potential for a business improvement district (BID)</li> <li>» Explore the potential for other special districts (parking district, TIF district, public facilities district, etc.)</li> <li>» Explore financing opportunities for transit improvements (grants, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>» Bus stop improvements</li> <li>» As streets in the Plan Area are reconstructed, storm drain installation should be considered.</li> </ul>

**Table 7.1 Action Plan**

<p><b>Mid-term (2-15 years)</b></p>	<ul style="list-style-type: none"> <li>» Develop a process and guide for partnering with local property owners and operators for large-scale public-private redevelopment efforts</li> <li>» Set up an annual Spenard arts competition</li> <li>» Prepare Spenard-specific snow management plan</li> <li>» Form a formal communication conduit with local schools, community groups, arts groups and other organizations to collaborate in Plan implementation</li> <li>» Prepare a detailed parking management strategy</li> </ul>		<ul style="list-style-type: none"> <li>» Identify incentive mechanisms</li> <li>» Set up a revolving loan or other funding program for building renovations or other property improvements that meet the Plan's vision</li> <li>» Investigate TIF financing for parking, pedestrian amenities and site preparation</li> <li>» Establish special districts</li> <li>» Work with ACDA to possibly bond for new parking structures.</li> </ul>	<ul style="list-style-type: none"> <li>» Construct Spenard mid-section improvements</li> <li>» Construct Spenard gateway features</li> <li>» Invest in public parking in support of Plan objectives</li> <li>» Implement street design improvements</li> <li>» Implement public infrastructure improvements</li> <li>» Implement transit stop improvements, including the construction of transit hubs</li> </ul>
<p><b>Long Term (16-30 years)</b></p>	<ul style="list-style-type: none"> <li>» Update the Spenard Corridor Plan, including reevaluation of this implementation strategy</li> </ul>	<ul style="list-style-type: none"> <li>» Re-evaluate and amend Spenard Design Overlay Zone to reflect changes in market, emerging building trends and other factors</li> </ul>		<ul style="list-style-type: none"> <li>» Construct public parking structures</li> </ul>

**Table 7.1 Action Plan (continued)**

## D. Implementation By Chapter

The table below is intended to provide implementation guidance by identifying action items related to the policy statements in the body of the document. The format of the table is based on an individual policy statement. Action items facilitate approaches to meet the policy, and the following cells identify responsible agencies, a general timeframe, and if funding is required to implement.

Table 7.2 also identifies the agencies and partners most likely to carry out each Action. Where more than one implementer is identified, the first to be listed is the lead agency, with subsequent participants in a supporting role. As each Action is implemented, other agencies and stakeholders also will be consulted to provide their input and advice.

Note that some repetition occurs in the action items as they appear under different chapter headings. This is because many of them cross over more than one chapter in their scope.

**Please note that under Time Frame, “S” refers to short-term, “M” to medium-term and “L” to long-term.**

Chapter 2: Vision and Overarching Goals						
Goal 1: Support Transit and Increase Ridership						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.1:</b> Buildings, spaces and facilities whose users benefit from and support transit service should be promoted.	1. Facilitate private development that will increase transit ridership. 2. Evaluate development review processes to streamline.	MOA Planning MOA Transit		X		
Goal 2: Recognize Spenard as a Destination						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.2:</b> Expand Spenard’s roll as a citywide destination and market it as a destination district.	1. Support branding of Spenard as a special destination.	MOA Office of Economic & Community Development (OECD)	X			
<b>Policy 2.3:</b> Promote preservation of historic resources in the area as landmarks that contribute to its distinct identity.	1. Analyze code for barriers to adaptive reuse and address them.	MOA Planning		X		
Goal 3: Celebrate the Culture of Spenard and Anchorage						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.4:</b> Create spaces that educate, inform and provide experiences that reinforce Spenard as a cultural destination.	1. Study opportunities to include cultural events in public spaces.	MOA OECD MOA Parks and Recreation		X		

Table 7.2 Implementation by Chapter (continued)

<b>Policy 2.5:</b> Private development projects and public facilities should accommodate activities that foster cultural awareness, celebrate history and facilitate creating new cultural experiences.	1. Promote development on opportunity sites that include cultural venues and features.	MOA OECD MOA Planning		×		
---	--	--------------------------	--	---	--	--

**Goal 4: Enhance and Protect Neighborhoods Surrounding Spenard Road**

<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 2.6:</b> Access to abutting residential neighborhoods should be enhanced with improved pedestrian and bicycle systems.	1. Develop active and secondary networks that connect residents to open spaces, community facilities, employment centers, retail opportunities and other destinations.	MOA Planning MOA Parks and Rec MOA Project Mgmt & Engineering (PM&E)			×	\$
<b>Policy 2.7:</b> Non-residential development along the corridors should be sited and designed to sensitively transition to adjacent single-family properties.	1. Review regulations to assure they will help reduce operational impacts of noise and odor. 2. Apply design requirements that will minimize the presence of looming walls that impact privacy. 3. Develop design guidelines to ensure adequate solar access to sensitive properties.	MOA Planning		×		

**Goal 5: Create Great Public Streets**

<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 2.8:</b> Walkability should be maximized along all public streets.	1. Maximize the amount of right-of-way dedicated to non-motorized travel modes.	MOA Planning MOA Traffic MOA (PM&E) ADOT&PF		×		
<b>Policy 2.9:</b> Traffic-calming measures should be employed where appropriate to slow traffic and make walking more comfortable.	1. Perform a study to develop adequate street sections for new development along the Spenard corridor.	MOA Traffic MOA PM&E MOA M&O		×		\$

**Table 7.2 Implementation by Chapter (continued)**

## 7 Implementation

<b>Policy 2.10:</b> Design private developments to engage and activate adjoining public sidewalks.	I. Apply guidelines that help implement desired street edge character typologies.	MOA Planning MOA Traffic MOA M&O ADOT&PF		X		
--	---	---	--	---	--	--

### Goal 6: Pursue the Development of Activity Nodes

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.11:</b> Encourage development that can, or has an opportunity to, create nodes of activity along the Corridor.	I. Facilitate private development near designated activity nodes that include active street edges.	MOA Planning		X		

### Goal 7: Connect Spenard to Greater Anchorage

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.12:</b> Efficient multi-modal transportation systems in the Spenard Corridor (bicycle, pedestrian, transit, freight and motor vehicles) should enhance Anchorage's regional circulation network.	I. Pursue connections from the Spenard network to regional systems.	MOA Planning MOA Parks and Rec MOA Transit MOA PM&E MOA Traffic AMATS AKDOT&PF		X		\$

### Goal 8: Create a Safe Pedestrian and Bike Network

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.13:</b> Provide a safe, clear and interconnected pedestrian and bicycle circulation system that is integrated with public transit.	I. Pursue connections from the Spenard network to regional systems.	MOA Planning MOA Parks and Rec MOA Transit MOA PM&E MOA Traffic		X		
<b>Policy 2.14:</b> A separated sidewalk should be provided with a landscaping buffer whenever possible.	I. Study the potential to apply recommended street typologies that incorporate landscape buffers.	MOA Planning MOA Traffic MOA PM&E	X			

Table 7.2 Implementation by Chapter (continued)



<p><b>Policy 2.15:</b> Pedestrian and bicyclist safety should also be supported.</p>	<p>1. Adequate lighting and uses that contribute to “eyes on the street” should be utilized. 2. Follow other principles of Crime Prevention Through Environmental Design (CPTED).</p>	<p>MOA Planning MOA PM&amp;E MOA Traffic MOA M&amp;O</p>		<p>×</p>		<p>\$</p>
--	---	--	--	----------	--	-----------

