

PLAN IMPLEMENTATION

This chapter provides a roadmap to create the community that Mountain View residents envisioned in Chapter 2. We describe goals and action items, organized under the six categories used in Chapter 2, that, once completed, will help actualize the vision statements in the previous chapter. These goals and action items were first created by Mountain View residents at the 2012 Mountain View Community Summit, and were reaffirmed by the Mountain View Community Council in 2015. At the end of this chapter, we identify the five goals that the Mountain View Community Council has made their top five priorities in the near term.

A. GOALS AND ACTION ITEMS

The timeframes used in this chapter are:

- Short term: Items will take 1-2 years to complete (starting at the adoption of this plan)
- Medium term: Items will take 3-5 years to complete
- Long term: Items will take longer than 5 years to complete.
- On-going: Used in addition to one of the previous timeframes. For example, an action item such as “businesses will clean up their properties and remove graffiti” is an ongoing task that will need to be worked on for the foreseeable future.

Some of the partners and funders listed, along with acronyms used instead of their full names, are:

- Anchorage Community Land Trust (ACLT): a nonprofit hybrid commercial land trust and community development organization whose focus is this neighborhood, Mountain View.
- Anchorage Police Department (APD)
- Cook Inlet Housing Authority (CIHA): a nonprofit housing developer, whose work in the last decade has resulted in the redevelopment of over 10% of Mountain View’s housing stock.
- Mountain View Community Council (MVCC): a neighborhood forum consisting of Mountain View residents and other community stakeholders, that serves as the voice of the neighborhood and has an advisory role to local governmental agencies.
- Mountain View Business Roundtable (MVBRT): a group of business owners and managers in Mountain View that gather to accomplish items that will improve the safety, profitability, and appearance of Mountain View’s commercial corridor.
- Mountain View Residents: All residents of Mountain View, as participants in the Mountain View Community Council and as individuals and families working to better their community.
- Municipality of Anchorage (MOA): includes the Library, Public Works (MOA-PW), Parks and Recreation (MOA-PR), Transit (MOA-T) and Community Development sections, among others.
- Neighborhood Organizations: Institutions such as the Boys and Girls Club, and nonprofits operating in Mountain View.



Mountain View residents creating the goals and action items listed in this chapter at the 2012 Mountain View Community Summit.

1. Community and Resident Leadership and Engagement

The goals and action items in this section will largely be accomplished by the Mountain View Community Council and Mountain View residents, and will increase resident participation in neighborhood events, and the Mountain View Community Council (MVCC). Accomplishing these action items will increase civic and community engagement by residents, create a stronger MVCC that reflects the voices of more residents, and strengthen grassroots efforts that impact community safety.

| Focus Area 1: Community and Resident Leadership and Engagement | | | |
|--|---|-----------------|---|
| Policy | Action Items | Timeframe | Leaders & Partners |
| 1.1. The Mountain View Community Council becomes a better forum for residents to participate, make changes, and air grievances | 1.1.a. Enact committees for each focus area of this plan, and create enough leadership roles so that everyone interested can be a part of a committee | Short | MVCC Executive Committee |
| | 1.1.b. Change the location of the MVCC meeting to a more visible and central venue | Medium | MVCC Executive Committee |
| | 1.1.c. Increase MVCC attendance | Medium | MVCC |
| 1.2. Create and continue robust neighborhood events | 1.2.a. Create an online calendar that informs residents about neighborhood events | Medium | MVCC, Residents |
| | 1.2.b. Continue holding the Mountain View Street Fair annually | Short, on-going | MVCC, MV Street Fair Planning Committee |
| | 1.2.c. Develop new events and traditions for Mountain View | Medium | Residents |
| 1.3. Residents lead the visioning of the future of Mountain View | 1.3.a. Annually maintain and revise the Mountain View Targeted Neighborhood Plan and Implementation Matrix | Long, on-going | MVCC, residents |
| | 1.3.b. Organize within immigrant communities and create solutions that respond to issues voices by immigrant and refugee communities | Medium | MVCC, neighborhood organizations |



Above: Melissa Houston, Treasurer of the Mountain View Community Council, talks to attendees about resident leadership opportunities at the Mountain View Targeted Neighborhood Plan Open House on June 27, 2015. Below: A Mountain View Community Council meeting in 2012.



