

CHAPTER 5 Plan Implementation

INTRODUCTION

Some say the most important component of any successful plan is the section detailing its implementation. Effective action by responsible public and private sector community leaders is key to the successful revitalization of the New Downtown's eastern neighborhoods.

hood Zone emphasize design elements to embrace the sub-arctic location and craft a sense of place that celebrates the winter seasons.

This implementation tool is illustrated in Appendix B.

Coordination with other Plans

The Fairview Community Plan has considered current Municipal Plans during its development. These include the Anchorage Bowl Comprehensive Development Plan, Long Range Transportation Plan, Municipal Parks and Trails Plan, Merrill Field Airport Master Plan, CDBG Strategic Plan and other planning efforts in the formative stages

Northern Neighborhood Form Based Code

It is recommended that a more formal and explicit set of design principles and concepts be produced to assist developers. The application of a form-based code is an accepted technique in many communities nationwide. Development and adoption of this formal code mechanism would conform to existing practices and be consistent with an established process of public review.

"First say to yourself what you would be; and then do what you have to do."
Epictitus

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Northern Neighborhood Overlay Zone

An Overlay Zone is a zoning district that typically includes or encompasses one or more underlying zones and imposes a set of requirements intended to produce a unique sense of land use or design. The current Merrill Field Airport Overlay Zone that establishes height restrictions for development is one example.

Pedestrian/Bike/Ski System

The large number of existing non-automotive person trips is recognized and supported by development of a more systematic and comprehensive pedestrian system. The key elements include construction of enhanced pedestrian/bike/ski corridors and development of a non-vehicle beltway around the urban core.

A new overlay zone is proposed for placement within the boundaries of the Fairview Community Council. The major components of the Northern Neighbor-

The beltway has three segments already well developed: Chester Creek Greenbelt, Tony Knowles Coastal Trail and the Ship Creek Greenbelt. It is proposed that additional north-south links be developed through the Fairview community.



These enhanced corridors will consist of streetscape design characteristics emphasizing the safe and pleasant movement of pedestrians, bicyclists and skiers. It is anticipated that these corridors shall be Cordova Street in West Fairview and Karluk Street in East Fairview. An east/west pedestrian/bike/ski set of corridors will provide incentives for residents to use non-vehicular methods of transportation for trips within the area of the New Downtown. It is anticipated that these corridors shall be 15th, 13th, 9th, 5th and 3rd Avenues. Corridor design will emphasize movement of pedestrian and bike/ski trips. Rolled curbs are not a permitted design.

Fairview Parkway

It is recognized that the single most important project affecting the future of the area is the connection of the Glenn and New Seward Highways. The design and development of this important limited-access corridor will very likely result in significant physical, social and economic change. The conceptual alignment identified in the Anchorage Bowl L RTP as illustrated in Figure results in a minimum of 163 parcels being removed from Municipal tax roles. These parcels had an assessed 2008 property value of \$74,204,541 just in the boundaries of the Fairview Community Council based on a review of Municipal tax data. If these lost tax revenues are not replaced by other investments along the corridor then either Municipal services are reduced or other property owners in the Anchorage

Bowl must shoulder a higher tax burden. Given the unique socio-economic nature of the area, it is also vitally important that the project be developed according to the highest principles of Environmental Justice and Context Sensitive Solutions as promoted by the Federal Highway Administration.

