

## Section 3 Action Strategies and Actions Checklist





### 3.1. Implementation Tools

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

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

To ensure success with the 2040 LUP's recommendations, status reviews and updates to the Actions Checklist are critical. Updates recognize Actions that have been completed or when an Action is found to be insufficient to accomplish its policy. In that case, the policy guidance still holds and an alternate Action should be found.

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

#### A. Zoning and Development Regulations

Zoning and subdivision regulations in Title 21 are the primary land use and development controls. Zoning and subdivision regulations apply three sets of rules to specific properties:

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

Subdivision regulations guide platting actions, lot patterns, and how particular parcels can be divided into two or more smaller parcels.

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

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

Administrative procedures for review and approval of proposed developments also influence land use patterns. The permitting process may be more intensive for conditional uses or exceptions. Projects that achieve city objectives may be expedited.

#### B. Capital Improvements

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

Because of limited public dollars, the Municipality must balance infrastructure investment priorities with available revenues and funding. This Plan intends that future updates to the annual CIP be consistent with the priorities established in the *Comprehensive Plan*.

Aside from municipal funds, other capital project financing sources include Government Obligation Bonds, state and federal grants, leases, loans, or donations.

Functional plans provide specific direction for improvements to public facilities and services, such as transportation, trails, parks and recreation, and water and sewer systems. Facility planning guarantees there are adequate public facilities to serve existing and new development, reduce the cost of serving new development with public facilities, and ensure that these facilities will be in place when development occurs. The plans provide input into the annual Capital Improvement Program.

### C. Financing and Taxation

The Municipality may consider adopting financing and taxation policies that incentivize important uses that are difficult to finance, such as multiuse or multifamily buildings or industrial businesses. New incentives would support reinvestment in revitalization priority areas. Financial tools and incentives may include:

- Property tax abatements, where the current property tax rate is locked in for up to 10 years. This provides property tax relief and frees up funds to invest in property development. Tax deductions or tax credits may also be employed.
- Forgivable loans, loan guarantees, "below-market" interest rate loans, or in-kind benefits or grants.
- Low-interest loan funds for cleanup of contaminated (Brownfield) sites can return parcels to development-ready condition.
- "Land-based" taxation can allow properties with low-density uses, such as commercial parking lots or ministorage, to redevelop to higher-intensity uses in designated policy areas where usable land is at a premium.
- Payment-in-lieu-of-taxes agreements, such as with university or non-profit medical institutions not subject to local property tax, could contribute funds for municipal services through an agreement.

### D. Land Acquisition and Preparation

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

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

The Heritage Land Bank (HLB) and Real Estate Services are Divisions of the Real Estate Department. The HLB manages municipally owned real estate property and administers the tax-foreclosure process.

The Heritage Land Bank (HLB) manages and surpluses public land for new schools, parks, or other developments.

HLB is creating a wetland mitigation banking program where conservation easements are employed to preserve natural areas.

The two divisions in the Real Estate Department or other authority may administer Brownfield remediation programs that clean up and prepare contaminated vacant parcels constrained by cleanup costs.

### E. Coordination and Partnerships

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

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

Local Improvement District (LID) is another way to finance capital improvements that provide a special benefit to the properties within the LID boundary. The LID formation process leads to the sale of bonds and the retirement of those bonds via annual payments paid by the owners within the district. LID assessments become liens on the benefitted properties.

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

### 3.2. Essential Strategies

The *2040 LUP* presents several strategies as a means for accomplishing Anchorage’s desired land use goals.

**Strategies** are key mechanisms to carry out the *2040 Land Use Plan*. They provide details for how to meet the Goals and Policies of Section 1, and achieve the land uses in Section 2. Strategies are long-term engagements, implemented through **Actions**, which involve forming lasting partnerships among multiple organizations and the community.

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

#### *Strategy 1: Phasing of Growth and Investment*

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

The Municipality will balance its priorities to phase growth and infrastructure investments

over time. Phasing allows flexibility in how growth or public service upgrades occur.

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

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

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

#### *Strategy 2: Reinvestment Focus Areas*

One important phasing mechanism is the identification of Reinvestment Focus Areas (RFAs). RFAs direct infrastructure investments, incentives, and other Actions to catalyze infill and redevelopment in strategic areas. This will spur new compact housing and business investment within targeted urban centers, mixed-use corridors, industrial employment areas, and older neighborhoods. Investment in infrastructure may include a combination of streetscapes, sidewalks, drainage systems, utilities, parks, schools, and civic amenities, etc. These can be coordinated with incentives, such as tax

abatement, land assemblage incentives, or permit review assistance. Investment in a targeted manner in older neighborhoods and commercial areas will enhance quality of life and improve a neighborhood’s ability to attract and retain residents and businesses.