2. Community Safety

The goals and action items in this section will be accomplished by a variety of partners working together, including Mountain View residents, the MVCC, neighborhood nonprofits, schools, and the Anchorage Police Department. The completion of these goals will take years if not decades, and includes building trust between Mountain View residents and the Anchorage Police Department, encouraging residents to keep an eye on their streets and immediately report suspicious events, and creating a sustainable and active Mountain View Community Patrol.

| Focus Area 2: Community Safety | | | |
|---|--|------------------|-------------------------------------|
| Policy | Action Items | Timeframe | Leaders & Partners |
| 2.1. Increase cooperation on community safety initiatives | 2.1.a. Convene community dialogues with the Anchorage Police Department (APD) | Medium | APD, MVCC |
| | 2.1.b. Have more APD officers on foot walking the neighborhood | Medium | APD |
| | 2.1.c. Enforce fines on properties with excessive calls for service, as per city code | Short, on-going | APD |
| | 2.1.d. Increase presence of APD’s Community Action Policing team in Mountain View | Medium | APD CAP Team |
| 2.2. Residents work together to make Mountain View safer | 2.2.a. Encourage formal and informal neighborhood gatherings, such as block parties, BBQs, National Night Out, Mountain View Street Fair, etc. | Short, On-going | Residents |
| | 2.2.b. Promote opportunities for at-risk youth | Medium | Schools, neighborhood organizations |
| | 2.2.c. Continue and grow the Mountain View Community Patrol | Medium, on-going | Residents |
| | 2.2.d. Grow the number of neighborhood watch blocks | Short | Residents, APD |



Far left: A breakdancing competition at the 2011 Mountain View Street Fair. Left: Attendees at the 2011 Mountain View Street Fair add their names and messages to a collaborative mural asking community members, “What do we need for peace?”. The mural was subsequently installed at the former John’s RV site, located at 3543 Mountain View Drive.

3. Business Development and a Vibrant Business District

The goals and action items in this focus area will mostly be accomplished by the Mountain View Business Roundtable (MVBRT), which is a group consisting of local business owners and managers that meets multiple times a year to work on issues to improve the success of Mountain View businesses and the appearance of the commercial corridor. The Municipality of Anchorage, and other local businesses that are not active in the MVBRT will also be brought in to help work on some of these goals. By accomplishing these goals, the Mountain View commercial corridor (consisting of Mountain View Drive and part of Commercial Drive) will look better, be safer and more appealing to consumers, and will attract local and destination businesses, and will become a regional employment hub providing jobs to Mountain View residents and to the rest of Anchorage.

| Focus Area 3: Business Development and a Vibrant Business District | | | |
|--|--|-----------------|--|
| Policy | Action Items | Timeframe | Leaders & Partners |
| 3.1. Market Mountain View as a profitable place to do business | 3.1.a. Explore innovative marketing techniques to establish a new identity for Mountain View, and to increase traffic for local businesses | Medium | Mountain View Business Roundtable (MVBRT) |
| | 3.1.b. Encourage destination businesses to locate in Mountain View | Long, on-going | MVBRT, businesses |
| | 3.1.c. Host familiarization trips for realtors, brokers, and developers | Long, on-going | MVCC, MVBRT, neighborhood organizations |
| 3.2. Improve the appearance of Mountain View's commercial district | 3.2.a. Encourage business owners to make a commitment to maintaining their properties | Medium | All local businesses |
| | 3.2.b. Remove litter and graffiti promptly | Short, on-going | All local businesses |
| | 3.2.c. Add gateway features at entry points from downtown, the Glenn Highway, Bragaw Street, etc. | Medium | MVBRT, MOA, MOA - Traffic Engineering Department, neighborhood organizations |
| 3.3. Mountain View Business Roundtable organizes for action | 3.3.a. Support businesses by facilitating mentorship and education on funding, management, marketing, and other tools. | Medium | MVBRT |
| | 3.3.b. Bring businesses together for collective action on projects involving local government and cross-sector partners | Long | MVBRT |