**Goal 9: Integrate Fish Creek (Ch’atanaltsegh Liq’aka Betnu) as a Centerpiece for Spenard**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 2.16:</b> The parks and green areas along Fish Creek should be enhanced and activated with pedestrian facilities whenever possible.</p>	<p>1. New open spaces should be created when opportunities arise. Study the potential to develop new open spaces as indicated on Figure 3.8. 2. Plan for new streetscape amenities in existing parks and open spaces.</p>	<p>MOA Parks and Rec MOA Planning MOA PM&amp;E</p>			<p>×</p>	<p>\$</p>
<p><b>Policy 2.17:</b> Pursue region-wide improvement and daylighting of Fish Creek.</p>	<p>1. Follow the 2040 LUP and Assembly Resolution 2018-277. 2. Conduct a feasibility study.</p>	<p>MOA Planning MOA PM&amp;E</p>	<p>×</p>			<p>\$</p>

**Goal 10: Accommodate Safe and Balanced Roadway Access**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 2.18:</b> The circulation system should be designed to minimize conflicts with pedestrians, bicycles and vehicles.</p>	<p>1. Study the potential for intersections improvements at key intersections and gateways.</p>	<p>MOA Traffic MOA PM&amp;E ADOT&amp;PF</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 2.19:</b> Vehicular infrastructure should be designed to slow traffic speeds, and accommodate transportation network company (TNC) pickup and freight delivery where appropriate.</p>	<p>1. Promote the provision of loading facilities in new development, as required by code.</p>	<p>MOA Traffic MOA Planning MOA M&amp;O</p>		<p>×</p>		

Table 7.2 Implementation by Chapter (continued)

**Goal 11: Accommodate and Manage Parking**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.20:</b> Create shared “pools” of parking to meet demand.	I. Study the feasibility of establishing parking district.	MOA Planning MOA OECD MOA Traffic		X		\$
<b>Policy 2.21:</b> Parking management solutions should be considered to create efficiencies for property owners, business owners, residents and visitors.	I. Apply codes that permit sharing parking among abutting properties.	MOA Planning MOA Traffic	X			

**Goal 12: Design for Anchorage**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.22:</b> Tailor private development and public improvements to respond to Anchorage’s climate and sun exposure patterns.	I. Consider the climatic context when planning improvement projects.	MOA Planning		X		
<b>Policy 2.23:</b> Public spaces and facilities, as well as private development and circulation systems should function well during periods of the year when sunlight is scarce and snow is present.	I. Apply guidelines for Winter City design when reviewing projects. Update the Design Criteria Manual.	MOA Planning MOA PM&E MOA Traffic	X			
<b>Policy 2.24:</b> Snow storage and snow removal should be considered for all Plan Area investments.	I. Apply established requirements for snow management on site and encourage solutions that use these areas as year-round amenities.	MOA PM&E MOA Planning MOA M&O ADOT&PF M&O	X			

*Table 7.2 Implementation by Chapter (continued)*

**Goal 13: Prioritize Sustainability and Resilience**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.25:</b> Consider opportunities to reduce energy consumption, conserve resources and minimize negative environmental impacts.	I. Promote green building principles and LID in all projects.	MOA PM&E MOA Planning		X		
<b>Policy 2.26:</b> Promote adaptive reuse of existing buildings.	I. Review existing codes to remove barriers to adaptive reuse.	MOA Planning MOA OECD		X		

**Goal 14: Create a Climate for Investment**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.27:</b> Public investment should be used strategically to catalyze private investments that meet the plan's goals.	I. Develop an assistance program that includes items identified in Part B of Chapter 2.	MOA OECD MOA Planning		X		
<b>Policy 2.28:</b> Ensure investments will further the community goals set forth in the Plan.	I. Partnerships between the private sector and the Municipality should be explored.	MOA OECD MOA Planning	X			
<b>Policy 2.29:</b> Share resources and pool common facilities.	I. Explore public-private partnerships that will stimulate investment in the area.	MOA OECD MOA Planning		X		

**Goal 15: Focus on Strategic Economic Development Efforts**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 2.30:</b> Focus on economic development to bring dollars, businesses and buildings consistent with the community vision to Spenard.	I. Develop strategies to capture unmet demand and market to visitors seeking an alternative experience in Anchorage.	MOA OECD		X		
<b>Policy 2.31:</b> Public infrastructure improvements that encourage private-sector investment should be prioritized.	I. Review priorities in CIP plans to assure they align with plan recommendations.	MOA Planning MOA PM&E	X			

**Table 7.2 Implementation by Chapter (continued)**

Chapter 3: Plan Concept / Framework						
A. Plan Concept						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
	I. No actions in this section.					
B. Framework Policies and Directives						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 3.1:</b> Establish a network of primary and secondary active transportation connections.	1. Link Spenard with citywide destinations and adjacent neighborhoods 2. Establish an active transportation corridor on Spenard Road. 3. Enhance connectivity through Plan Area neighborhoods. 4. Integrate Fish Creek and the Alaska Railroad right-of-way.	MOA Planning MOA PM&E MOA Parks and Rec		X		\$
<b>Policy 3.2:</b> Accommodate a wide range of uses throughout the Plan Area that support transit, generate activity and contribute to economic development, housing and placemaking.	1. Review existing codes. 2. Develop amendments to land use regulations to support desired uses.	MOA Planning	X			
<b>Policy 3.3:</b> Pursue an adaptive reuse program that encourages redevelopment and activation of existing buildings along the corridor.	1. Amend codes and review procedures. 2. Develop an incentive package. 3. Study how to allow for interim uses and phased improvements.	MOA Planning MOA OECD		X		
<b>Policy 3.4:</b> Promote a variety of innovative housing types in the Spenard corridor.	1. Amend codes and approval processes as necessary to accommodate new use types, such as live/work units.	MOA Planning	X			

Table 7.2 Implementation by Chapter (continued)

<p><b>Policy 3.5:</b> Promote and support light industrial facilities that combine technology with low-impact fabrication and assembly work.</p>	<p>1. Identify areas of the Spenard corridor where such uses would not abut more sensitive land uses.</p>	<p>MOA Planning</p>	<p>X</p>			
<p><b>Policy 3.6:</b> Encourage a mix of uses along the corridor.</p>	<p>1. Study where rezoning may be necessary to accommodate the uses envisioned.</p>	<p>MOA Planning</p>	<p>X</p>			
<p><b>Policy 3.7:</b> Encourage small-scale neighborhood-serving commercial uses as generally located on Figures 3.3, 4.5, and 4.9.</p>	<p>1. Facilitate locating these uses just off the Spenard Road corridor when compatible with the context.</p>	<p>MOA Planning</p>	<p>X</p>			
<p><b>Policy 3.8:</b> Establish a Spenard overlay zone to the transit-supportive land use corridor boundaries.</p>	<p>1. The overlay should include land use, development, design, and other related provisions specific to the Spenard planning corridor.</p>	<p>MOA Planning</p>	<p>X</p>			
<p><b>Policy 3.9:</b> Enhance and support the pedestrian experience by promoting short block lengths.</p>	<p>1. Encourage measures that reduce the distance of excessively long blocks. 2. Facilitate reducing block lengths by introducing a new public street, private “street-like” drive, or multi-use path through a property. 3. Facilitate creation of walkable blocks.</p>	<p>MOA Planning MOA PM&amp;E MOA Traffic</p>		<p>X</p>		

**Table 7.2 Implementation by Chapter (continued)**

## 7 Implementation

<p><b>Policy 3.10:</b> Promote parcel development that is efficient and promotes adaptive reuse.</p>	<p>1. Study the potential to reconfigure or vacate existing streets to yield parcels that are more likely to accommodate new development, as indicated on Figure 5.16. 2. Incentivize redevelopment in appropriate areas.</p>	<p>MOA Planning MOA PM&amp;E MOA OECD</p>		<p>×</p>		
<p><b>Policy 3.11:</b> Promote new development and adaptive reuse projects that work with the neighborhood context to meet the vision for the plan area.</p>	<p>1. Apply the design guidelines in Appendix A to assure appropriate new development and adaptive reuse.</p>	<p>MOA Planning MOA PM&amp;E</p>	<p>×</p>			