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

Selection of RFAs should follow criteria that begin with the factors 1-10 at the end of Section 1.3, *Areas of Growth and Change*. In particular, RFAs exhibit the following characteristics from the Section 1.3 criteria to a high degree:

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

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



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

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

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

Additional RFAs were identified which could become top priorities as phasing progresses. These candidate RFAs are depicted in a light purple on the *Actions Map*:

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

This Plan retains flexibility for the Municipality to add, remove, shift, or re-

prioritize the RFAs. The *2040 LUP* is intended to be a "living document," and its Strategies and Actions updated regularly as new opportunities and information arise. Therefore, the list of RFAs above and their locations and boundaries depicted on the *Actions Map* will be flexible.

RFAs can be implemented through small area plans that will include an infrastructure inventory, Return on Investment (ROI) analysis, and incentive identification. It may also include a development agreement, targeted area rezoning and other strategies of this section.

### ***Strategy 3: Infrastructure Financing and Provision***

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

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

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

infrastructure investment options be performed to prioritize proposed projects.

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

The following funding methods are viable considerations for the Municipality:

*Infrastructure Financing:* Available in different forms including bonds, area-specific taxes, EPA Super funds, HUD, or privatization of some public services.

*Local Improvement District:* Allows public utilities to participate with willing property owners in the delivery and funding of infrastructure to targeted development areas.

*Business Improvement District:* Are designated areas in which property and business owners tax themselves to collectively fund maintenance or improvements in a district.

*Federal Grants:* Are available to help restore natural features, transit corridors, and make public health-related pedestrian improvements.

*Off-site Improvements Requirements:* Provide a more flexible and predictable formula for determining basic off-site improvements required of development projects. Reforms could create or enhance fee-in-lieu programs versus the current requirement to build off-site improvements.

*Development Agreements:* Development Agreements commit the Municipality to provide infrastructure and lock in the

development standards, providing certainty for both parties and enabling larger projects to be financially feasible.

**Strategy 4: Targeted Area Rezonings**

The 2040 LUP does not recommend a Bowl-wide rezoning to bring the municipal zoning map into compliance with the Plan. Instead, where existing zoning does not line up with the Land Use Plan designation, individual rezonings can occur over time, as property owners determine they are ready to develop, and, as the need arises.

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

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

The following are the justifications for a Targeted Area Rezone:

1. An area specified in Title 21 for additional analysis and potential rezoning.

2. 2040 LUP land use designation and existing zoning are inconsistent, especially within RFAs and Centers.
3. Rezone can further catalyze reinvestment and redevelopment in an area that has received recent public investments.

**Strategy 5: New Zoning Districts/Overlay Zones**

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

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

**Strategy 6: Infill Housing Development Regulations**

This strategy provides the means to amend Title 21, and other regulations to allow infill housing of many types, include design standards and address neighborhood compatibility.

It includes expanding provisions for innovative housing types, such as small-lot housing, accessory dwellings, and townhouses. It also includes increasing flexibility in some site development standards that can be obstacles to compact, walkable housing in policy priority areas. Specific examples include allowing parking reductions by-right, reduced traffic mitigation requirements, and reduced internal site drive aisle requirements near Downtown, in traditional urban neighborhood contexts, such as in Fairview or on transit supportive development corridors. Another forms of flexibility for development standards engineering design criteria for on-site utilities.

It also includes exploring compatible ways to allow additional units on small- to medium-sized lots near Town and City Centers, such as allowing an additional dwelling on a lot or an additional story, subject to building massing and step-back requirements.

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

**Strategy 7: Traded Sectors Industrial Site Availability and Readiness**

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

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

The resulting information and public-private relationships can leverage more targeted, effective land use policies and decisions regarding key industrial areas. It also forms the basis for evolving an industrial development readiness program the second stage of this strategy. This program comprises fiscal tools and a "development-ready" site program to facilitate industrial development and redevelopment. These tools help overcome expensive obstacles to industrial development feasibility, as the available inventory of easily buildable industrial sites decreases over time.

Fiscal tools may include tax increment financing, property tax abatements, industrial bonds, property acquisition and sale. It can also include enhanced programs by which utilities may pay for up-front costs of extension and be repaid over time.

The "development-ready" site program will provide advance due diligence that verifies and "certifies" an industrial site is fully served with infrastructure, utilities, and has all potential development issues documented, enabling a user to begin construction within a

defined timeframe. As more of the development inventory consists of redevelopment sites, most vacated industrial sites will have uncertainty about contamination issues, and will qualify as "Brownfield" sites for federal programs and funding for due diligence through remediation if necessary.

#### ***Strategy 8: Special Study Areas/Small Area Plan***

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

Examples include North Muldoon corridor, Fairview's Gambell Street corridor, and the 3500 Tudor Road Master Plan redevelopment area.

Until such time as new land use designations are adopted, existing policies and regulations apply to these areas.

*Small Area Plan* is a planning tool to evaluate and propose land uses or residential density changes to priority areas of the Bowl. These plans can resolve conflicts related to development and growth and direct private and public investment. The plans cover several geographic scales—large parcels, a small neighborhood, or part of a street corridor. Small Area Plans encompass a specific boundary that has a cohesive set of existing or desired future characteristics.