4. Green Spaces and Transportation

The goals and action items in this section will be largely accomplished by the Municipality of Anchorage’s Parks and Recreation and the Transit Departments, working with the Mountain View Community Council and Mountain View residents to make their vision for the community’s public and green spaces real. By achieving these goals, Mountain View will be fully connected by Anchorage’s trail system, problem parks will be converted to community assets, and the transportation network will be strengthened with multiple bus routes to meet the high ridership in the neighborhood. Mountain View residents will be able to have many safe and pleasant outdoor spaces that are usable year-round, and will be able to quickly reach other parts of town using mass transit.

| Focus Area 4: Green Spaces and Transportation | | | |
|--|---|------------------|--|
| Policy | Action Items | Timeframe | Leaders & Partners |
| 4.1. Improve underutilized green spaces | 4.1.a. Complete and adopt the Davis Park Master Plan | Short | MOA-PR, neighborhood organizations, residents |
| | 4.1.b. Fund and implement improvements recommended by the Davis Park Master Plan | Short | MOA-PR, neighborhood organizations |
| | 4.1.c. Make Louis Mizelle Park a clean and safe park that is used for recreation by community members | Medium | MOA-PR, neighborhood organizations |
| | 4.1.d. Construct additional community gardens | Long | MOA-PR, neighborhood organizations |
| 4.2. Make Mountain View more bicycle and pedestrian friendly | 4.2.a. Create an attractive series of way-finding elements for the trails | Medium | MOA - Parks and Recreation, MOA - Traffic, neighborhood organizations |
| | 4.2.b. Install adequate pedestrian lighting along the length of Mountain View Drive | Short | MOA Public Works |
| | 4.2.c. Connect the Ship Creek and Glenn Highway trails through an on-street bicycle route | Medium | MOA - Parks and Recreation, MOA Non-Motorized Transportation, MOA - Public Works |
| | 4.2.d. Install bike racks at popular destinations, such as businesses, schools, and neighborhood institutions | Medium | MOA-PR, businesses, neighborhood organizations |
| 4.3. Strengthen Mountain View’s bus transit system | 4.3.a. Make public transportation convenient and responsive to rider demand, and make bus stops safer | Short | MOA Transit |
| | 4.3.b. Make bus stops well-lit, attractive, and construct shelters at stops that require them | Medium | MOA Transit |

5. Real Estate Development and Housing

The goals and action items in this section will be accomplished by a variety of organizations and resident-led groups. Policy changes will be enacted by the Anchorage Assembly; affordable housing developers that are already active in the neighborhood (such as the Cook Inlet Housing Authority, NeighborWorks Anchorage, and the Alaska Housing Finance Corporation) will strive to maintain and create more affordable housing. Affordable housing developers will continue to be long-term investors in the neighborhood. Along with the Mountain View Community Council, housing advocacy groups in Anchorage will work to interest for-profit housing developers, realtors, and potential buyers and renters in investing in Mountain



The Mountain View Service Center, formerly the Sadler Warehouse, which was bought and redeveloped by the Anchorage Community Land Trust in 2007 and currently houses eight nonprofit organizations.

View's housing stock. The Mountain View Community Council and residents will encourage landlords to maintain and improve their properties, and will make sure residents are kept aware of local resources and new developments in Mountain View's housing landscape. The Mountain View Community Council will also continue to encourage commercial, industrial, retail, and residential investment, to create a robust real estate market in Mountain View. The Anchorage Community Land Trust will continue to buy dilapidated commercial properties for redevelopment, and to attract new businesses and services to Mountain View's commercial corridor. A mixed-use corridor will be created along Mountain View Drive, bringing a mix of residential, commercial, and retail spaces that are easily accessible to pedestrians and are located along the commercial corridor. Infrastructure will be improved to better meet the needs of Mountain View residents, many of whom live in multi-family housing. Alleys will be paved and improved, and dumpsters will be added to meet the needs of multi-unit housing. By accomplishing these goals, Mountain View will welcome new for-profit housing developers into the neighborhood, will have a large housing stock that is both high-quality and affordable to current residents, and will have residents and landlords who are invested in their homes and their neighborhood.