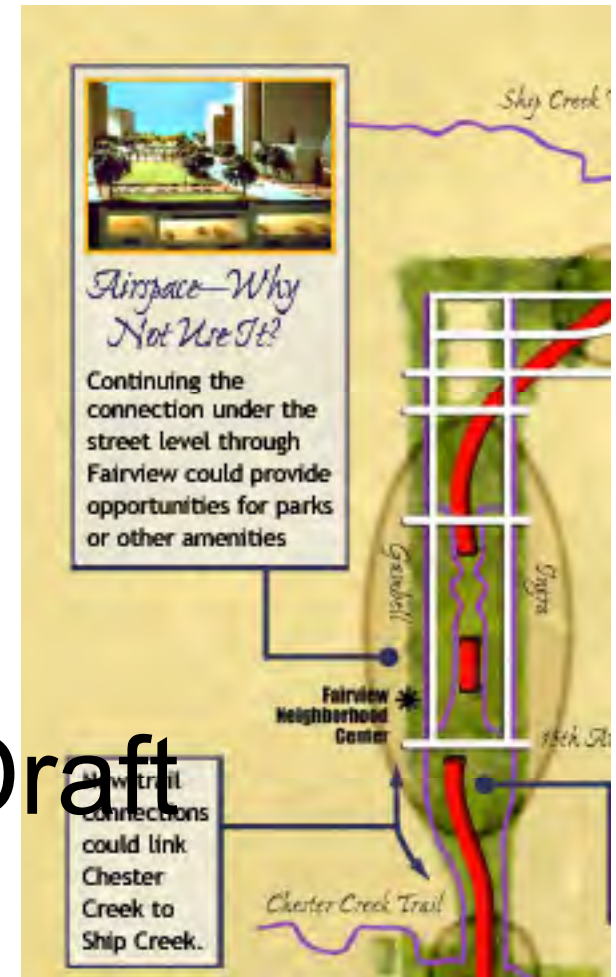
The Municipality of Anchorage and the Department of Transportation and Public Facilities are engaged in development of an Environmental Impact Statement for the Glenn Highway/New Seward Highway Connection. While the L RTP presents the Hyder Street corridor as a conceptual alignment, the EIS will formally define the preferred alignment. It is suggested this part of the neighborhood be subject to a Sub-Area Corridor Study. The study should explicitly define the precise relationship of the proposed transportation and present recommendations.

Relationship with Freight Traffic

The primary purpose of the corridor is to remove intra and inter-regional trips from the existing surface road system. Freight movement will be greatly improved by removing the heavy truck volumes from the pedestrian-oriented streets of the New Downtown. As such, it is recommended that the corridor include explicit access for truck traffic to and from the Anchorage Port facility.

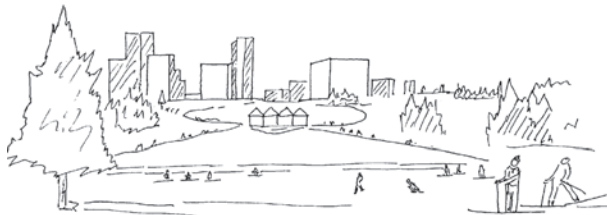
Relationship with existing neighborhood

Designation of a grade-separated, limited



"It will not do to leave a live dragon out of your plans if you live near one."
The Hobbit
 J.R.R.Tolkien





Circular access around the New Downtown connects people with a Pedestrian/Bike/Ski Beltway and enhances the urban space.



Pedestrian Scale, Downtown Transit and Infill Development all contribute to a dynamic Winter City.

access connection between the Glenn and New Seward Highways will affect investment decisions of property owners within the corridor. The practical result may be a tendency to make investments with a short payback period, if investments are made at all. In order to prevent urban blight from establishing a foothold within the corridor, a mechanism must be established to acquire derelict properties.

Design of the Parkway should support and strengthen the Fairview Community Councils efforts to establish Neighborhoods of Choice within the area.

Relationship with Neighborhood Center

The Anchorage Bowl Comprehensive Development Plan identifies the area in the general vicinity of 13th Avenue and Gambell Streets as the future location of a Neighborhood Center. If the conceptual alignment identified in the Anchorage Bowl LRTP is implemented, the design must ensure that the controlled-access facility supports this land use vision. Achievement of this goal will very likely require the placement of commercial and/or mixed-use structures in the airspace above within at least a two block section.

The re-development of this area is critical to the long-term vitality of the Fairview Community. Successful re-development may represent a cutting-edge application of principles espoused by the Federal Department of Transportation, the Department Housing and Urban Development and the Environmental Protection

Agency. The State and Municipality are strongly encouraged to approach this innovative action with an open mind and a keen awareness of the need to successfully link transportation and land use development.

A characteristic of vital neighborhood centers is the presence of mixed commercial, office and residential uses. This type of mixed development will require the participation of organizations with expertise in housing and commercial financing to ensure that any proposals reflect the realities of the marketplace.

Relationship with Arts and Culture District

It is recognized that the Freeway Parkway is only one section of a much larger project. There should be an element of consistency along the corridor and any transitions between distinct community districts should occur in as seamless a manner as possible.

There is also a well known desire expressed by the Mountain View Community that their part of down be re-integrated into the larger fabric of the city. The efforts by Mountain View residents to create an Arts and Culture District should be supported by the design elements of the Fairview Parkway. As such, one method could be requiring the inclusion of a professional artist on any design team. This approach could follow the lead established with the design and development of the Glenn Highway/Bragaw Street Interchange Project.