This type of planning works as a partnership between the Municipality, its residents, businesses, builders, and developers and includes a public process.

#### ***Strategy 9: Development Permitting Assistance***

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

One strategy is to create a "Project Review Management Service" to help applicants navigate the permit review process if their proposals meet certain criteria. This service would be available to development proposals that achieve certain objectives of the *Comprehensive Plan*, such as workforce housing, compact housing types, adaptive reuse of older structures, or industrial "traded sector" businesses. It could serve projects with challenging site conditions (e.g., floodplain, slope, or wetlands), complex reviews, or phased permits.

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

This program could also prioritize development application processing in designated Centers, such as Downtown, and in the Revitalization Focus areas.



This Strategy will require the Municipality to determine and provide the necessary resources, and to weigh the costs for delivery, as well as impacts to existing permit processes.

***Strategy 10: Systematic Monitoring and Amendment of this Plan***

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

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

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

This Strategy requires the creation of new performance measures. Development of a key indicators list will provide measurable insight about progress on key land use issues—e.g., housing production and affordability—that are addressed by this Plan. Regular reports on these indicators can help the public and elected officials judge the effectiveness of the Plan and the Municipality's Strategies and Actions to implement it. The Planning Department is the agency responsible for periodic assessment of

the progress being made toward achieving the *Comprehensive Plan*.

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

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

### 3.3. Actions Checklist

The Actions Checklist identifies the specific Actions to achieve the *Land Use Plan Map*.

Two tables follow:

**Table 3** is the key to the terms and acronyms used in the Actions Checklist.

**Table 4** is the Actions Checklist identifying the specific Actions to achieve the *Land Use Plan Map*.

The Actions Checklist assigns Action items to responsible agencies and gives each a time frame. It makes clear ties to other Strategies and whether the Action requires capital funds. An "Actions Map" following the tables shows the location of key Actions.

Actions are specific tasks to carry out the Goals and Strategies of this Plan. They identify particular programs, regulations, funding needs, or partnerships.

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

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

**Table 3. Key to Time Frames and Implementers in Actions Checklist**

#### Time Frame

Indicates whether the action should occur in the short term, medium term, long term, or is ongoing.

Term	Description
Now	Immediate: at time of or within several months after adoption of Land Use Plan Map
1 - 3	Short term: within 1 to 3 years of Land Use Plan Map adoption
4 - 6	Medium term: within 4 to 6 years of adoption
7 - 10	Long term: within 7 to 10 years of adoption until next update of Land Use Plan Map
Ongoing	Ongoing: continuous; no predetermined start or end; to be worked on for foreseeable future.

#### Agencies

Lists the municipal departments and other agencies or groups that will lead or participate as implementors of the action.

Municipal Agencies	Description
ACDA	Anchorage Community Development Authority
ASD	Anchorage School District
AWWU	Anchorage Water and Wastewater Utility
DevServ	Development Services Department
DHHS	Department of Health and Human Services
Finance	Finance Department
GIS	Graphic Information and Data Center
HLB/RED	Heritage Land Bank/Real Estate Development
OECD	Office of Economic and Community Development
OMB	Office of Management and Budget
PA	Property Appraisal Department
Parks	Parks and Recreation Department
Planning	Planning Department
Planning-AMATS	Planning Department - Transportation Planning Division
PM&E	Project Management & Engineering Department
Traffic	Traffic Engineering Department
Transit	Public Transportation Department

Other Partners	Description
ADOT	Alaska Department of Transportation & Public Facilities
AEDC	Anchorage Economic Development Corporation
Airports	Airports, including TSAIA, Merrill Field, and JBER
CEA	Chugach Electric
PRIV	Private Sector (includes Developers, Property Owners, Neighborhood Groups, Non-profits)
SOA	State of Alaska
Railroad	Alaska Railroad Corporation
TSAIA	Ted Stevens Anchorage International Airport
Utilities	Utilities, generally including AWWU, ML&P, CEA, Enstar, etc.

**Table 3. Key to Plans and Studies and Capital Funding Requirements**
**Plans and Studies**

Lists adopted plans or studies with policies, strategies, or implementation actions that directly relate to the action.