### C. Open Space Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 3.12:</b> Connect to neighboring open spaces.</p>	<p>1. Integrate development with surrounding regional open spaces, such as the Coastal Trail, the Westchester Lagoon and Chester Creek Trail, Arctic Park, Springer Park, Fish Creek Estuary, Pop Carr Park and Lloyd Steele Park.</p>	<p>MOA Planning MOA Parks and Rec MOA PM&amp;E</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 3.13:</b> Improve and enhance existing parks.</p>	<p>1. Design parks to activate open spaces, increase walkability and expand usage and appeal. 2. Create community gardens, add restroom facilities, install lighting/safety features and expand bicycle amenities. 3. Identify and acquire funding to implement these, including maintenance.</p>	<p>MOA Parks and Rec</p>		<p>×</p>		<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

<p><b>Policy 3.14:</b> Establish new open spaces to enhance the open space network.</p>	<ol style="list-style-type: none"> <li>1. Study potential for new open space areas where there is a concentration of development and activity.</li> <li>2. Target new open spaces areas along the Spenard Corridor.</li> <li>3. Develop new hardscape spaces, such as promenades, wide sidewalks, plazas or courtyards.</li> <li>4. Identify and acquire funding to implement these, including maintenance.</li> </ol>	<p>MOA Parks and Rec MOA Planning</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 3.15:</b> Encourage public art to be installed within open spaces.</p>	<ol style="list-style-type: none"> <li>1. Commission local artists to create public art for open spaces.</li> <li>2. Identify and acquire funding to implement these, including maintenance.</li> </ol>	<p>MOA Parks and Rec MOA PM&amp;E</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 3.16</b> Promote development of regional open space features.</p>	<ol style="list-style-type: none"> <li>1. Use the Fish Creek Greenbelt, Alaska Railroad Trail, and Spenard Lakefront as three organizing elements for development of regional open space features.</li> </ol>	<p>MOA Parks and Rec MOA Planning</p>		<p>×</p>		<p>\$</p>

**D. Placemaking Opportunities Policies**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 3.17</b> Design transit hubs to facilitate efficient and comfortable bus use.</p>	<ol style="list-style-type: none"> <li>1. Provide amenities at transit hubs to enhance safety, capacity and user comfort level.</li> <li>2. Design transit hubs to be phased with private investment.</li> </ol>	<p>MOA Transit</p>			<p>×</p>	<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

## 7 Implementation

<b>Policy 3.18:</b> Promote development of gateways and enhancement of key intersections	1. Orient development towards key intersections of significantly traveled streets or at terminations of axes.	MOA Planning MOA Traffic MOA PM&E		X		
--	---	---	--	---	--	--

### E. Supporting Transit Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 3.19:</b> Improve transit service along the Spenard Corridor.	1. Increase trip frequency of transit services.	MOA Transit		X		\$

### F. Street Edge Character Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 3.20:</b> The street edge should be designed to support transit use and the prevailing land uses planned for the area.	1. Apply the street edge character types to new development projects.	MOA Planning MOA PM&E		X		

### G. Shared Parking Pools Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 3.21:</b> Promote the development of Public Parking Pools.	1. Identify significant concentrations of development in close proximity to Spenard Road and locate public parking in these areas. 2. Locate public parking in proximity to transit hubs.	MOA Planning MOA Traffic MOA PM&E		X		\$

### H. Transition Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 3.22:</b> Provide for compatible transitions where commercial or mixed-use areas interface with multi-family or low-density residential areas.	1. Apply buffer regulations to minimize negative impacts between high-intensity uses and low-intensity uses. 2. Incorporate design features that soften the interface and mitigate incompatibilities.	MOA Planning		X		

Table 7.2 Implementation by Chapter (continued)



<b>Chapter 4: District Specific Concepts</b>						
<b>A. North TSD District</b>						
<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 4.1:</b> Accommodate a wide range of uses that support transit, generate activity and contribute to economic development and placemaking goals in North Spenard.	1. Apply land use designations identified in Figure 3.7 and 4.1. 2. Expand the Town Center land use designation. 3. Encourage mixed-use redevelopment with housing. 4. Reclassify the northeast corner of Spenard Road and Fireweed Lane from Main Street to Town Center.	MOA Planning MOA OECD		X		
<b>Policy 4.2:</b> Give priority to circulation improvements that enhance connectivity in North Spenard.	1. Review and adjust the CIP with an emphasis on Spenard Road, Benson Boulevard, 27th Avenue and Fireweed Lane.	MOA Planning MOA OECD MOA PM&E		X		
<b>Policy 4.3:</b> Give priority to transit system improvements in North Spenard.	1. Establish a major transit hub on Spenard Road in the vicinity of Northern Lights Boulevard and Benson Boulevard.	MOA Transit			X	\$
<b>Policy 4.4:</b> Promote a street edge character that supports transit and active pedestrian uses in North Spenard.	1. Apply the street edge characteristics identified in Figure 4.1	MOA Planning MOA PM&E		X		
<b>Policy 4.5:</b> Use design features to smoothly transition between residential and non-residential uses.	1. Apply guidelines to buffer negative impacts between high-intensity uses and low-intensity uses, along with existing regulations. 2. Incorporate design features that soften the interface and mitigate incompatibilities.	MOA Planning		X		

**Table 7.2 Implementation by Chapter (continued)**

## 7 Implementation

<p><b>Policy 4.6:</b> Encourage redevelopment that supports transit and active pedestrian-oriented uses in North Spenard.</p>	<ol style="list-style-type: none"> <li>1. Encourage and pursue redevelopment and mixed-use infill on properties fronting Spenard Road.</li> <li>2. Pursue redevelopment plans to reconfigure the east-west superblocks located between Minnesota Drive and Spenard Road.</li> <li>3. Reinvest in existing buildings.</li> </ol>	<p>MOA OECD MOA Planning</p>		<p>×</p>		
<p><b>Policy 4.7:</b> Pursue placemaking opportunities and private redevelopment efforts in North Spenard.</p>	<ol style="list-style-type: none"> <li>1. Locate opportunity areas for establishing gateways, improving key intersections and transit hubs.</li> </ol>	<p>MOA Planning MOA PM&amp;E MOA Transit</p>		<p>×</p>		

### B. Central TSD District

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 4.8:</b> Promote land use that supports economic development and transit, and is compatible with adjacent neighborhoods.</p>	<ol style="list-style-type: none"> <li>1. Apply land use designations identified in Figure 4.1, 4.5 and 4.9.</li> </ol>	<p>MOA Planning MOA PM&amp;E MOA Transit</p>	<p>×</p>			
<p><b>Policy 4.9:</b> Give priority to circulation improvements that enhance connectivity in Central Spenard.</p>	<ol style="list-style-type: none"> <li>1. Establish an active (pedestrian and bicycle) transportation network with an emphasis on Spenard Road, the Alaska Railroad Corridor, Fish Creek, McRae Road and 36th Avenue.</li> <li>2. Give priority to studying street improvements along Chugach Way.</li> <li>3. Support grade-separated crossings where at-grade crossings are not feasible.</li> </ol>	<p>MOA Planning MOA PM&amp;E</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 4.10:</b> Give priority to transit system improvements in Central Spenard.</p>	<ol style="list-style-type: none"> <li>1. Establish a major transit hub near Spenard Road's interface with the Alaska Railroad.</li> <li>2. Preserve options for and support development of a potential commuter rail station at this transit hub in the long-term.</li> </ol>	<p>MOA Transit</p>			<p>×</p>	<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

<b>Policy 4.11:</b> Promote a street edge character that supports transit and an active mix of pedestrian-oriented uses in Central Spenard.	1. Apply the street edge characteristics identified in Figure 4.5.	MOA Planning MOA Traffic		X		
<b>Policy 4.12:</b> Use design features to smoothly transition between residential and non-residential uses.	1. Provide sensitive transitions where Central Spenard is tightly integrated with stable single-family residential neighborhoods, particularly near the blocks flanking the Alaska Railroad right-of-way.	MOA Planning		X		
<b>Policy 4.13:</b> Encourage redevelopment that supports transit and contributes to an active mix of pedestrian-oriented uses in Central Spenard.	1. Encourage and pursue redevelopment and mixed-use infill on properties fronting Spenard Road to establish the Spenard Spine. 2. Promote parcel assembly and large-scale redevelopment in the area surrounding the Transit Hub and the Alaska Railroad. 3. Facilitate reinvestment in existing buildings.	MOA Planning MOA OECD MOA Transit		X		
<b>Policy 4.14:</b> Pursue placemaking opportunities in coordination with private redevelopment efforts in Central Spenard.	1. Identify opportunity areas for establishing gateways, improving key intersections and transit hubs.	MOA Planning MOA Transit	X			

**C. South TSD District**

<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 4.15:</b> Accommodate land use that supports transit, generates activity and contributes to economic development and placemaking goals in South Spenard.	1. Apply land use designations identified in Figure 4.9.	MOA Planning	X			

**Table 7.2 Implementation by Chapter (continued)**

## 7 Implementation

<p><b>Policy 4.16:</b> Give priority to circulation improvements that enhance connectivity in South Spenard.</p>	<ol style="list-style-type: none"> <li>1. Establish an active (pedestrian and bicycle) transportation network with an emphasis on Spenard Road.</li> <li>2. Establish active transportation routes that radiate from Spenard Road to neighborhoods to the east and the lakefront and other residential areas to the west and north.</li> <li>3. Employ traffic-calming measures in this area to slow traffic down and increase pedestrian safety.</li> </ol>	<p>MOA Planning MOA Traffic MOA PM&amp;E</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 4.17:</b> Give priority to transit system improvements in South Spenard.</p>	<ol style="list-style-type: none"> <li>1. Establish a primary transit hub that serves neighborhoods in the area as well as South Spenard hotels. Ideally, it would be located in close proximity to the Spenard Lakefront.</li> <li>2. Transit infrastructure in South Spenard should be integrated with improved crossings of Spenard Road since vehicle traffic is heavy and crossings are more scarce.</li> <li>3. Locate a transfer hub in the South District to facilitate transfers.</li> </ol>	<p>MOA Transit</p>		<p>×</p>	<p>\$</p>	
<p><b>Policy 4.18:</b> Promote a street edge character that supports transit and an active mix of pedestrian-oriented uses in South Spenard.</p>	<ol style="list-style-type: none"> <li>1. Apply the street edge characteristics identified in Figure 4.9.</li> </ol>	<p>MOA Planning MOA Traffic</p>		<p>×</p>		
<p><b>Policy 4.19:</b> Where a mixed-use area interfaces with a Multi-family Residential or Low Scale Residential area in South Spenard, the non-residential development should incorporate design features that soften the interface along the residential edge.</p>	<ol style="list-style-type: none"> <li>1. Use design features to smoothly transition between residential and non-residential uses.</li> </ol>	<p>MOA Planning</p>		<p>×</p>		

**Table 7.2 Implementation by Chapter (continued)**

<p><b>Policy 4.20:</b> Encourage redevelopment that supports transit and contributes to an active mix of pedestrian-oriented uses in South Spenard.</p>	<p>1. Promote more significant redevelopment of the properties at the southern end of Spenard Road and the remaining undeveloped and under-utilized lakefront properties.                  2. Encourage smaller commercial and mixed-use infill development to be located along Spenard Road in between existing developments.                  3. Pursue transit-oriented, multi-family residential east of Spenard Road along Breezewood Drive and along Klamath Drive as shown in Figure 4.10.                  4. Facilitate reinvestment in existing buildings throughout the District.</p>	<p>MOA Planning MOA OECD</p>		<p>×</p>		
<p><b>Policy 4.21:</b> Pursue placemaking opportunities in coordination with private redevelopment efforts in South Spenard.</p>	<p>1. Identify opportunity areas for establishing gateways, improving key intersections and transit hubs.</p>	<p>MOA Planning</p>	<p>×</p>			

**Chapter 5: Circulation and Connectivity**

**A. Circulation Policies**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 5.1:</b> Create a balanced street network in Spenard.</p>	<p>1. Accommodate all modes of transportation in a way in which each mode operates efficiently.                  2. Create a hierarchy of streets to avoid funneling traffic.                  3. See list provided under Policy 5.1 for more action items.</p>	<p>MOA Traffic MOA PM&amp;E MOA Planning ADOT&amp;PF MOA M&amp;O ADOT&amp;PF M&amp;O</p>		<p>×</p>		
<p><b>Policy 5.2:</b> Create a street typologies plan.</p>	<p>1. Create a street typologies plan based on the foundation laid by the OS&amp;HP and developed to coordinate with the 2040 Land Use Plan.</p>	<p>MOA Planning MOA Traffic</p>			<p>×</p>	<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

## 7 Implementation

<p><b>Policy 5.3:</b> Design Spenard's roadway network as a connected grid.</p>	<ol style="list-style-type: none"> <li>1. Plan for new public and private streets to support and expand the existing street network and provide internal, public connections where street linkages are missing. Include cost estimates for future streets in infrastructure planning.</li> <li>2. Promote block perimeters of 2,400 feet or less to ensure blocks are walkable.</li> <li>3. Preserve existing network components, particularly for active transportation modes.</li> </ol>	<p>MOA Traffic MOA PM&amp;E MOA Planning</p>		<p>×</p>		
<p><b>Policy 5.4:</b> Manage access and mitigate modal conflicts.</p>	<ol style="list-style-type: none"> <li>1. Apply vehicular access standards to properties to minimize conflicts.</li> <li>2. Design access points to properties to minimize vehicular conflicts between pedestrians and bicyclists.</li> <li>3. Minimize curb cuts and consolidate access points among multiple properties, wherever possible.</li> <li>4. See list provided under Policy 5.4 for more action items.</li> </ol>	<p>MOA Traffic MOA Planning MOA PM&amp;E</p>		<p>×</p>	<p>\$</p>	
<p><b>Policy 5.5:</b> Enhance Spenard's bicycle network for a range of users.</p>	<ol style="list-style-type: none"> <li>1. Design bicycle routes to be as direct as possible.</li> <li>2. Design the bike network to accommodate travel from key area destinations in and out of the Plan Area.</li> <li>3. Promote facilities and routes that attract a wide spectrum of rider types and ability levels.</li> <li>4. See list provided under Policy 5.5 for more action items.</li> </ol>	<p>MOA Planning MOA PM&amp;E</p>		<p>×</p>		
<p><b>Policy 5.6:</b> Prioritize for Spenard's pedestrians.</p>	<ol style="list-style-type: none"> <li>1. Provide a safe, efficient and walkable pedestrian system.</li> <li>2. Follow the tenets of great walkability under Policy 5.6.</li> </ol>	<p>MOA Planning MOA PM&amp;E</p>		<p>×</p>	<p>\$</p>	

**Table 7.2 Implementation by Chapter (continued)**

**B. Street Design Policies**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 5.7:</b> Design for right-of-way and travel demand constraints.	1. Where appropriate, the Municipality should pursue acquisition of private property in order to redesign a street, but only when adequate facilities cannot be accommodated within available right-of-way. 2. Consider opportunities to increase space for alternative modes.	MOA Real Estate MOA Planning			X	\$
<b>Policy 5.8:</b> Apply neighborhood street design alternatives (OS&HP residential street typology).	1. Identify residential areas where residents could benefit from neighborhood street design alternatives. 2. Refer to the street sections on page 96 for specific design alternatives.	MOA Planning MOA Traffic ADOT&PF		X		
<b>Policy 5.9:</b> Tailor major street designs to support the active transportation network.	1. Refer to the street sections starting on page 99 for specific design alternatives.	MOA Planning MOA PM&E MOA Traffic		X		\$
<b>Policy 5.10:</b> Enhance the Spenard road “Middle Segment” street design.	1. Consider locating mid-block crossings, constructing minor crossing improvements and installing major crossing improvements at signalized intersections on the Spenard Corridor. 2. Provide options for upgrading the Spenard Road. “Middle Segment” to improve pedestrian and bicycle mobility.	MOA PM&E MOA Planning MOA Traffic			X	\$