| Focus Area 5: Real Estate Development and Housing | | | |
|---|---|-----------------|--|
| Policy | Action Items | Timeframe | Leaders & Partners |
| 5.1. Redevelop commercial properties that have hazardous conditions, blight, or significant deterioration | 5.1.a. Acquire key commercial buildings in the commercial district to create opportunities for small businesses | Long | ACLT |
| | 5.1.b. Create mechanisms that encourage and fund minor upgrades to buildings | Medium | ACLT |
| | 5.1.c. Create mechanisms that encourage and fund rehabilitation of sites with environmental contamination | Long | ACLT, CIHA, MOA, AK Department of Environmental Conservation |
| | 5.1.d. Attract the development of commercial, industrial, and retail real estate to produce economic investment and jobs. | Medium | MVCC, ACLT |
| 5.2. Build new high quality housing units that fit the neighborhood's character and needs | 5.2.a. Attract the development of quality, mid-priced market rate housing units | Medium | MVCC, housing advocacy groups |
| | 5.2.b. Maintain the availability of affordable housing for renters and homeowners | Short, on-going | CIHA, other affordable housing developers |
| 5.3. Create infrastructure and policies to improve services in Mountain View's residential areas | 5.3.a. Pave Mountain View's alleys to improve the ease of trash pick-up and driveway access. | Short | MOA - Solid Waste Services |
| | 5.3.b. Increase the size or number of dumpsters for multi-unit properties in Mountain View | Medium | MOA - Solid Waste Services |
| | 5.3.c. Encourage landlords to maintain and improve their properties | Medium | MVCC, residents |
| | 5.3.d. Increase resident participation in land use planning efforts | Short, on-going | MVCC |

6. Building Successful Family Resources

The goals and actions in this section will be accomplished through partnerships between residents, the Mountain View Community Council, neighborhood organizations such as the Boys and Girls Club, dental, healthcare, and childcare providers, and the three schools located in Mountain View: Clark Middle School, William B. Tyson Elementary School, and Mountain View Elementary School. The schools will work with neighborhood organizations and job training providers to ensure that all students have access to before and after school programs and programs in the summer, and are informed about local career centers and job training opportunities. Businesses will hire locally, and financial literacy classes will be offered through schools. Healthcare providers will offer services that meet the needs of Mountain View residents, including interpreter services for patients with low English proficiency. By accomplishing these goals, youth and adults in our community will have the tools and resources needed for success available in their neighborhood.

| Focus Area 6: Building Successful Family Resources | | | |
|---|--|-----------|--|
| Policy | Action Items | Timeframe | Leaders & Partners |
| 6.1. Connect residents and opportunities that provide career advancement and family-supporting jobs | 6.1.a. Build connections with State of Alaska Labor and Workforce Development, local unions, Alaska Native Science and Engineering Program, and local career centers to make job training easily available | Medium | State of Alaska, neighborhood organizations, schools |
| | 6.1.b. Increase the number of local hire programs, and the number of Mountain View residents hired at local businesses | Medium | MVBRT, neighborhood organizations |
| 6.2. Improve access to health-care and childcare | 6.2.a. Provide primary care services that are convenient, affordable, and accessible to residents. | Short | Health care provider, neighborhood organizations |
| | 6.2.b. Invite mobile service programs to Mountain View | Medium | Health care provider, neighborhood organizations |
| | 6.2.c. Perform outreach to residents who do not tend to access services, and provide language-accessible services. | Short | Health care provider |
| 6.3. Create opportunities for youth in and out of school | 6.3.a. Increase business-school partnerships | Medium | Schools, MVBRT, local businesses |
| | 6.3.b. Offer more before-and-after-school and summer programs and recreational opportunities | Medium | Schools, neighborhood organizations |
| | 6.3.c. Increase parent participation and financial literacy programs in schools | Medium | Schools, residents |

B. OUR TOP FIVE PRIORITIES

Our top five priorities for Mountain View are:

1. Improve Davis Park

Davis Park is one of Anchorage's largest parks and could be a destination park for northeast and areawide Anchorage residents. However, Davis Park is currently only used by a few groups; disc golf, rugby, and youth baseball groups. Poor visibility, routine camping in the wooded areas, and few amenities mean that Davis Park is rarely used. To transform Davis Park into a well-used park that is an asset to the area, we support the creation of the Davis Park Master Plan, the process for which began in fall 2014, and full funding to implement that plan.