Comprehensive Plans	Description
AB Comp Plan	Anchorage Bowl Comprehensive Plan (Anchorage 2020)
Area-specific Plans	Description
DTP	Anchorage Downtown Comprehensive Plan
EADP	East Anchorage District Plan
FV	Fairview Neighborhood Plan
FNB	Far North Bicentennial Park Plan
GH	Government Hill Neighborhood Plan
HDP	Hillside District Plan
MV	Mountain View Targeted Neighborhood Plan
SC	Ship Creek/Waterfront Land Use Plan
Tu35	3500 Tudor Road Master Plan
UMED	UMED District Plan
WADP	West Anchorage District Plan
Functional Plans	Description
AWMP	Anchorage Wetlands Management Plan
AW/WP	Anchorage Water and/or Wastewater Master Plan
BIKE	Anchorage Bicycle Plan
HCDP	Consolidated Housing and Community Development Plan
MTP	Metropolitan Transportation Plan
ONHPP	Original Neighborhoods Historic Preservation Plan
OSHP	Official Streets and Highways Plan
PARK	Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan
PED	Anchorage Pedestrian Plan
TRAIL	Areawide Trails Plan
WATER	Watershed Plans (Little Campbell Creek or Chester Creek)
Other Documents	Description
AMP	Airport Master Plans (TSAIA or Merrill Field)
CLA	Anchorage Commercial Lands Assessment (2012)
DCM	Municipal Design Criteria Manual
HMA	Anchorage Housing Market Analysis (2012)
ILA	Anchorage Industrial Lands Assessment (2015)
Seismic	Anchorage Seismic Risk Assessment Report (2010)
TSR	Anchorage Traded Sectors Analysis (2016)

**Capital Funding Needs**

Term	Description
\$	Dollar sign symbol indicates that the Action requires capital funds, such as from the Capital Improvements Program, Transportation Improvement Program, or other source.

Each Action contains three main parts:

- **Action Statement:** This statement provides what each Action is intended to accomplish. Some statements are simple, while others provide more detail and guidance. Each Action requires further work and analyses as part of its implementation. The dollar sign icon to the right of the action statement denotes whether the Action requires capital funds.
- **Implementers:** This identifies the agencies and partners most likely to carry out the Action. Responsibility for implementing most Actions rests with municipal departments and involve multiple departments to mobilize expertise across the Municipality. In some cases, the Action can be partly or entirely managed within the private- or non-profit sector.
- Where more than one implementer is specified, the first to be listed is the lead agency, with subsequent participants in a supporting role.
- **Time Frame:** This indicates when the Action should occur in the short term, medium term, or long term, or if it is ongoing. Time frames are general and depend on resources and community support.

In addition, the last column for each Action identifies other adopted municipal plans and studies that have policies, strategies, or implementation that directly relate to the Action.

**Table 4: Actions Checklist**

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
<b>Goal 1</b>	<b>Anchorage achieves residential and commercial growth that improves community resiliency and citizens' quality of life by supporting their vision for the future.</b>				
1-1	Prepare, maintain, and publish a land use and buildable lands inventory database, development and demographic trends, and environmental conditions data.	GIS, Planning, HLB, DevServ, PA, PRIV, ASD, AEDC	Now/Ongoing		HMA, CLA, ILA
1-2	Identify key indicators of progress on issues addressed by the 2040 LUP, monitor progress, and report on those indicators on a regular basis. Integrate progress monitoring of Comprehensive Plan elements, including functional (e.g., Bike Plan) and area-specific plans.	Planning, OECD, PRIV	Now/Ongoing		
1-3	Initiate a complete revision of the Anchorage Bowl--Anchorage 2020 Comprehensive Plan.	Planning	1-3	\$	
<b>Goal 2</b>	<b>Infill and redevelopment meets the housing and employment needs of residents and businesses in Anchorage.</b>	Actions 1-1, 2-5, 5-3, 6-1, 6-2, and 6-4 in other sections of this table are also integral to this Goal.			
2-1	Adopt and apply economic development tools to catalyze growth and redevelopment.	Planning, ACDA, OECD	Now	\$	DTP, EADP, FV, UMED, WADP
2-2	Coordinate with agencies and partners to establish criteria and the public/private partnership framework for the Reinvestment Focus Areas (RFAs). Identify a range of public investments, fiscal incentives, and other tools, and how they may be coordinated.	OECD, Planning, PRIV, utilities, PM&E, Parks, ASD, ACDA, SOA, Transit.	Now		
2-3	Implement the priority RFAs as established in Section 3.2 of this Plan.	OECD, Planning, utilities, Traffic, Transit, ADOT, PM&E, Parks,	1-3	\$	AB Comp Plan, DTP, WADP, FV
2-4	Revise state laws to expand municipal tax incentive tools for economic development.	OECD, ACDA, SOA	1-3		AB Comp Plan, FV
2-5	Implement a Project Review Management Service to help applicants navigate the permitting process for priority 2040 LUP projects, such as compact housing and adaptive reuse of older buildings, and developments in reinvestment focus areas.	Planning, DevServ, Traffic	1-3	\$	AB Comp Plan, HMA, ILA