**Table 7.2 Implementation by Chapter (continued)**

**7** Implementation

<p><b>Policy 5.11:</b> Pursue festival street design opportunities.</p>	<p>1. Create a special street that is safe and conducive to public uses and activities beyond transportation. 2. Consider opportunity areas for developing a festival street, such as between Minnesota Drive and Spenard Road and/or from Carrs Mall/Benson Boulevard to Romig Middle School/26th Avenue.</p>	<p>MOA Traffic MOA PM&amp;E MOA Traffic</p>			<p>×</p>	<p>\$</p>
---	--	---	--	--	----------	-----------

**C. Road Network Policies**

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p><b>Policy 5.12:</b> Expand the street grid network</p>	<p>1. Design small block sizes that support convenient and direct pedestrian and bicycle access in an interconnected network of streets. 2. Support vehicular and freight/delivery traffic by providing alternative routes.</p>	<p>MOA Traffic MOA PM&amp;E</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 5.13:</b> Consider street reconfiguration and vacation opportunities.</p>	<p>1. Monitor street segments and consider whether vacation or reconfiguration could be used to incentivize redevelopment. 2. Reduce redundant streets in size to provide areas for snow removal, create opportunities for public space, facilitate bicycle and pedestrian connections or simply reduce maintenance burdens for the Municipality.</p>	<p>MOA Planning MOA Traffic ADOT&amp;PF</p>			<p>×</p>	<p>\$</p>
<p><b>Policy 5.14:</b> Pursue opportunities for road diets.</p>	<p>1. Identify roadways that will benefit from a road diet. West Fireweed Lane and Spenard Road. from Benson Boulevard to Minnesota Drive are likely candidates.</p>	<p>MOA Planning MOA PM&amp;E MOA Traffic</p>		<p>×</p>		

**Table 7.2 Implementation by Chapter (continued)**



<b>Policy 5.15:</b> Enhance at-grade rail crossings.	1. Pursue safety improvements where streets intersect these railroad crossings. 2. Design all pedestrian/ bicycle railroad crossings to minimize the time required for pedestrians to cross.	MOA PM&E MOA Traffic		X		\$
<b>Policy 5.16:</b> Roadway classification and vehicular speed.	1. Design the Central and North sections of Spenard Road for low vehicle operation speeds. 2. Reclassify the Central and North sections of Spenard Road from a minor arterial to a collector to reflect usage. 3. Revise vehicle Level of Service (LOS) standards to permit LOS D in Spenard to allow for greater congestion and design flexibility. 4. Revise AMATS modeling of arterial or collector changes to determine acceptability of the effects on the surrounding network.	MOA Planning MOA PM&E MOA Traffic ADOT&PF		X		\$
<b>Policy 5.17:</b> Promote traffic calming in neighborhood streets.	1. Identify key candidates for traffic calming in the Plan Area by reviewing the MOA 2017 Neighborhood Traffic Calming Program Qualified Streets List.	MOA Planning MOA Traffic		X		

**D. Transit Network Policies**

<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 5.18:</b> Locate transit hubs to enhance operations.	1. Locate transit hubs to be within walking distance of major destinations, be central to a transit service area and support multiple modes of transportation.	MOA Transit MOA Planning		X		\$

**Table 7.2 Implementation by Chapter (continued)**

## 7 Implementation

<b>Policy 5.19:</b> Plan for bus and shuttle layover zones.	1. Locate shuttle layover zones at the ends of bus routes where buses wait on standby between trips. 2. Plan transit hubs to provide opportunities for staging private shuttles.	MOA Transit			×	\$
<b>Policy 5.20:</b> Provide amenities at transit stops	1. Incorporate amenities at transit stops. 2. Invest in bus shelters with roofs, transit maps and other information to help protect transit riders from climatic elements while they wait. 3. Provide seating at transit stops where possible to add to rider comfort.	MOA Transit MOA PM&E			×	\$
<b>Policy 5.21:</b> Plan for rideshare operations.	1. Design and locate transit hubs to incorporate accommodations for ride share operations.	MOA Transit MOA PM&E			×	\$

### E. Pedestrian Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 5.22:</b> Provide continuity in the sidewalk network.	1. Complete Spenard's pedestrian circulation network, including sidewalk facilities.	MOA Planning MOA PM&E			×	\$
<b>Policy 5.23:</b> Plan pedestrian crossings to promote network continuity.	1. Locate pedestrian crossing improvements based on utility, safety of pedestrians and bicyclists, and integration into the signalized intersection network.	MOA Planning MOA PM&E MOA Traffic		×		\$

### F. Bicycle Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 5.24:</b> Provide continuity in the Spenard bicycle network.	1. Extend an interconnected bicycle network throughout Spenard.	MOA Planning MOA PM&E			×	\$

Table 7.2 Implementation by Chapter (continued)

<b>Policy 5.25:</b> Provide connections to the regional bike network.	1. Enhance connectivity to regional bike networks including the Tony Knowles Coastal Trail, Lanie Fleischer Chester Creek Trail, and Fish Creek Trail.	MOA Planning MOA PM&E MOA Parks and Rec			×	\$
<b>Policy 5.26:</b> Design bicycle-friendly intersections.	1. Design Spenard's intersections to support bicycle travel, alert motorists of the presence of bicyclists, and ensure that intersections are easily perceivable by all users.	MOA PM&E MOA Traffic			×	\$
<b>Policy 5.27:</b> Plan for bicycle amenities.	1. Public improvements and private developments should promote amenities that support bicycling and discourage driving.	MOA Planning MOA Traffic		×		\$

**G. Vehicle Parking Policies**

<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 5.28:</b> Provide flexibility in parking requirements.	1. Provide only parking minimums needed for the uses on a site. 2. Develop specific parking management plans with property owners. 3. The Municipality should consider whether providing additional flexibility in parking requirements would be appropriate.	MOA Planning MOA Traffic		×		\$

*Table 7.2 Implementation by Chapter (continued)*

## 7 Implementation

<p><b>Policy 5.29:</b> Promote compact parking design.</p>	<p>1. Provide an adequate number of spaces while also minimizing curb cuts and avoiding potential interruptions to vehicular traffic and pedestrian/ bicycle traffic.</p> <p>2. Locate and design parking to reinforce the transit, pedestrian, and bicycle-friendly vision for Spenard.</p> <p>3. Refer to bullet list under Policy 5.29 for specific design alternatives.</p>	<p>MOA Planning MOA Traffic MOA PM&amp;E</p>		<p>×</p>		<p>\$</p>
<p><b>Policy 5.30:</b> Promote shared parking.</p>	<p>1. Allow shared parking by-right as long as all affected property owners provide documentation of a formal shared parking agreement.</p> <p>2. Develop an action plan for shared parking, including feasibility studies and funding options.</p>	<p>MOA Planning MOA PM&amp;E MOA Traffic</p>		<p>×</p>		
<p><b>Policy 5.31:</b> Promote on-street parking.</p>	<p>1. Preserve existing on-street parking.</p> <p>2. Implement on-street parking with streetscape improvements, and particularly at locations where concentrations of development emerge, such as transit hubs and larger redevelopment sites.</p> <p>3. Promote back-in angle parking where appropriate.</p>	<p>MOA Planning MOA PM&amp;E MOA Traffic</p>		<p>×</p>		
<p><b>Policy 5.32:</b> Promote efficient management of parking.</p>	<p>1. Perform a study for the potential to create parking and snow management districts.</p> <p>2. Consider cooperative management of parking among property owners.</p>	<p>MOA Planning MOA PM&amp;E MOA Traffic</p>		<p>×</p>		<p>\$</p>