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Relationship with Downtown Core

The Central Business District Plan is undergoing revision. This initiative is titled Destination Downtown and one aspect included expansion of the geographical area to match that of the Downtown Community Council and the Downtown Partnership. For many years, the eastern blocks of the area fell within the boundaries of the Fairview Community Council. These blocks do not formally fall within the area addressed by the Fairview Community Plan. However, it is recognized that the short blocks, alleyways and predominately urban nature of the Downtown Core are shared by many of Fairview's Neighborhoods.

It is also recognized that efforts underway to integrate elements of northern design and winter city themes could easily be applied within the Fairview Community. There is an inherent and logical connection between the traditional downtown area and Fairview. This connection is strong enough to merit a reconsideration by Anchorage residents of what constitutes "downtown". It is suggested that as the greater Anchorage area has expanded outward that the notion of "downtown" should match this growth.

It is proposed by the Fairview area that the concept of a "New Downtown" be adopted by the Municipal Planning Department. This "New Downtown" could consist of the historic neighborhoods of the original Anchorage - South Addition, Government Hill, Downtown and Fairview.

Relationship with Parks and Trails

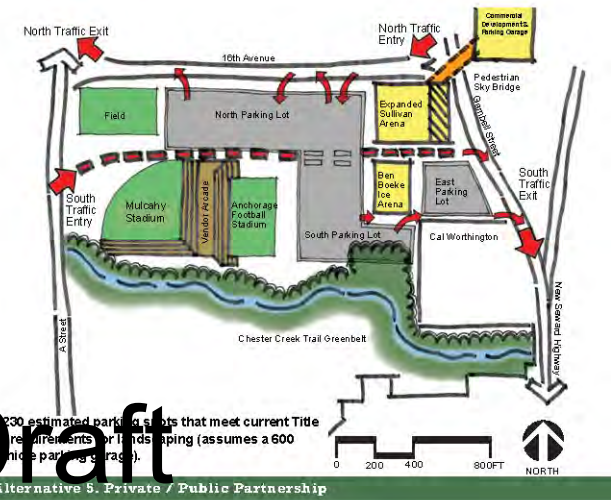
Development of the Fairview Parkway presents an opportunity to provide adequate space for a separated bike/ski trail. Design of the Parkway should ensure that residents have access to the separated pedestrian beltway for safe and efficient non-vehicular travel.

The increased residential density anticipated as a result of implementing the Land Use Map will require an associated increase in demand for Parks and Open Space. Design of the Parkway should provide sufficient square footage of enhanced parks and open space to meet the maximum anticipated demand.

Relationship with Sports Complex

Activities at the various facilities that collectively represent the Sports Complex, attract residents from all over the South-Central region. This regional trip generator aspect will require that the Fairview Parkway provide for the safe and efficient movement of these trips so as to avoid congestion and reduce negative off-site impacts within the Fairview neighborhoods.

The existing Sports Complex attracts tens of thousands of residents into Fairview, yet very evidence exists that a significant percentage of this purchasing power benefits the community. It is recognized that an existing negative off-site impact associated with the Complex is the large number of users who park on neighborhood streets and walk to the events.



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Successful redevelopment of the Neighborhood Center will require that the Parkway design encourage the movement of pedestrians from the Complex to the small businesses within the Center.

The issue of parking management will require further analysis. It is likely that development of the Parkway will have to address where to store the vehicles of regional residents. Any parking analysis should reflect the overall transportation vision of the Fairview Community. It is anticipated that a successful solution to parking issues will include additional structured parking facilities and development of a downtown oriented public transportation system.

Management of automobiles within the urban center may require development on an integrated systems approach involving structured parking, downtown tram/transit and a graduated payment approach based on location of parking spaces.

Relationship with Main Street

It is a goal of the Fairview Community that Gambell Street be restored to its original role as the Main Street of the community. Design and development of the Fairview Parkway should reinforce and strengthen this goal.

Relationship with Mid-Town

As stated earlier, it is recognized that the Fairview Parkway is one component of a

larger corridor. A Mid-Town Plan is proposed to include the area immediately south of Fairview. The Fairview Community Plan encourages future planning and design efforts to provide for a seamless integration of design themes.



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Land Use Plan Map

The Land Use Policy Map establishes a hierarchy of uses within the Fairview Community. This proposed set of land uses identifies a vision for the area that is consistent with the Anchorage Bowl Comprehensive Plan. The future is shaped and altered by development of the Fairview Parkway identified in the Anchorage Bowl Long Range Transportation Plan.

The Parkway will produce significant change in the physical form, built environment and social characteristics of the Fairview Community. It is likely that the sense of neighborhood held by residents will also change.