Table 4: Actions Checklist

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
2-6	Adopt a medium-density residential district that allows mixed-use commercial in an integrated neighborhood setting. Require projects to meet or exceed an established minimum housing density. Promote mixed-use compatible with the surrounding neighborhood.	Planning	1-3		EADP
2-7	Adopt and apply an adaptive reuse ordinance to promote reuse of older structures, consistent with life safety standards.	Planning, DevServ, Traffic	4-6		4NHPP
<b>Goal 3</b>	<b>Mixed-use, walkable commercial centers and corridors thrive within their neighborhood context, offer housing affordable to a range of incomes, and enable business growth.</b>	Actions 2-1 to 2-6, 4-2, 5-1 to 5-3, and 6-1 to 6-5 are also integral to this Goal.			
3-1	Simplify zoning regulations for mixed-use projects relative to commercial or other projects.	Planning	1-3		AB Comp Plan, UMED, FV, MV, DTP, EADP
3-2	Amend Title 21 to reformat the B-2A, B-2B, and B-2C downtown zoning district regulations from the old Title 21 to include in current Title 21, and incorporate limited substantive revisions to these regulations that will assist implementation of Downtown Plan in the near term.	Planning, OECD, PRIV	1-3		DTP
3-3	Adopt a seismic hazard mitigation overlay zone.	Planning	1-3		AB Comp Plan, DTP, Seismic
3-4	Establish incentives for stand-alone housing projects that meet or exceed a required minimum housing density in Town and City Centers.	Planning	1-3		Title 21
3-5	Revise the Title 21 Commercial Center Overlay zoning district to more effectively implement and apply to Neighborhood Centers, Town Centers, and Main Streets.	Planning	4-6		AB Comp Plan, FV, GH, UMED, MV, EADP, WADP
3-6	Complete a comprehensive update to the downtown zoning regulations, establishing new DT districts, as part of a targeted plan review and update to Downtown Plan with an analytical report of issues and conditions.	Planning, OECD, PRIV	4-6	\$	DTP
<b>Goal 4</b>	<b>Anchorage's neighborhoods provide a range of places to live, meeting the housing needs of residents at all income levels, household sizes, interests, ages, abilities, and races and ethnicities.</b>	Actions 1-1, 2-1 to 2-5, 5-3, 6-1, 6-2, and 7-2 to 7-4 are also integral to this Goal.			
4-1	Expand regulatory user guidance / assistance materials for residential uses, including for ADUs and other desired use types.	Planning, DevServ	Now; Ongoing		HMA



**Table 4: Actions Checklist**

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
4-2	Facilitate a Targeted Area Rezoning in the vicinity of Middle Spenard Reinvestment Focus Area, with coordinated targeted area re-platting assistance or small area plans on some portions.	Planning, PRIV, Planning-AMATS	Now	\$	
4-3	Amend Title 21 to allow parking reductions by-right for residential uses; offer greater reductions in RFAs and other key development areas.	Planning, Traffic	Now		
4-4	Amend Title 21 to allow compact housing on R-2M or R-3 zoned lots near designated Centers. May include increased height or allowed units per lot, subject to additional urban design and neighborhood compatibility standards. Determine appropriate measures through a public process.	Planning	1-3		AB Comp Plan, EADP
4-5	Review site and utility engineering design criteria for infill housing and explore amendments to standards and procedures to reduce infrastructure costs while preserving safety and engineering objectives.	OECD, PM&E, utilities, Traffic, DevServ, Planning	1-3	\$	DCM, HMA
4-6	Amend Title 21 and other regulations for internal site circulation for vehicles, parking courtyards, and private lanes for compact infill housing.	Planning, Traffic, PM&E	1-3		HMA
4-7	Amend Title 21 to expand provisions allowing Small-Lot Housing on lots smaller than 6,000 sq. ft., subject to compatibility standards.	Planning, DevServ, PRIV, AWWU	1-3		AB Comp Plan, HMA
4-8	Amend Title 21 to ease current restrictions that currently deter compact housing types, such as ADUs and townhouses.	Planning, DevServ, PRIV, AWWU	1-3		HMA
4-9	Research and pre-approve housing construction plans that specifically promote desired new forms of compact housing development for walkable infill neighborhood contexts. Review existing municipally pre-approved plans to determine forms of housing that may be more appropriate to pre-approve primarily in suburban contexts, and replace those with pre-approved variations more appropriate in urban neighborhood environments.	OECD, DevServ, PRIV, Planning	4-6	\$	AB Comp Plan, FV
4-10	Require minimum densities for new single-family in multifamily zones in areas that are near Town and City Centers and are designated for public infrastructure investment or incentives for housing, such as Reinvestment Focus Area.	Planning	4-6		AB Comp Plan
4-11	Prepare and implement a 3500 Tudor mixed-use small area plan.	Planning, HLB, Transit, PM&E, PRIV, ADOT, ASD	4-6	\$	Tu35, EADP, UMED, HMA
4-12	Update the 2012 Anchorage Housing Market Analysis including market trends, forecast housing needs.	Planning, AEDC	4-6	\$	HMA