**Table 7.2 Implementation by Chapter (continued)**

<b>Chapter 6: Utility Infrastructure</b>						
<b>A. Overarching Infrastructure Policies</b>						
<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 6.1:</b> Infrastructure projects should be coordinated with public improvement efforts.	1. Coordinate infrastructure utility projects with public improvement efforts identified in the Plan. 2. Target priority redevelopment opportunities for infrastructure utility projects.	AWWU MOA Planning		X		\$
<b>Policy 6.2:</b> Utility systems should strive for sustainability.	1. Identify key sustainability practices to implement in infrastructure projects.	AWWU			X	
<b>B. Water Utilities Policies</b>						
<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 6.3:</b> Existing AWWU systems should be expanded to provide water service.	1. Study should be completed to identify needed upgrades in the drinking water system.	AWWU		X		\$
<b>Policy 6.4:</b> Improvements to the drinking water system should follow AWWU's Design Criteria manual.	1. Install new water facilities located in the public right-of-way north and east of the right-of-way centerlines.	AWWU/PME			X	\$
<b>C. Wastewater Policies</b>						
<b>Policy</b>	<b>Action</b>	<b>Agency Partners</b>	<b>Time Frame</b>			<b>Funding Required</b>
			<b>S</b>	<b>M</b>	<b>L</b>	
<b>Policy 6.5:</b> Identify needed upgrades in the wastewater system.	1. Identify needed upgrades in the wastewater system that will promote development in the Plan Area as part of AWWU Master Plan updates. 2. Examine the existing wastewater system to determine if it is limiting development and may warrant expansion or upgrade.	AWWU	X			\$

Table 7.2 Implementation by Chapter (continued)

## 7 Implementation

<b>Policy 6.6</b> Wastewater system improvements should follow the AWWU Design Criteria Manual.	I. Follow AWWU's Design Criteria Manual for sizing, type, and depth of pipe.	AWWU	X			
---	--	------	---	--	--	--

### D. Stormwater Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 6.7:</b> Consider storm drain installation.	I. Evaluate the need for storm drain installation as streets in the Plan Area are reconstructed.	AWWU	X			

### E. Snow Management Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<b>Policy 6.8:</b> Promote on-site snow storage throughout the plan area.	I. Provide on-site storage to allow for a sustainable long-term solution that not only reduces maintenance costs but also lessens environmental impacts.	MOA Planning MOA Traffic MOA M&O ADOT&PF ADOT&PF M&O	X			
<b>Policy 6.9:</b> Promote snow storage along streets and internal drives, using best management practices.	I. Minimize obstructions such as raised medians that constrain snow movement operations. Incorporate municipal and state snow storage preferences into planning, design and construction of road projects.	MOA PM&E MOA Traffic	X			
<b>Policy 6.10:</b> Consider establishing a snow management district.	I. Review The National Snow and Ice Management Association summary of best practices that could serve as a reference in establishing district policies.	MOA PM&E MOA Traffic	X			

Table 7.2 Implementation by Chapter (continued)



# DESIGN GUIDELINES

This section identifies Plan Area-wide design guidelines for private development projects, including for building and site design. The guidelines outline objectives for design in Spenard, but flexibility in meeting these objectives should be afforded for each individual project. Site considerations and context matter, so the application of the guidelines may differ from one site to another. A project should meet the intent of the guidelines, but does not need to adhere to a single solution.

## **Applicability**

The guidelines convey best practices and fundamental design principles for all development projects in Spenard. For private, by-right development, including private projects that are subject to administrative site plan review, these guidelines are informational, regardless of their type or location in the Plan Area. For development projects that are subject to major site plan review, conditional use review, or that receive public incentives, these guidelines may be used in the MOA's review and approval process, where applicable. Public projects should follow these guidelines.

The design guidelines are also intended to inform the development of the Spenard Overlay Zone with design guidelines and a design review process. This future project is listed as an implementation action in Chapter 7, Table 7.1, Action Plan, under the Regulatory Actions. The development of the Spenard Overlay and its development regulations and guidelines would occur through a public process involving all stakeholders.



*Incorporate social gathering space in new development.*



*Employ an activity-generating mix of uses.*



*Provide pedestrian access through a site. Consider how a site can be designed to permit public access between streets.*

## **A. Contribute to a Vibrant Spenard**

One of the key objectives for Spenard is that it be a lively and active place with enjoyable outdoor spaces and development that activates the street. Key design guidelines include:

- » Create an Activity-Generating Variety of Uses – New development should include land uses that promote activity year round and throughout the day and night. Office uses, customer-service retail, cafes, housing, lodging and production uses with multiple employees contribute more activity to the Corridor than large storage, warehouse or vehicle sales uses. Creating mixed-use developments that combine housing, commercial, hospitality and office activities can help fuel an active Spenard. A rich mix of active land uses can create a symbiotic relationship between different developments.
- » Incorporate Social Gathering Space – New development should consider opportunities to create great outdoor spaces that help enliven the public realm. Such spaces should be located so they are highly visible from the street to promote active use. These outdoor spaces should also be designed to encourage year-round use using shelters or lighting.
- » Create “Eyes on the Street” – Creating “eyes on the street” enhances a feeling of safety in environments like Spenard. Maximizing facade transparency and providing occupied upper-floor uses like residential space creates a feeling of safety and contributes to overall vibrancy and activity.

## **B. Contribute to Connectivity**

Wherever possible, private development should enhance Spenard’s multi-modal transportation network by creating streets, street-like private drives or publicly accessible active transportation connections. Allowing public access through a private development will require coordination between the Municipality and private property owners. Design guidelines for connectivity include:

- » Enhance the Roadway Network – Create new public roadways or private drives through a larger site or block.
- » Provide Pedestrian and Bike Access Through a Site – Consider how a site can be designed to permit public access between streets. Access from the primary and secondary active network, as shown in Figure 3.5, should also be prioritized.



### C. Activate the Public Realm

The public realm contained within Spenard's streets, the Fish Creek Greenbelt, parks and plazas will be maximized as social spaces and placemaking opportunities when they are activated by a feature or use that keeps them vibrant and animated. Buildings should be designed to activate public spaces throughout Spenard. Design guidelines to activate the public realm include:

- » Orient a Development Toward the Public Realm – Buildings should be sited to maximize their visual and physical connection to the public realm. Orient a building to face a street, plaza, park or the trail system, such as the Fish Creek Trail. This is achieved by designing doors to open directly toward the public realm and locating active uses, such as restaurants and shops, adjacent to a public space. Residential entries and balconies can also help to activate the public realm.
- » Create Street-Level Pedestrian Interest - The ground floor of a building is critical to the pedestrian experience within the public realm. Since a ground-floor feature frames and helps to define a pedestrian's experience, it is important that it is designed to create visual interest. A blank, featureless wall adjacent to a public street or space should be avoided wherever possible. Doors, windows, storefronts, outdoor dining spaces, design details, landscaping, public art and other features all help create visual interest adjacent to the public realm in Spenard.



*Create street-level pedestrian interest.*



*Use art and landscaping features to create street-level pedestrian interest.*



*Use outdoor seating areas and landscaping to create street-level pedestrian interest.*



*Buildings should be placed and oriented such that they frame the street, providing a sense of closure for pedestrians.*

## D. Design for Walkability

Enhancing walkability is a key objective of the Plan to improve the pedestrian experience in Spenard. Buildings and sites should be designed to maximize pedestrian connectivity and create a pleasant and comfortable walking experience on adjacent sidewalks. Please see Chapter Four for a tailored vision for “street edge character” outlined for each transit-supportive development (TSD) district for more information on the desired placement of buildings relative to the street. Design guidelines for walkability include:

- » Provide Visual Interest – Buildings and sites should be designed to provide interest to those walking by on adjacent sidewalks and other public spaces.
- » Frame the Public Realm – Buildings should be placed and oriented such that they frame the street, providing a sense of enclosure for pedestrians. This helps add comfort for pedestrians. Street edge character for each of the three districts is described in more detail in Chapter 4 of the Plan.
- » Facilitate a Safe Walking Experience – Where public right-of-way is inadequate for a quality sidewalk, incorporate additional space between the front facade of the building and the public sidewalk as part of the pedestrian interface. Buildings should not encroach on the public sidewalk or other public spaces in a manner that restricts the flow of pedestrians. Where outdoor seating is used, it must allow adequate space on the sidewalk for people to safely and comfortably pass one another. Private development should strategically use low, downward facing lighting to enhance pedestrian safety and comfort.