Neighborhood Benchmarks

An important tool for providing feedback to stakeholders in any endeavor is the use of quantitative measures. This is a common practice in business. The Municipality has developed the Healthy Cities programs and the Alaska Humanities Forum - the Alaska 20/20 Program. Both efforts are examples of how to use the benchmarking technique.

Fairview residents have expressed a desire to see Neighborhood Benchmarks



developed so that a more definitive system is established to measure progress toward the goals of the Community Plan. It is expected that regular feedback on the status of the neighborhood relative to specific and defined measures of neighborhood health and vitality will produce more tangible improvements.

Neighborhood Center

According to the Anchorage Bowl Comprehensive Plan, Neighborhood centers are a step down from Town Centers and consist of "less intense neighborhood-oriented commercial nodes that are designed to fill in the gaps between the larger town centers." The Comprehensive Plan Land Use Policy Map identifies the general area north of 15th Avenue between Gambell Street and Ingra Street as a Neighborhood Commercial Center.

It is the desire of neighborhood residents for this node to complement development of Fairview's Main Street and for the area to include important civic components. Traditional town design typically include a vibrant town square surrounded by important public and commercial facilities. It is expected that redevelopment above the Fairview Parkway will include this policy direction in any design for the area. Some general guidelines are provided in the Northern Neighborhood Overlay Zone included as Appendix B.

Main Street Development

Prior to construction of the New Seward

Highway in the early 60's, Gambell Street functioned as Fairview's Main Street. This important community characteristic was soon lost as through trips replaced local trips. The construction of the Gambell/Ingra Street couplet completed the severance.

It is expected that Gambell Street will be restored to its original role within the Fairview community after regional trips are routed along the Fairview Parkway. The Fairview Land Use Policy Map seeks to support this transition.

The characteristics of the Main Street should emphasize human scale and support a strong transit presence. Land use development immediately adjacent to the corridor should complement this goal.

Parks and Greenways

The neighborhoods of Fairview will be strengthened with additional open space and trails connections. It is important that the three existing greenbelts (Ship Creek, Chester Creek and Coastal Trail) be linked together.

Community Facilities

Fairview/Denali Elementary Schools - The two facilities are relatively new and are not anticipated to need significant improvements prior to the update of the Fairview Community Plan. It is expected that periodic maintenance will occur in order to protect these important community assets.



Fire Kiosks bring warmth and light to the winter environment.

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Fairview Main Street Corridor



Both elementary schools are encouraged to adopt policies allowing for supervised community groups to use the common areas.

Fairview Community/Recreation Center - The current facility is in need of a substantial upgrade. The current two building layout, connected by an unheated covered walkway, is inefficient and difficult to supervise by a limited staff.

It is recognized that the facility serves an important civic function yet is not designed to support the growth of community pride.

Anchorage Senior Center - This facility was recently expanded and is experiencing a steady increase in users, programs and activities. It is recognized that demographics in the general community indicate a con

Anchorage Neighborhood Health Center - The medical services provided by this facility are important to neighborhood residents with limited mobility options. The Community Council strongly supports continued access to these services within the Fairview Community.

streets and traffic flows, upgraded rental properties and a rebounding real estate market have combined to revitalize the Fairview community.

But as the analysis by David Boehlke states, the neighborhoods cannot afford to rest on past successes. Mr. Boehlke identifies how critical it is that local leaders make a conscious decision to reinforce what is working effectively in Fairview and to minimize or even eliminate what is undermining the neighborhoods.

A key observation is that Fairview consists of two primary and distinct residential neighborhoods and one corridor made up of residential and commercial properties. Each of these areas need a specific and unique set of strategies.

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Affordable Housing Options

According to the Anchorage Bowl Comprehensive Plan, "affordable rental housing is housing that costs no more than 30 percent of a family's gross monthly income for rent and utilities. For home ownership, the combined mortgage, utilities, taxes, interest, and insurance costs should be no more than 38 percent of gross monthly income to be considered affordable. In a healthy, well-balanced community, the range of available housing should match what people in different income levels can afford to pay."

Housing

The neighborhoods of Fairview are undergoing a transition. New residential investments are an indication that the marketplace has recognized the positive changes. The new schools, improved

It is recognized that as the New Downtown increases in density and quality of



life, there will be an upward pressure exerted on the basic cost of shelter. Many retail workers in the urban core may find it difficult to find market driven affordable housing. Some urban areas address this situation by ensuring that housing options are not inadvertently limited.

Noise

The two most common sources of noise pollution are highways and airports—places that most Americans use quite frequently¹. Normal people tend to noise pollute when they have some sense of anonymity and when they lack connection to their community—when they are literally zipping by. The same people who would never honk their horn at midnight in a residential community will fly over the same homes at midnight, to the very same effect: families can't sleep.

Low-income neighborhoods are much more likely than wealthier ones to suffer from excessive airport and aircraft noise. The U.S. Census reports that families who rent their homes are twice as likely to list noise as a major neighborhood problem as those who own their homes. Similarly, African Americans, Hispanics, and persons living below the poverty level are significantly more likely to list noise as a major neighborhood problem.

Fairview Good Neighbor Policy

The Purpose of the Fairview Good Neighbor Policy is to protect the comfort,

quiet, repose, health, peace, and quality of life of neighborhood residents. At a minimum, community members should reasonably expect:

- 1. To be protected from adverse impacts on their quality of life due to noise;
2. Not to have their sleep disturbed by noise;
3. Not to hear someone else's noise in their home.

The Good Neighbor Policy is based on the principal "Good neighbors keep their noise to themselves."

Financing

A key component for effective implementation of the Fairview Community Plan is the ability to finance the recommended improvements. It is anticipated that much of the development will be financed by the private sector according to sound business investment practices. However, it is recognized that successful revitalization will require a partnership between the public and private sectors. As such, it will be necessary to secure access to adequate public revenue to complement private equity markets.

The Anchorage Bowl Comprehensive Plan identifies Tax Increment Financing as "a tool the Municipality can use to stimulate the development of property that may not otherwise be developed, such as blighted areas. Part of the new tax



Neighborhood volunteers in action during the annual Spring Clean-Up.



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"Nature knows no pause in progress and development, and attaches her curse on all inaction."

Goethe

revenue generated by development in a specific area is used to pay off bonds to finance site improvements, infrastructure, and other project costs."

Fairview Parkway

This significant piece of infrastructure as identified in the Anchorage Bowl Long Range Transportation Plan is estimated to cost approximately \$600 million in 2006 dollars. Such a large project will require multiple financing sources and challenge the fiscal creativity of community leaders and transportation professionals.

It is unknown whether the project envisioned in the LRTP will ever be constructed. However, Municipal Code requires neighborhood plans to be in conformance with existing planning documents. As such, the Fairview Community Plan recognizes the potential of a controlled access freeway connecting the Glenn and New Seward Highways. If such a project advances, it should conform to the values, goals and vision identified in this document.

The Transportation Infrastructure Finance and Innovation Act (TIFIA) is one suitable fiscal tool. A project must cost at least \$50 million to be eligible for Federal credit assistance and be a regionally significant transportation project. The program is designed to fill market gaps and leverage substantial private co-investment by providing projects with supplemental or subordinate debt.

The TIFIA credit program consists of

three types of financial assistance, designed to address requirements throughout a project's life cycle. These are: Secured loans to project sponsors offering flexible repayment terms and combined construction and permanent financing of capital costs; Loan guarantees offering the full-faith-and-credit guarantees by the Federal government to institutional investors; and Lines of credit that can be drawn upon to supplement project revenues during the first ten years of project operations.

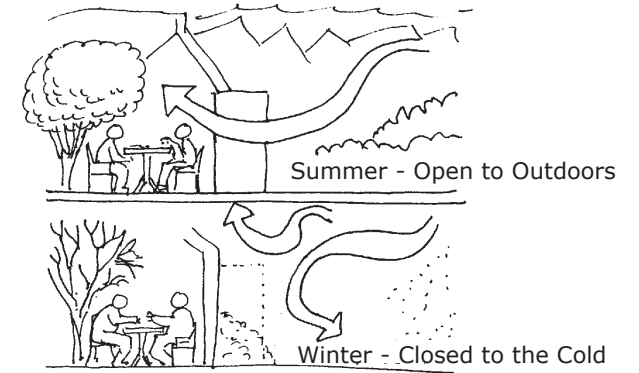
The TIFIA must be supported in whole or in part by dedicated non-Federal funding sources that also secure the project obligations. It is suggested that a percentage of additional revenues acquired with implementation of a Tax Increment Financing District could be the source of these non-Federal funds.

Another innovative financing technique applicable to this significant project is establishment of a State Infrastructure Bank. An SIB is a State/Federal cooperative agreement to establish infrastructure revolving funds capitalized with a percentage of the State's entitlement funds on a 90.3/9.07 Federal/State match ratio. The SIB provides credit enhancement assistance such as interest rate buy-downs on third party loans, below-market rate subordinate loans and loan guarantees.



Community volunteers refurbishing Fairview Lions Park

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Land uses should recognize the dual nature of Alaska's climate.

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Land Use

Implementation Actions	Time Frame	Responsible Entity
General Actions		
Advance analysis of financing options for successful implementation of Plan recommendations	Near Term	MOA Office of Community Planning and Development; Fairview Community Council
Refine Land Use for the Fairview area		
Adopt the Fairview Land Use Plan Map as part of the Anchorage Bowl Land Use Plan Map	Occurs with adoption of the Fairview Community Plan	Process conducted by the MOA Planning Department; adoption by the MOA Assembly
Move forward with more detailed Planning		
Prepare more detailed corridor, sub-area or master plans for specific sections of Fairview including: <ul style="list-style-type: none"> • Main Street Corridor • Ingra Street Corridor • North Fairview Sub-Area 	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Prepare redevelopment plans for specific sections of Fairview, including: <ul style="list-style-type: none"> • Community Mixed-Use Center 	Mid to Long Term	MOA Department of Neighborhoods, in partnership with other MOA Departments, FCC, private and non-profit partners
Revise Off-Street Parking Requirements		
Adopt Downtown parking policies such as: <ul style="list-style-type: none"> • Develop structured parking facilities near Sports Complex and within North Fairview sub-areas • Significantly reduce or eliminate minimum off-street parking requirements within commercial mixed-use areas 	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments
Promote new approaches to Urban Housing		
Examine small lot sub-divisions as a way to make homeownership affordable to the Downtown workforce	Near Term	MOA Department of Neighborhoods, in partnership with other MOA Departments
Expand the percentage of owner-occupied households	Near to Mid Term	MOA Department of Neighborhoods in partnership with private and non-profits partners

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Parks and Greenways

Implementation Actions	Time Frame	Responsible Entity
Develop designs for reconstructed Cordova Street from Sports Complex to Ship Creek.	Near Term	MOA Project Management & Engineering
Require integration of a separated trail from Chester Creek to Ship Creek into the design of the Fairview Parkway project.	Near to Medium Term	MOA Project Management & Engineering, Parks and Recreation, Planning
Require at least two cut-and-cover sections to emphasise parks and open space if LRTP route is selected.	Near to Medium Term	MOA Planning, Mayor's Office, Assembly
Develop designs for completion of Ship Creek to Chester Creek trail connection through East Fairview.	Medium to Long Term	MOA Planning, Parks and Recreation, Fairview Community Council

Community Facilities

Implementation Actions	Time Frame	Responsible Entity
Develop a coordinated Fairview community facilities capital improvement plan that includes a strategy for reconstruction of the Fairview Community Recreation Center.	Near to Medium Term	MOA Project Management & Engineering, Department of Neighborhoods, Fairview Community Council, Assembly
Initiate a re-design effort for the Recreation/Community Center that addresses existing operational, functional utility issues and establishes a stronger, more defined civic space.	Near Term	MOA Project Management & Engineering, Fairview Community Council, Department of Neighborhoods

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Mobility Infrastructure

Address Negative Impacts of Regional Traffic		
Continue the planning and environmental analysis for the Highway-to-Highway project to provide improved vehicle level-of-service while reducing negative impacts from through traffic	Near Term	State of Alaska DOT&PF in partnership with the MOA and Federal Agencies
Provide contingent support for construction of the Highway to Highway project to ensure design benefits adjacent residents, businesses and property owners	Mid to Long Term	MOA Traffic Department in partnership with MOA Planning and Transit Departments
Improve the Neighborhood Street System		
Move forward with reconstruction of 9th Avenue from Cordova Street to Latouche Street	Near Term	MOA Project Management
Advance Cordova Street reconstruction design efforts	Near Term	MOA Project Management
Improve Snow Removal		
Examine application of innovative snow removal techniques such as: <ul style="list-style-type: none"> • Neighborhood Based Snow Removal • Snow Cisterns • Volunteer Snow Fighters 	Near to Mid Term	MOA Street Maintenance in partnership with other MOA Departments, private and non-profit organizations
Improve the Pedestrian and Bicycle Environment		
Implement recommendations of the MOA Pedestrian Plan and MOA Bicycle Plan for a sub-area study to address pedestrian and bicyclists safety	Near Term	MOA Project Management