Table 4: Actions Checklist

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
4-13	Adopt a housing impact mitigation program to ensure that any losses of housing units or residential land to rezonings or ROW acquisitions are offset by additions in an appropriate location.	Planning, PRIV	4-6	\$	AB Comp Plan, HMA
<b>Goal 5</b>	<b>Coordinated and targeted infrastructure investments catalyze new growth, provide an acceptable return on investment, and equitably improve safety and quality of life.</b>	Actions 2-2, 2-3, and 6-1, 6-2, 6-4, 8-1, 8-2, 8-7, and 8-9 are also integral to this Goal.			
5-1	Refine the criteria used for the review of capital projects to be included in the CIP to promote implementation of the capital priorities identified in 2040 LUP, functional plans, neighborhood and district plans.	PM&E, OECD, Finance, Planning, Parks	Now		
5-2	Develop and incorporate a method for estimating and including Return on Investment (ROI) in criteria used to prioritize capital projects in the CIP, TIP, and other programs within RFAs.	Finance, PM&E, ACDA	1-3		EADP, DTP
5-3	Develop an updatable asset inventory of the condition and capacity of Anchorage's infrastructure, including water, sewer, storm water, roads, alleys, sidewalks, public transit, schools, and energy utilities--especially in areas designated for growth.	OECD, AWWU, PM&E, Traffic, ADOT, Utilities, Planning, ASD.	1-3		??
5-4	Develop an enhanced measure of school facility capacity relative to forecast/designated growth, as a means to coordinate planning for future school facility needs with land use planning and allocation of future growth.	ASD, Planning	1-3		
5-5	Expand existing programs by which AWWU may finance or provide infrastructure ahead of development within the water and waste water service area, to include reimbursement of AWWU costs.	AWWU, OECD, SOA	1-3	\$	HMA
5-6	Evaluate parameters and feasibility of a storm water utility, to address management and maintenance of storm water pipe infrastructure and runoff drainage problems.	OECD, PM&E	4-6	\$	HDP
<b>Goal 6</b>	<b>Anchorage coordinates transportation and land use to provide safe, efficient, and affordable travel choices.</b>				
6-1	Coordinate with agency partners to develop a working list of additional local and collector street connections, intersection and access improvements, and pedestrian connections that are needed to support infill and redevelopment in neighborhoods, centers, and corridors targetted to experience growth and change, such as along Lake Otis and Tudor near the UMED District.	Planning-AMATS, Traffic, PM&E, ADOT, Transit	1-3	\$	DCM, DTP, OSHP

Table 4: Actions Checklist

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
6-2	Adopt a policy and municipal street design criteria for "Complete Streets" and urban and mixed-use Street Typologies to serve all users and reflect adjacent land use patterns. Apply these in priority Reinvestment Focus Areas.	PM&E, Traffic, Planning-AMATS, Transit, ADOT	1-3		AB Comp Plan, OSHP,DTP,FV, GH,EADP,DCM
6-3	Adopt a Transit-Supportive Development Corridor/Transit-Oriented Development implementation plan.	Planning-AMATS, Transit, Traffic	1-3	\$	AB Comp Plan, MTP
6-4	Adopt a Street Typology map and a procedure for determining typologies as part of individual street improvement projects as an update to the OS&HP and as part of area-specific plans.	Planning-AMATS, PM&E, ADOT, Traffic, Transit	4-6		OSHP,DTP
6-5	Adopt a Transit-Oriented Development (TOD) overlay to support and regulate TOD uses, necessary infill intensities, and related projects.	Planning-AMATS, Traffic, Transit	4-6		AB Comp Plan
<b>Goal 7</b>	<b>Infill development is compatible with the valued characteristics of surrounding properties and neighborhoods.</b>	Actions 4-9, 4-13, 6-1, 6-2, 6-4,10-3, and 10-4 are also integral to this Goal.			
7-1	Adopt and incorporate neighborhood buffering standards in Airport Management District (see Action 10-1) in accordance with WADP.	Planning, TSAIA	Now		WADP
7-2	Incorporate neighborhood compatibility standards in compact housing amendments in Actions 3-4, 4-3, 4-4, 4-6, 4-7, and 4-8.	Planning, PRIV	Now, 1-3		AB Comp Plan, FV, GH
7-3	Adopt compatibility criteria in the Economic Development Tools and other incentives to ensure consistency with the 2040 LUP.	Planning, ACDA, HLB/RED, OECD	1-3		AB Comp Plan, FVNP, GHNP
7-4	Adopt a Traditional Neighborhood Design zoning district or overlay zone for urban neighborhoods, which reflects adopted plans. Incorporate "form based" regulations and structure the code to accommodate neighborhood differences and characteristics.	Planning	1-3		FV, 4NHPP, GH, MV, UMED
7-5	Adopt a Hillside Conservation Subdivision ordinance.	Planning, DevServ, PRIV	4-6		HDP
7-6	Identify development standards and incentives to mitigate impacts to wildlife near wildlife habitats.	Planning	7-10		AB Comp Plan,UMED, HDP
<b>Goal 8</b>	<b>Anchorage maintains, improves, and strategically expands parks, greenbelts, and trail corridors to enhance land values, public access, neighborhoods, and mixed-use centers.</b>	Actions 5-3, 6-1, and 10-4 are also integral to this Goal.			
8-1	Pursue state and federal grants and bonding to fund restoration or aquisition of creek corridors and wetlands.	PM&E, Planning	Ongoing	\$	Watershed, AWMP
8-2	Establish a municipal wetlands bank employing conservation easements.	HLB	1-3		AWMP, HLB Plan