*Facilitate a safe walking experience.*



*Facilitate a safe walking experience.*

## E. Express a Human Scale

“Human scale” is used to describe how a person perceives a building element or a group of building elements in relation to themselves. A person relates better to building features that are a size and scale similar to a human. For example, a blank wall that spans multiple stories does not properly exhibit human scale. The same wall can begin to express human scale by demarcating floors and adding appropriately sized windows and doors. Expressing human scale is critical for new buildings in Spenard, and particularly for those that are larger and taller. Building articulation methods include vertical and horizontal changes in materials, color, wall plane or other elements that reduce the real and/or perceived mass of a structure. The following design guidelines for building articulation should be utilized in Spenard:

- » Facade Articulation – Physical design elements that break down a building into human-scale components and express a sense of horizontal and vertical scale. These methods typically do not significantly affect the overall square footage of a floor or building. Typical facade articulation approaches include:
  - »
  - Windows and fenestration – detailing and arrangement of windows on a building wall
  - Color changes – significant vertical or horizontal changes in color on a building wall
  - Material changes – significant vertical or horizontal changes in material on a building wall
  - Horizontal and vertical expression lines – vertical and horizontal expression lines on a building wall
  - Minor wall offsets – vertical expression line created by notching a building wall for its full height (typically less than 5 feet)
  - Door recesses – an arcade or inset entryway
- » Mass Variation – Design elements that vary the building mass significantly enough that they reduce the actual mass and scale of the building. These include the modulation of a building floor or wall in a manner that creates a physical relief in the architectural form. Mass variation techniques include:
  - Stepbacks – an upper-floor stepback is created by setting back an upper story relative to those on a lower story
  - Increased setbacks – a greater setback on a portion of a wall for its full height
  - Major wall offsets – notching a building wall for its full height (greater than 5 feet)



*Use color changes, material changes and minor wall offsets to articulate a facade.*



*Use color changes, material changes and minor wall offsets to articulate a facade.*



*Use upper-floor stepbacks, increased setbacks and wall offsets to vary a building's massing.*



*Sites and buildings should be designed to promote walkability and bicycling while still safely accommodating vehicles.*

## F. Accommodate Access for All Modes

Sites and buildings in Spenard should be designed to promote walkability and bicycling while still safely accommodating vehicle access, including freight. Designs should be sensitive to the needs of all transportation modes. Key design guidelines for access include:

- » Minimize Conflicts – Design site access and circulation to minimize potential conflicts between automobiles, freight, bicycles and pedestrians. Carefully locate access drives and utilize signage, striping and paving creatively to help address conflicts.
- » Minimize Vehicular Access Points Along Pedestrian Routes – Provide the fewest number of vehicular access points needed for the functionality of a site so that pedestrian interactions with vehicles are minimized. Where access points are provided, minimize the width of the driveway. Promote shared access for multiple properties.
- » Avoid Vehicular Access Off of Primary Pedestrian Streets – Provide vehicular access to a site from a side street wherever possible. Avoid vehicle access from Spenard Road wherever possible.
- » Provide Bicycle Amenities – Include bicycle amenities to encourage bicycling as a means of accessing the development. Amenities can include secure short-term and sheltered long-term bicycle parking, shower facilities for larger employment uses, and on-site bicycle connections to the Future Bicycle Network (Figure 5.17).



*Sites and buildings should be designed to promote walkability and bicycling while still safely accommodating vehicles.*

## G. Mitigate Surface Parking Lots through Design

Surface parking lots should not be a visually prominent feature of sites in Spenard, especially in locations intended for strong pedestrian orientation. On-site parking in commercial areas should be subordinate to other uses on the site, and parking areas directly adjacent to the street should be avoided where possible. Where a portion of a lot will be exposed, it should be buffered with landscaping. Key design guidelines for parking lots include:

- » Minimize the Visual Impact of Surface Parking – Surface parking areas should be located to the interior of a site whenever feasible. Where parking areas are visible from the street, they should be buffered using landscaping or a low wall constructed from materials compatible with the surrounding context and street frontage. Large parking areas should be broken up into smaller pods that maintain the sense of smaller parking areas and fine-grain development along Spenard.
- » Minimize Conflicts with Pedestrians – Parking areas should provide landscaped islands with paths to promote safe pedestrian circulation across larger parking lots. Additionally, parking areas should not be located directly in front of a primary pedestrian entry to a building. Minimize interruptions to sidewalks by consolidating access drives and reducing the number of curb cuts.
- » Create More Efficient Parking Lots that Take Less Space – Design more efficient small parking lots that meet parking demand through shared parking facilities, parking demand management strategies, and dedicated car-sharing and carpool spaces, passenger drop-offs, bicycle parking and other techniques.
- » Design Parking Lots to Accommodate Future Infill Development – Configure buildings and parking lots on the site so that they can later accommodate additional infill development as some of the parking demand transitions to parking structures or more active modes of travel.



*Where a portion of a parking lot is exposed, it should be buffered with landscaping.*



*Parking areas should provide landscaped islands with paths to promote safe pedestrian circulation.*

## H. Design Structured Parking to Fit In

Where structured parking occurs, the street level should ideally have an active use at the sidewalk edge in order to maintain a pedestrian-friendly streetscape. On some secondary streets, it may be acceptable to screen the street level and not have an active use. Key design guidelines for parking structures include:

- » Provide an Active Use Ground-Floor Wrap – When a parking structure occurs adjacent to a street, the ground floor should be wrapped with an active use, such as retail or office space. On a secondary street, other methods of providing visual interest may be used. In these locations, architectural details, murals, wall sculpture, public art, display cases or landscaping are alternatives.
- » Screen Upper Levels of Parking – Upper floors of parking that face a street should be screened from view of the street. This can be accomplished with an architectural screen, landscaping or sculptural treatments.