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Implementation Actions	Time Frame	Responsible Entity
Develop Pedestrian and Bicyclist Grid Network to include: <ul style="list-style-type: none"> • 13th Avenue (Medfra to Cordova Streets) • 10th Avenue (Medfra to Cordova Streets) • 9th Avenue (Medfra to Cordova Streets) • 6th Avenue (Latouche to Gambell Streets) • 4th Avenue (Latouche to Gambell Streets) • Medfra Street (17th to 6th Avenues) • Latouche Street (17th to 6th Avenue) • Gambell/Ingra Corridor (Chester to Ship Creek) • Cordova Street (Chester Creek to Ship Creek) 	Mid to Long Term	MOA Project Management
Advance analysis of Pedestrian/Bicycle Beltway around Urban Center	Near to Mid Term	MOA Project Management
Advance conceptual design efforts of a pedestrian friendly Gambell/Ingra Street corridor to include improved connections to the Sports Complex	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, private and non-profit agencies
Improve Public Transit		
Conduct analysis to determine viability of Neighborhood Shuttle linking Fairview with major trip attractors in Downtown and Midtown	Near to Mid Term	MOA Transit Department
Explore possibility of area-wide Personal Rapid Transit system with an elevated route along Fairview's revitalized Main Street	Mid to Long Term	MOA Transit Department in partnership with other MOA Departments
Examine possibility of using enhanced parking fees to fund additional transit service	Near to Mid Term	MOA Transit Department
Ensure that current corridor projects such as 9th Avenue reconstruction, the Anchorage Pedestrian Plan and the Sports Complex Master Plan integrate these design components.	Near to Mid Term	MOA Department of Neighborhoods, Planning, Project Management & Engineering, Fairview Community Council
Ensure that Reconnaissance and Preliminary Engineering studies done for any future Fairview Parkway project integrate the beltway concept.	Mid to Long Term	MOA Department of Project Management & Engineering, Planning and Neighborhoods, Fairview Community Council
Ensure that design and development funding is included in the Municipal Capital Improvement Program.	Near to Mid Term	MOA Department of Project Management & Engineering, Planning and Neighborhoods, Fairview Community Council

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Neighborhood Benchmarks

Implementation Actions	Time Frame	Responsible Entity
Coordinate on a follow-on project to define and establish key benchmarks.	Near Term	Community Council and Department of Neighborhoods
Integrate benchmarks into capital and operating budget process	Medium Term	Department of Neighborhoods, Anchorage Assembly

Neighborhood Center

Implementation Actions	Time Frame	Responsible Entity
Require any re-development within the area to conform with the goals and strategies as identified in planning documents.	Near Term	Department of Planning
Prepare feasibility analysis documenting appropriate roles of transportation, land use, financing and real estate development entities.	Near Term	Department of Planning
Develop conceptual designs showing mixed use redevelopment linking area with sports complex.	Near Term	Department of Planning, Department of Neighborhoods

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Northern Neighborhood Overlay Zone

Implementation Actions	Time Frame	Responsible Entity
Adopt into Title 21 the proposed Fairview Winter City Neighborhood Overlay Zone	Near Term	Process conducted by the MOA Planning Department; adoption by the MOA Assembly
Produce a Design Guidelines reference document and adopt as a component of the Fairview Community Plan	Near Term	MOA Planning Department



Noise Pollution

Implementation Actions	Time Frame	Responsible Entity
Establish a 24-hour Noise Abatement Hotline within the Department of Health and Human Services. Notify Merrill Field or the Police Department of a noisy vehicle operation.	Near Term	Merrill Field, Department of Health and Human Services, Anchorage Police Department
Establish a Noise Monitoring Program - a system to track noisy aircraft operations. This may include requiring aircraft identifiers to be clearly visible from the ground and installation of noise monitoring stations.	Near Term	Merrill Field
Establish noise abatement flight procedures that allow aircraft to arrive or depart in the quietest manner possible.	Near Term	Fairview Community Council, Merrill Field management
Establish a “3 strikes and you’re out” policy toward noise polluters.	Near Term	Anchorage Assembly
Install noise barriers and buffer strip along western property line of Merrill Field	Near Term	MOA Merrill Field
Advance accountability measures for low-flying and high-revving aircraft	Near and Mid Term	MOA Merrill Field; Anchorage Assembly
Advance accountability measures for excessively loud events at Sports Complex	Near and Mid Term	MOA Project Management; Anchorage Assembly