Table 4: Actions Checklist

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
8-3	Adopt stream protection setbacks in Title 21.	Planning, PM&E	1-3		AWMP, AB Comp Plan, HDP
8-4	Conduct housekeeping rezone of dedicated parks to PR district, and some T-zoned lands to PLI.	Planning, HLB, Parks,	1-3		Park
8-5	Expand the Anchorage Parks and Recreation Service Area, consistent with the HDP, to include the entire Anchorage Bowl.	Parks, Planning	1-3		HDP, Parks Plan
8-6	Prepare a Small Area Plan for the block between 100th Avenue, Minnesota Drive, and C Street to integrate the open space and future development in a cohesive land use pattern across the public and private parcels.	Planning, Parks, HLB, PRIV	1-3	\$	
8-7	Update the Anchorage Bowl Parks Plan and include analyses of designated infill and redevelopment areas and underserved neighborhoods to pursue methods to resolve park and natural area deficiencies. Address viewshed assessment protection in the plan.	Planning, Parks, HLB, AWWU, ADOT	4-6	\$	Park, DTP, FV
8-8	Determine which municipal parks are not dedicated parks for potential nomination to full dedication status.	Planning, HLB, Parks, Legal	4-6		
8-9	Conduct valuation and ecological studies of the natural economy of Anchorage's ecosystem to determine current watershed and wetland functions, economic value, and land use development impacts.	PM&E, Planning, AWWU, PA	4-6	\$	AB Comp Plan, UMED
<b>Goal 9</b>	<b>A sufficient, predictable, and strategically located land supply allows Anchorage's industrial employment sectors to thrive, protected from non-industrial uses that might displace them.</b>	Actions 1-1, 2-1, 2-4, 2-5, 5-1 to 5-3, and 10-1 are also integral to this Goal.			
9-1	Designate TSAIA land on Raspberry Road for airport/logistics industry use as part of Action 10-1 to create an airport zoning district.	Planning, TSAIA, OECD, PRIV	Now		WADP, ILA
9-2	Facilitate a Targeted Area Rezoning of selected south "C" Street I-2 zoned lands to B-3, PCD, and I-1 as a prerequisite to implementing industrial use protections in the I-2 district.	Planning, PRIV	Now		ILA
9-3	Facilitate a Targeted Area Rezoning of selected Abbott Town Center I-2 zoned lands to B-3 and I-1, as a prerequisite to implement industrial use protections in the I-2 district.	Planning, PRIV	Now		AB Comp Plan, ILA
9-4	Expand allowances for technical/professional service offices in the I-1 zone and with fewer limits in I-2. This may include expanding allowances for medical services.	Planning	1-3		ILA

Table 4: Actions Checklist

#	Action	Responsible Agency	Time Frame	\$	Related Plans and Studies
9-5	Amend Title 21 commercial allowed use entitlements in the industrial zoning districts in consideration of findings of the 2015 ILA. This may include easing restrictions on some non-industrial uses and other supportive uses found in I zones, while increasing limitations on uses found problematic in the ILA. Clarify industrial sector allowed use categories in Title 21 to reflect Anchorage industrial land use patterns and business trends.	Planning	1-3		ILA, CLA, TSR
9-6	Identify geographic clusters of industrial traded sector uses along with their supply chain sectors. Determine the characteristic site needs of these sectors. Recommend priorities to protect, incentivize, and support these sectors into the future.	Planning, AEDC, PRIV	1-3	\$	ILA, TSR
9-7	Create an industrial readiness program for industrial traded sector uses, which comprises fiscal incentives and a development-ready site program.	Planning, AEDC, PRIV, HLB/RED, ACDA, OECD	4-6	\$	
9-8	Determine methods to upgrade/extend public utilities/roads to targeted industrial lands in Anchorage Bowl.	AWWU, PM&E, ACDA	4-6	\$	ILA
9-9	Allow innovative forms of "Live-work" industrial mixed use in parts of Downtown, Ship Creek, etc.	Planning	4-6		DTP
9-10	Expand Brownfield remediation assistance programs for industrial reuse by "traded sector" firms. Apply for loans and grant incentives to expand Brownfield remediation programs.	HLB/RED, ACDA, SOA	7-10	\$	DTP, ILA, HLB Plan
Goal 10	<b>The community supports its anchor institutions and facilities and recognizes the important local and statewide benefits they provide, while mitigating adverse impacts associated with development and locational expansion.</b>	Actions 6-1 and 7-1 are also integral to this Goal.			
10-1	Adopt an Airport lands zoning district that combines multiple zoning districts at TSAIA. Incorporate actions 7-1 and 9-1.	Planning, TSAIA	NOW		WADP, AMP
10-2	Resolve land use issues to encourage mixed use in UMED villages and at the interface of community and UMED District (Lake Otis/36th; Tudor Center).	Planning, Institutions, Private Owners	1-3		UMED
10-3	Develop airport interface compatibility overlay zone for areas next to TSAIA, Merrill Field, and JBER, to address noise, runway protection zones, public safety, and airport special functions.	Planning, Airports, DevServ	4-6		WADP, MV, FV
10-4	Resolve land use, ownership, and open space conflicts around TSAIA.	Planning, HLB, TSAIA, PRIV	7-10	\$	WADP, AMP



## Actions Map

The "Actions Map" at right illustrates the location of some key Actions from the Actions Checklist and shows their spatial relationships.