*Architectural screen*



*Sculptural element screen*



*Commercial ground-floor wrap and screened upper floors*



*Commercial ground-floor wrap and screened upper floors*

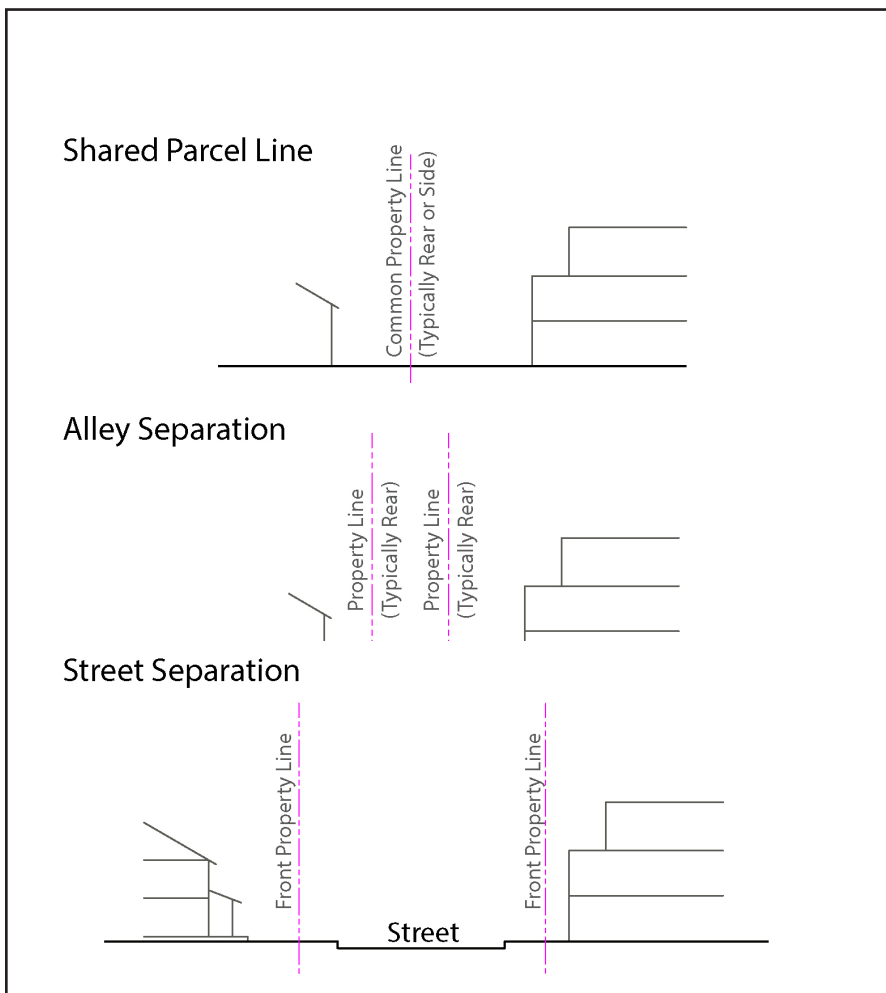
## I. Design in Context

Development in Spenard should consider context. This means understanding the relationship of a building to its built and natural surrounding and being sensitive to that surrounding, if necessary. Key guidelines for context-sensitive design in Spenard include:

- » Transition to Sensitive Neighboring Properties – Where a new development occurs adjacent to a sensitive neighboring property, such as one that is zoned single-family residential, consider employing design features that help provide a transition at the interface between the two properties. Different types of transition interfaces may require different types of transition treatments. Some of these potential interfaces are identified in Figure A.I. Chapter 4 of the Plan provides more specific recommendations for transitions in each of the three districts.
- Step-Downs in Scale – Where a taller building is developed adjacent to an area zoned for lower scale, consider stepping down the scale of the building adjacent to the lower-scaled area. Where the new building is at a lower grade than the lower-scaled area, this may not be needed as the natural terrain will provide a natural transition.

### Note

Winter City design principles also should be applied to design of infrastructure. This includes components of the transportation network, such as streets, sidewalks and intersection crossings. For example, when a street section includes a sidewalk on only one side, locating it to be in the sunniest position is preferred (when other circulation planning and design criteria are consistent with this approach).



**Figure A.I** Transition Interface Types.

- Increased Setbacks – Where a larger building is located adjacent to an area zoned for lower scale, consider increasing the setback of the larger building beyond the required minimum to reduce looming effects on the sensitive property.
  - Strategic Location of Compatible Land Uses - Where a commercial or mixed-use building is located adjacent to a residentially-zoned area, consider locating compatible uses and activities adjacent to the residential areas. In a mixed-use project containing residential and commercial uses, this may mean locating the residential component at the transition interface. For a purely commercial building, a development should strategically avoid placing odor- or noise-emitting operations at an interface with a sensitive residential use.
  - Landscape Buffers – In some cases, a sensitive transition can be established by simply setting a building further back from a sensitive interface or by providing a landscape buffer (trees, shrubs, etc.) between the two properties.
- » Respect the Fine Grain Building Patterns along the Spenard Corridor – When designing a project, particularly in Central Spenard, respond to the fine-grained pattern of development. This is accomplished by providing significant articulation that breaks down a larger building into smaller horizontal modules that reflect the smaller building massing that is common along Spenard Road. This can also be accomplished using a variety of materials, colors and design treatments to appropriately respond to Spenard's eclectic architectural diversity.



*Transition in scale to address a sensitive edge.*



*Provide a buffer to address a sensitive edge.*



## J. Reinforce Spenard's Eclectic Architectural Character

Spenard is a unique area in Anchorage, and is well known for its eclectic nature. This eclecticism is expressed in part through architecture and the presence of art. New development should contribute to Spenard's unique character. Key design guidelines include:

- » Encourage Variety in Style – No single architectural style should be assigned for buildings in Spenard. Instead, architects and designers should be encouraged to incorporate variety in design, materials and the use of color in Spenard, and “outside the box” creativity should be supported.
- » Promote Creative Use of Materials – Designers should be encouraged to use a variety of materials in their designs.
- » Utilize Art – Incorporate public art into the design of a building. This may include reserving space for public art or incorporating artistic elements into the building itself.
- » Avoid a Monotonous Aesthetic – Spenard's eclectic character should be reinforced by its architecture. Design of individual buildings should be unique and add to the variety that defines the corridor.
- » Support revitalization of historic resources, including Church of Love, neon signage and other historic or iconic resources.



*Promote creative use of materials.*



*Promote creative use of materials.*



*Encourage variety in architectural style.*



*Encourage private development to provide public access to natural features, such as Fish Creek.*

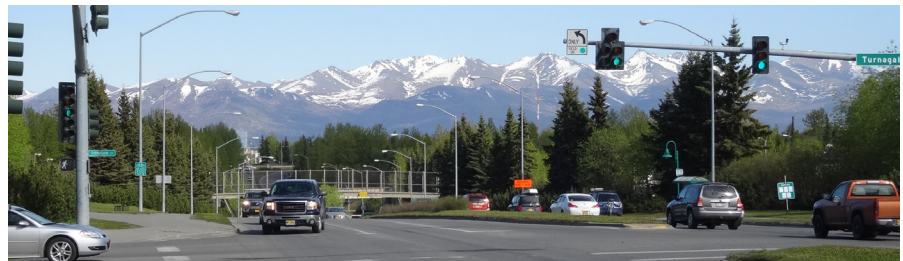
## K. Preserve and Celebrate Spenard's Natural Resources

Spenard possesses numerous environmental assets, including a variety of parks and opens spaces, as well as natural features like Fish Creek. Development should embrace and respond to these natural features where possible. Key design guidelines include:

- » Provide Access to Natural Features – Encourage a private development to provide public access to and along Fish Creek and other natural features in Spenard wherever possible. This could include a public path connecting a public street to a creek through a private-development site.
- » Preserve and Create View Opportunities – Consider how a development can preserve and enhance the visual connection to nature that occurs in Spenard. This could include modulating the form of a building to preserve public viewsheds to the extent feasible or designing private outdoor spaces and rooftop decks such that scenic views from these features are maximized.



*Development in Spenard should embrace and respond to natural features.*



*Preserve and create view opportunities.*

## L. Employ Winter City Design Principles

In Anchorage, winter is a part of life. However, development can work with the realities of the long winters to cope with the elements. Furthermore, development should take advantage of opportunities created by seasonal changes. Key design guidelines include:

- » Maximize Solar Exposure – When designing a site and building, carefully locate and design critical features to maximize solar exposure. During winter months, this can help facilitate solar heating, making a space more comfortable. Designing the form of a building to permit solar access to key walking areas can also be critical to prevent ice buildup that can detract users and potentially cause an accident.
- » Accommodate Snow Storage – Consider how necessary snow storage areas can be creatively integrated into a site design to save space, and how snow storage areas can be used as amenities in the summer months.
- » Design a Site to Promote Year-Round Use – Consider how a site can be arranged in order to shelter people from the elements. Awnings and canopies should be used to shelter people as they come and go from buildings. Structures should also be arranged in a way that helps block prevailing winter winds.
- » Utilize Site Lighting to Activate Outdoor Spaces – Site lighting should be used to activate outdoor spaces and plazas in the winter months when the hours of natural lighting are limited.
- » Apply Crime Prevention Through Environmental Design (CPTED) principles to enhance safety in Winter City Design strategies.



*Design a site to promote year round use.*



*Awnings and covered entry ways should be used to shelter people as they come and go from buildings.*



*Utilize site lighting to activate outdoor spaces and plazas in the winter months when the hours of natural light are limited.*



*Utilize site lighting to activate outdoor spaces and plazas in the winter months when the hours of natural light are limited. This plaza has pop-jet fountains in the summer time, but is transformed with a lighted sculpture in the winter.*