Trees removed from Davis Park in 2014 with the help of the Student Conservation Association.

2. Add to Mountain View's existing pedestrian amenities

In 2014, the Municipality of Anchorage received \$1 million from the state legislature to install pedestrian lights along Mountain View Drive. Unfortunately, this award is only estimated to result in the installation of 40-50 lights, and an estimated \$2-\$3 million more will be necessary to install pedestrian lights at the density of the lighting currently along Mountain View Drive south of the Commercial Drive intersection. We support projects that will add more lighting along Mountain View Drive

and the Mountain View transit corridor. We also support traffic safety projects, including crosswalks, school zones, and traffic calming measures that will increase the safety of pedestrians and reduce speeding by vehicle traffic.

3. Add new bus routes serving Mountain View

Mountain View's bus route, Route 45, has the highest ridership of any route in Anchorage, and Mountain View residents are more likely than other Anchorage residents to have limited or no access to a car. In the summer of 2015, Route 8, which runs from the downtown Transit Center to the intersection of Muldoon Road and Debarr Road, was realigned to stop on Mountain View Drive next to the Glenn Square Mall. We support the expansion of People Mover service to connect Mountain View residents to regional commercial hubs such as Tikahtnu Commons and midtown Anchorage, as well as the installation of bus shelters at existing stops.

4. Pave all the alleys

In the summer of 2015, the Municipality of Anchorage paved ten alley blocks in Mountain View. Four-fifths of Mountain View's alleys remain unpaved. Deferred maintenance has contributed to the poor condition of unpaved alleys, which have large potholes and flood every spring. Paving the remainder of Mountain View's alleys would allow for neighborhood-wide alley trash pickup, which would improve the appearance of the residential areas, and provide more housing design options.

5. Encourage redevelopment of blighted and vacant properties

We support redevelopment of vacant lots with smart infill. We also support incentives that help housing developers and commercial, retail, and industrial businesses pursue quality, community-minded investments in our neighborhood.