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

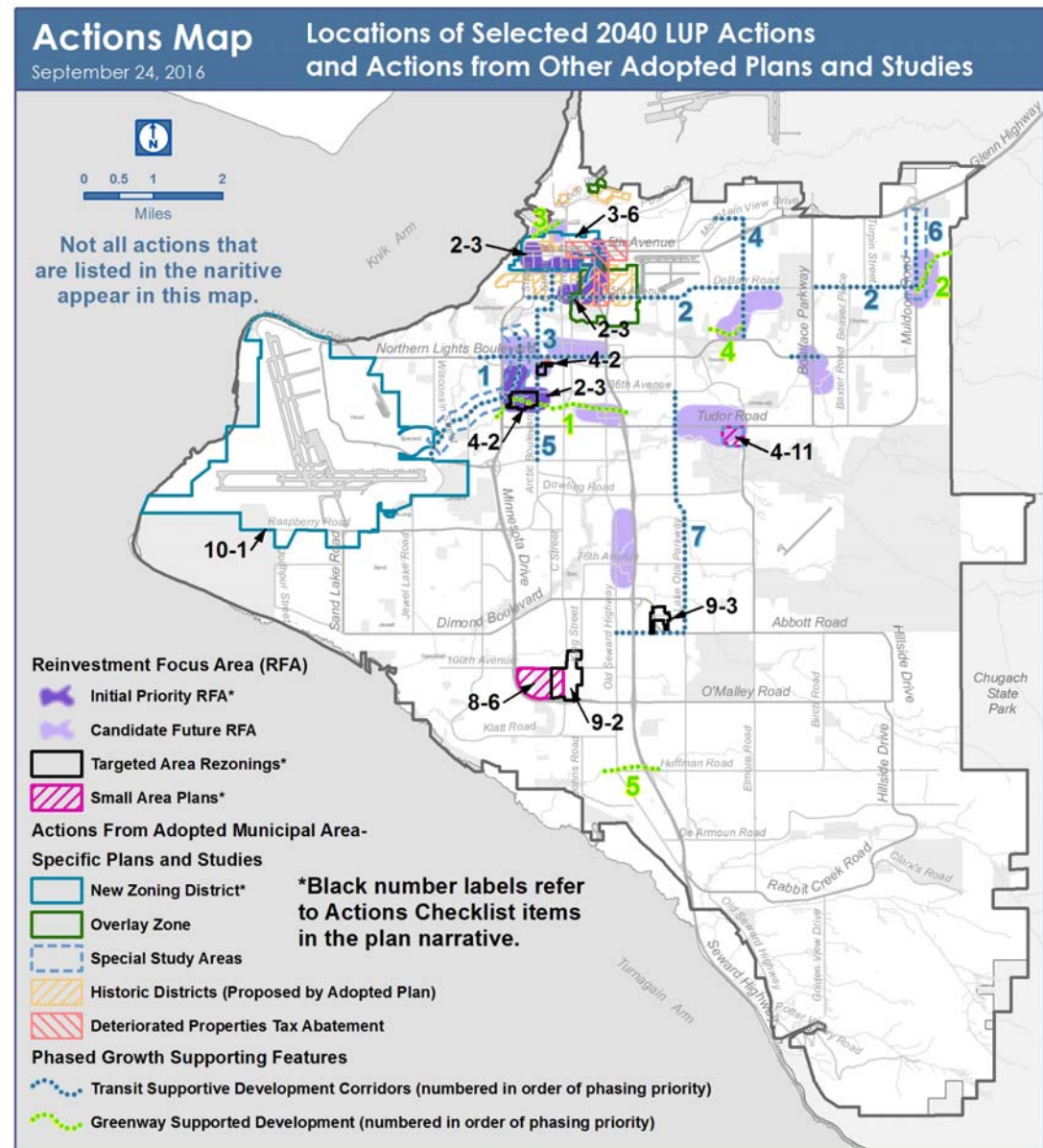
It also shows the locations of Targeted Area Rezoning specified in the Actions Checklist. The number labels on the map correspond to the action number of each Targeted Area Rezoning in the Actions Checklist.

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

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

Lastly, the map illustrates the location and phasing priority of the Transit Supportive Development Corridors and Greenway Supported Development, as discussed in this Plan.

A larger-scale version of the *Actions Map* will be available on the *Anchorage 2040 Land Use Plan* web page and the Map Gallery.



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