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Implementation Actions	Time Frame	Responsible Entity
Gambell/Ingra Corridor		
Analysis of innovative capital financing techniques to provide residents and decision-makers with a realistic revitalization financing plan.	Near Term	Department of Planning, Department of Neighborhoods
Conduct redevelopment assessment for the area designated as the future Neighborhood Commercial Center. Include an evaluation of land use demand and a preliminary determination for optimal mix of public, civic and private development.	Near Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Analysis of additional tax revenue from successful development of the airspace above a potential LRTP connection including an assessment of the viability of tax-increment financing.	Near Term	Department of Planning, Department of Neighborhoods
Establish a Land Bank for advance right-of-way acquisition as properties become available on the market and to prevent urban blight.	Near to Mid Term	MOA Department of Neighborhoods in partnership with private and non-profits partners
Establish a public-private Corridor Redevelopment Corporation to guide, assist and manage redevelopment of the airspace within the area designated for the Neighborhood Center.	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Neighborhood Gateways, similar to the one at 15th Avenue and Orca Street installed at strategic entryways.	Mid to Long Term	MOA Project Management & Engineering, Parks and Recreation, Planning
Require inclusion of a professional artist on any design team responsible for future re-development..	Mid to Long Term	MOA Project Management & Engineering, Parks and Recreation, Planning
Modify existing downtown oriented marketing themes to include the concept of "The New Downtown".	Near to Mid Term	Fairview Community Council, private and public non-profit partners
Assess viability of an integrated parking strategy to include construction of parking structures located at north and south locations along the corridor..	Near to Mid Term	Department of Planning, Department of Neighborhoods

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Main Street Development

Implementation Actions	Time Frame	Responsible Entity
Develop conceptual designs illustrating typical Main Street cross-sections showing on-street parking, pedestrian emphasis and building footprints abutting right-of-way.	Near to Mid Term	Department of Planning, Department of Neighborhoods
Support conversion of existing Major Arterials to a lower functional classification in parallel with re-development of Gambell Street.	Near to Mid Term	Department of Planning, Department of Neighborhoods
Solicit support from business stakeholders for change in land use and street characteristics.	Near to Mid Term	Fairview Community Council, private and public non-profit partners
Prepare conceptual financing models illustrating the viability of mixed-use development along the converted Main Street.	Near to Mid Term	Department of Planning, Department of Neighborhoods

Affordable Housing

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Implementation Actions	Time Frame	Responsible Entity
Update the Municipality's Housing and Community Development Consolidated Plan to include support for alternative shelter options such as Co-Housing and Cooperatives.	Near Term	MOA Department of Neighborhoods in partnership with private and non-profits partners
Examine the possibility of a percentage set-aside of affordable housing units in any mixed-use development receiving public funds.	Near Term	MOA Department of Neighborhoods in partnership with private and non-profits partners
Support maintaining the existing number of public housing units within the Fairview neighborhoods.	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Support the integration of ancillary units with residential development in East Fairview.	Near to Mid Term	Department of Planning, Department of Neighborhoods
Evaluate the use of small-lot sub-divisions to promote more affordable housing options	Near Term	Department of Planning, Department of Neighborhoods



Implementation Actions	Time Frame	Responsible Entity
<i>Fairview East</i>		
Maintain and upgrade entry points to the neighborhood to strengthen the Sense of Place.	Near to Mid Term	Department of Planning, Department of Neighborhoods, Fairview Community Council
Create a step-by-step plan for the eyesore properties that uses both carrots and sticks on targeted properties.	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Develop a program for improving all properties, including very low interest loans to home buyers purchasing properties with two or more units.	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Develop an array of small-scale, self-help initiatives that can be used on blocks to improve properties while encouraging neighborly interactions.	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
Encourage in-fill new construction and lending for significant upgrades to current properties in order to create clear examples of excellence throughout the neighborhood.	Near to Mid Term	MOA Planning Department in partnership with other MOA Departments, Fairview Community Council and private and non-profit partners
<i>Fairview West</i>		
Establish distinct marketing features along the blocks and at neighborhood gateways.	Near to Mid Term	Fairview Community Council, Department of Neighborhoods
Work with developers, property owners, city officials, and residents to create a clear plan for new construction over the next decade.	Mid to Long Term	MOA Department of Neighborhoods in partnership with private and non-profits partners
Emphasize development activities that serve a higher price point of sales and rentals in order to further diversify Fairview and thereby strengthen its residential and commercial position.	Near to Mid Term	MOA Department of Neighborhoods in partnership with private and non-profits partners
Develop an outreach program to new owners and tenants to assure that a neighborly sense of place becomes well-established.	Near to Mid Term	Fairview Community Council, Department of Neighborhoods

Revised Final Draft