LAND USE PLAN

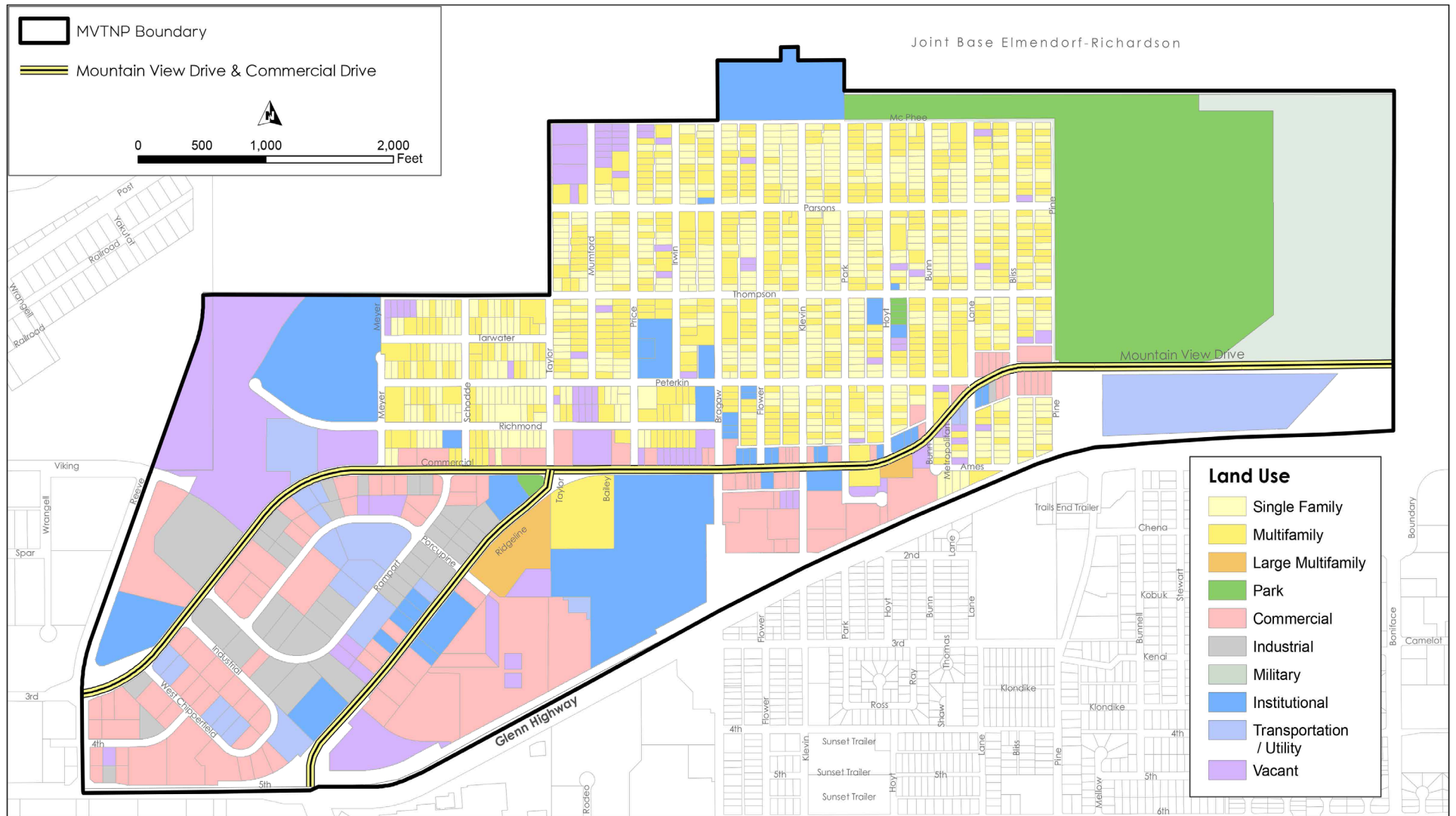
A. LAND USE PLAN MAP

The Mountain View Targeted Neighborhood Plan Land Use Plan Map (LUPM) illustrates the goals of this plan in map form. The LUPM identifies locations and intensities of future development, and recommends zoning districts aligned with those intended future uses. The land use plan map is intended to provide neighborhood-level recommendations on *Anchorage 2020* policies, as well as to provide specificity and an update to Anchorage's area-wide land use plan map, which was adopted in 1982. The LUPM also provides the Municipality of Anchorage with a framework with which to evaluate land use decisions made in Mountain View.

The nine land use categories used in the LUPM are based on the *Anchorage 2020* Land Use Policy Map; the categories include a mixed-use corridor designation, which is also present in the Fairview Neighborhood Plan (adopted in 2014). These categories and the below map were designed by Mountain View community members in work sessions with the Mountain View Community Council and the Municipality of Anchorage's Planning Division, and were reviewed by the community at the 2015 Mountain View Targeted Neighborhood Plan Open House. The Land Use Plan Map shows the wishes of the community as they relate to land use and future development.



Map 9: Mountain View Targeted Neighborhood Plan - Existing Land Use Map



B. LAND USE PLAN MAP: DESCRIPTIONS AND POLICY DIRECTIONS

| Land Use Plan Map Category | Zoning Category | Range of Residential Densities |
|----------------------------------|------------------|------------------------------------|
| Mixed Use Corridor | B-3, R-3 | > 35 Dwelling units per acre (DUA) |
| Light Industrial | I-1 | |
| Heavy Industrial | I-2 | |
| Regional Commercial Center | B-3 | |
| Park | PLI-P, T | |
| Public Facility and Utility | B-3, I-1, T, PLI | |
| School and Community Institution | PLI, R-3 | |
| Low/Medium Intensity Residential | R-2M | Up to 15 DUA |
| Medium Intensity Residential | R-3 | Up to 40 DUA |

