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Anchorage, Alaska
Leveraging investment to enhance resilience
Mission:
To encourage and support excellence in land use decision making.

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

--Daniel Rose
Mission:
Helping city leaders build better communities
Mission:
Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide
• Policy & Practice Forums
• Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences
Daniel Rose Fellowship

• Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge

• Mayor selects 3 fellows and project manager
City Study Visits

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

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

How can Anchorage use a place-based strategy & community-based process to leverage public/private/philanthropic investment that enhances resilience in Mountain View & Muldoon and can be replicated citywide?
Presentation Outline
1. Observations
2. Resilience
3. Mountain View + Muldoon Districts
4. Implementation
5. Conclusions + Homework
Observations: Assets & Opportunities
• Growing understanding that Anchorage’s social, economic and environmental needs are changing
• New city administration has new community development focus on resilience—writ large
• Anchorage has potentially strong partners in private sector, philanthropic and community-based organizations
• City has prioritized certain redevelopment focus areas
• City values its diversity and is welcoming new arrivals
• Desire to learn from other places, including Arctic community
• Existing citywide and district plans identify community needs
• Unparalleled access to nature, citywide trail system, strong environmental conservation ethic
Observations: Challenges
Observations: Challenges

- State budget deficit and declining oil revenues
- Outlook for growth is uncertain
- Reliance on imports sends money out of state, limits multiplier effect of local production
- Many residents struggle to afford quality housing, lack skills or opportunities for economic mobility
- Transportation infrastructure and policy doesn’t support non-vehicular travel
- Environmental risks (e.g., earthquakes, floods) expose most vulnerable populations
- Local public investment has not always been well coordinated with private actors
- City can’t legislatively rezone private property to implement plans
- Diversity hasn’t translated to representation and inclusion
- Resilience can mean many things to different people
Presentation Outline
1. Observations
2. Resilience
3. Mountain View + Muldoon Districts
4. Implementation
5. Conclusions + Homework
• Culture & Community
• Environment
• Economics

Resilience
Our Cultures...
both know snow.
Our Cultures...

descend and identify with a larger geographic group.
Our Cultures...

have an intimate and spiritual connection to the land.
Our Cultures...

and people, look alike...
even in our everyday clothes.
Our Cultures…

have evolved, and become richer, through ethnic diversity.

52 Faces of Mountain View
Our Cultures... still struggled to regain our Native narrative.
Our Cultures... have deep traditions of hospitality...
rooted in the isolation of our place.
mo‘okū‘auhau
the lineage of generations of knowledge
Kumulipo - Birth of the Islands
» Papa & Wakea
ʻĀina & Kānaka

» ʻHaloa & ʻHaloanakalaukapalili - the relationship of ʻāina & kānaka
Cultural Framework

- Land cares for man,
- man cares for land
Nana I mua, Nana I hope.
Looking forward, Looking back

Olelo Noeau – Hawaiian Proverb

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

Rita Pitka Blumenstein, first certified traditional doctor in Alaska (Yup’ik)
I AM INUIT

10,000 years RESILIENT
• Continue to rediscover and celebrate the wisdom of ancient ways. Explore means for contemporary creative expression. This is the basis for all cultures that have followed.

• Strive to understand, accept and embrace the cultural traditions of the new. Ethnic diversity is a benefit, showcase it. This diversity builds from the indigenous ways and makes you unique.

• Discover fresh and inventive approaches to share your unique cultural voice. Signage & graphics, art & architecture, music and dance... in the public realm!

• Continue to celebrate your communities. Give them the tools to find balance. To be self-reliant, vital and culturally vibrant, connected to place... this place!
community

people living in balance
how do the residents of Anchorage communities represent themselves to determine their destinies?
engage

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

residents educate themselves and others about city government processes to become change agents
participate
they speak for themselves
community residents are resources for the city
they are active in the decision-making in any and every project, program, initiative, plan and policy from concept to implementation
empower

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

• Be of Alaska in Order to Be of the ARCTIC - A Lower-48 model won’t work, but likely neither will a Scandinavian one
• Anchorage as a NORTHERN North American City - steal, but adapt
• Vernacular Architecture - MODERN NORTH
• The Public Realm Should Convey Local Culture and Flora
• The Space Between Buildings is the Greatest Public Resource and Should be Equitably Allocated to All Users – Complete Streets
Energy Resilience

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

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

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

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

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

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

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

Add value to local raw materials for local use and export
- Food, manufactured goods
- Creates jobs with low skills, generates value that stays in the economy
- One way to attract investment
- Take advantage of anchorage as a transportation/distribution hub
Make the Case For New Sources of Capital

• Develop strategies to offer market rates of return for private equity, including:
  • Financial institutions with Alaskan and Native roots
    • Native Corporations that are investing capital globally
    • Alaska Permanent Fund
  • Periodic meetings to discuss project opportunities that are in line with city goals
• Program related investments from philanthropic sources

• Taxable and tax exempt bonds for private projects that meet both city and investor goals/requirements
  • EB5
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Bus Circulator

- $1.00 loop both ways (Auckland, Helsinki)
- Connects jobs, residents
- Connects open spaces, trails
- Used by tourists, visitors
- Connects other transit routes
- Frequent headways-with app(s)
• Connections throughout the city
• Parks to lakes to trails to plazas
• "walk score" + trails = "live score"
• water-city-mountains
• Every district/connected neighborhood
Trails | Spaces | Parks