Mixed Use Corridor: The goal of the mixed-use designation is to create a thriving commercial corridor that combines retail, office, and residential uses in ways that are oriented to pedestrians. Increase the amount and density of commercial and residential development along this corridor. Encourage a mix of street-facing commercial, high quality residential, and office buildings to locate along Mountain View Drive. Properties within this corridor can be either residential or commercial, or combine both uses into one building. Encourage the development of offices near the existing Mountain View Service Center. Transition light industrial parcels opposite Glenn Square mall to mixed use, and support pedestrian-oriented commercial activities along the southern arm of Mountain View Drive. The eastern end of this mixed-use corridor falls into the JBER Accident Potential Zone; in this area, we recommend that mixed-use developments do not include a residential component, so as to conform to the Suggested APZ Land Use Compatibility document (UFC 3-260-01).

Light Industrial: This designation includes manufacturing storage, distribution, bulk retail, and similar uses. Support street-oriented development that contributes to create a pedestrian-friendly industrial core for the neighborhood, by orienting business entrances towards the

street and improving pedestrian facilities such as sidewalks and lighting in this area.

Heavy Industrial: This designation allows for manufacturing, major transportation, warehousing, equipment storage and repair, and similar uses. Maintain existing heavy industrial uses.

Park: This designation allows for neighborhood and community-use parks and greenbelts. Maintain Davis Park, Mountain View Lions Park, Duldida Park, McPhee Park, and William B. Lyons Park, and improve those green spaces to provide more amenities and opportunities for recreation for residents. Transition Louis Mizelle Park to another location and/or utilize that space for community gardens, privately managed land, or another use that transforms that space into a community asset.

Public Facility and Utility: Allowable uses include public facilities such as water treatment plants, power plants, or fire stations. Maintain the existing public facilities and utility uses, which include Glenn Highway - Bragaw Street Interchange right of way, an FAA facility, a Municipality of Anchorage snow storage lot, and Wetlands Site #5 south of Glenn Square Mall.

School and Community Institution: This designation includes public and large private schools, community centers, museums, and libraries. Maintain the existing locations of Mountain View Elementary School, William B. Tyson Elementary School, Clark Middle School, the Mountain View Branch Library, and the Mountain View Community Center, while supporting improvements to these buildings.

Low/ Medium Intensity Residential: This designation allows for detached and attached single-family homes, townhouses, duplexes, and low-density multi-family housing, and currently exists in the residential area of Mountain View south of Mountain View Drive. This plan supports retaining the current low/ medium intensity of that portion of Mountain View's residential area.

Medium Intensity Residential: The medium intensity residential designation allows efficient uses of residential land that holds multi-unit and attached housing. Maintain the existing density of Ridgeline Terrace. Transition the residential area north of Mountain View Drive to be entirely R-3. Support redevelopment efforts by affordable housing developers and private developers that prioritize walkability, liveability, and attractive building design.

Trail Connection: Connect the Ship Creek trail to the Glenn Highway trail by creating a separated path north of Mountain View. Provide wayfinding signs to help bicyclists and pedestrians navigate through the neighborhood on Peterkin Street as an on-street trail connection.

Other:

- **Regional Commercial Center:** Glenn Square Mall has grown recently to become a regional commercial center for Anchorage. Support increased pedestrian and public transit access to Glenn Square mall, and vehicle access from the Glenn Square Mall and the neighborhood center at Mountain View Drive and Bragaw Street. Attract consumers from around the region to retail stores located in the commercial center.
- **Glenn Square Town Center:** Glenn Square was also Identified as a regional town center in the Anchorage 2020 plan, along with the Northway Mall area, and as a focal point for retail, bus transportation, and other amenities.
- **Neighborhood Commercial Center at Mountain View Drive and Bragaw Street:** Identified as a neighborhood commercial center in the Anchorage 2020 plan. This designation identifies the intersection of Mountain View Drive and Bragaw Street as a focal point of neighborhood-level commercial and retail facilities. Encourages the location of essential services and retail stores along Mountain View Drive and Bragaw Street south of Richmond Avenue.