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

- Boys & Girls Club
- Church
- Museum of Science and Nature
- Commercial buildings
- Library
- Clark Middle School
- Heart of community amenities
- Market + greenhouses
- Mountain View entry
Mountain View
Conceptual Site Plan

- Community’s heart defined with civic amenities
- Mountain View Boulevard (Drive) with defined street design from Taylor to Park Streets—pedestrians
- Clark Middle School used for community activities, e.g. ESL, trade training, sports, classes—more than 17% of the time
- Crosswalks at every intersection with signals, timed on Mountain View Boulevard
- New commercial buildings and market along Mountain View Boulevard
- New streets and paseos to make blocks 300’ long or less
Mountain View
Conceptual Site Plan

- Development site idea: Anaerobic digestion to process food waste into methane into electricity to power a micro-grid serving grocery store, bank, pharmacy, supportive housing, etc., with waste fueling a large-scale urban agricultural facility.
Section: Mountain View Boulevard (Drive)
at Park Street
• Pedestrian oriented street for heart of neighborhood from Taylor to Park Streets
• Wide sidewalks of at least 15 feet for activities
• Pilot program of striping to test idea of 80 feet right-of-way, followed later by decisions to make permanent
• Canopy trees at sidewalks and medians
• Entry features for Mountain View east of Park and west of Taylor
Access to Open Space

Muldoon Road

frequent bus service
Debarr Road
to downtown

affordable housing without displacement

library/social services
MULDOON DISTRICT
Conceptual Site Plan

• Connections across Muldoon Road at grade
• Modified Muldoon Street for easier pedestrian crossings and an optional pedestrian bridge to Muldoon Park
• Commercial uses along DeBarr
• Uses at Belgich Middle School for trade school, ESL, community sports and other classes
• Several types of residential uses from rehabilitation to townhouses
• Rehabilitate the commercial center with library and civic uses

• Development idea: Big box and Begich Middle School rooftop solar with battery storage supporting micro-grid serving grocery stores and school as emergency operations node and evacuation center
MULDOON ROAD at DEBARR ROAD
Sketch of Cross Section
MULDOON ROAD at DEBARR ROAD

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

• Comprehensive Plan Update

• Neighborhood and District Plans
Planning Challenges

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

Current system seems to facilitate getting to “no”
Structured to prevent government from regulating land use, but not your neighbors
Idea 1: Invest and Support Community Councils

Capacity Building for Community Councils

• Leverage relationships with local on-the-ground, community based groups/ non-profits to drive participation

• Establish Civic Engagement Academy to develop capacity for community members

• Communication/ engagement methods for each neighborhood should reflect the neighborhood itself

• Adopting goals/ accountability for representation in civic service
Idea 2: Neighborhood Planning Division

• Assign neighborhood planner from plan initiating through plan implementation
• Neighborhood Planner:
  ➢ Develops credibility within neighborhood and champions the vision
  ➢ Understands context-sensitivity re: communication of engagement opportunities
  ➢ Provides neighborhood with implementation progress reports to maintain momentum
  ➢ Shepherds compatible development applications through the process – achieves a fair, clear, and predictable predevelopment timeline
Idea 3: Align Plans with Capital and Private Investment

• Align/sequence plan-compatible capital investments with approved neighborhood plans and private development

• Align with Redevelopment Focus Areas
community implementation roles

people living in balance

engage
educate
participate
empower
Welcoming Anchorage

Bridge Builders of Anchorage
building a community of friends across all racial and cultural lines
engage
welcome kit for newly arriving residents in their language to promote:

connected, safe and healthy communities
economic development and entrepreneurship
education + ESL skill development
equitable access
civic engagement
community

educate
civic engagement academy
educate
understand and engage with center of city power structures
course on city governance, systems and processes hosted by
the city at city departments and offices of elected officials
participate

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

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

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

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

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

• sub-committee of community council

• promote plan

• collaborate with city government and elected officials

• identify funding opportunities (and apply for grants)

• evaluate effectiveness of plan for changing/ evolving neighborhood dynamics

• work closely with neighborhood planner

• leadership is identified to serve on community councils
empower community building leads to self determination

community councils
Private Sector Implementation Roles

• **Groundtruth:** Align public sector and community expectations about the possible while incorporating innovative strategies to exceed commonly held expectations

• **Invest:** Provide capital from multiple sources with differing return hurdles. Private Equity; Philanthropic; Taxable and tax exempt private activity bonds; EB5

• **Build:** Develop in accordance with shared public vision for community development and economic growth. Provide expertise and guidance to develop from concept to turn key

• **Management:** Responsible for upkeep and maintenance of public realm
Presentation Outline
1. Observations
2. Components of Resilience
3. Mountain View + Muldoon districts
4. Implementation
5. Conclusions + Homework
Conclusions

• Anchorage’s resilience will be tested in this period of great change and opportunity

• Anchorage’s rich history and diverse culture should be reflected in its built environment and public realm

• Limited public resources and tools require leveraging funding from partners in private sector, capital markets, philanthropies and non-profits to implement the city’s vision of resilience

• City needs to invest in the community to ensure meaningful engagement and empowerment to make a more resilient Anchorage

• Mountain View and Muldoon offer opportunities to pilot solutions that enhance resilience
Homework

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

Next check-in:
Rose Fellowship Retreat
Seattle, May 2
Thank you to the following people; their assistance was essential to the panel’s work: