

8 implementation strategies

The implementation actions of this chapter are designed to support and carry out the land use, economic development, transportation, urban design, and program strategy recommendations of the Downtown Comprehensive Plan. They provide the Municipality of Anchorage, Anchorage Downtown Partnership and other private and public partners with direction to guide future development and investment. Specifically, the implementation action schedule in this chapter outlines general time-frames, costs and responsibilities for a range of actions.

While all of the Plan's recommendations are important, the immediate implementation actions outlined in the following pages will establish a significant foundation upon which to build. The path to realizing these recommendations will require a focused, clear approach. These specific actions identified here will help to provide the organizational and programmatic infrastructure that will lead to successful fruition of the Downtown vision.

This Plan explains what needs to be done to revitalize Downtown over a twenty-year time horizon. While there is no guarantee that all of its strategies and action items will be achieved, the Municipality intends to make every effort to see that the Plan is realized.

To ensure completion of the Plan's recommendations, regular reviews of the status of the implementation actions are paramount. As part of these periodic reviews, the responsible implementer(s) listed for each action should reassess the resources available to complete each action according to the time frame, and adjust the time frame or priorities as needed. Most importantly, private sector stewards, community members and plan advocates who are dedicated to the

Plan's realization should maintain the momentum by continuing to meet as a Downtown Advisory Group, reviewing the status of the actions and acting as project leaders to track project implementation. Finally, a highly graphic and publicly visible checklist should be placed in a civic space to publicize and celebrate the Plan's benchmarks so its momentum continues to build.



Implementation Actions Schedule

Specific implementation actions in the charts below implement the Downtown Comprehensive Plan’s strategies and recommendations. Actions are assigned a time frame for action and an implementation leader or leaders. They are adopted with the understanding that some actions will need to be adjusted and others replaced with more feasible proposals, and future circumstances may affect a proposed implementer’s ability to take action.

Time frames are approximate and will have to be determined by available resources. A very generalized indicator of the potential cost of each action is also provided.

Many of the near term actions are either already underway or programmed during the recommended time frame. Until applicable actions are implemented, the Plan’s strategies and recommendations are intended to guide municipal decision-making.

It is important to achieve all of the goals and strategies, and that all of the implementation actions in the schedules below be taken. However they are not intended to be taken all at one time. This is a twenty-year plan. The purpose of the implementation chapter is to identify the actions, responsible parties and general timeframes.

KEY TO PROPOSED IMPLEMENTERS IN SCHEDULE

MUNICIPAL (MOA) AGENCIES:

| | |
|----------|---|
| ACDA | Anchorage Community Development Authority |
| APD | Anchorage Police Department |
| GAC | Geotechnical Advisory Commission |
| OECD | Office of Economic and Community Development |
| Parks | Parks and Recreation Department |
| Planning | Planning Department |
| PM&E | Project Management and Engineering Department |
| Traffic | Traffic Engineering Department |
| Transit | Public Transportation Department/People Mover |

OTHER PARTNERS:

| | |
|----------------------|---|
| ACVB | Anchorage Convention & Visitors Bureau |
| ADOT&PF | Alaska Department of Transportation & Public Facilities |
| AEDC | Anchorage Economic Development Corporation |
| Alaska Railroad | Alaska Railroad Corporation |
| Downtown Partnership | Anchorage Downtown Partnership |

Implementation Programming

| | Action | Time Frame | Cost | Proposed Implementer |
|--|--|------------|------|--|
| IP-1 | Install and maintain a highly graphic Plan Implementation Checklist in a Downtown civic space to publicize and celebrate achievement of the Plan's benchmarks. | 1 year | \$ | MOA (Parks and Recreation) Downtown Partnership |
| COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | | |

Land Use and Economic Development Implementation

| | Action | Time Frame | Cost | Proposed Implementer |
|--|---|------------|--------|--|
| LU-1 | Enact a new Downtown land use and development code and amend the Downtown zoning map to reflect the recommended land use strategies, design guidelines and proposed Downtown district specifications. | 1-2 years | \$\$ | MOA (Planning) |
| Develop Catalytic and Opportunity Sites | | | | |
| LU-2 | Determine feasibility and programming of a new Public Market and Cultural Center as a public/private partnership at Catalytic Development Site #1: Fourth Avenue Development Site. | 1-2 years | \$ | Property Owner MOA (Planning) MOA (ACDA) Downtown Partnership |
| LU-3 | Develop Catalytic Development Site #2: E Street Infill Development Site. Support private development of mixed-use retail and housing (Pages 56-60). If development occurs prior to adoption of the new Downtown code provided for in LU-1, encourage design and construction to adhere to development specifications for the Downtown Core (Pages 47-50). | 2-5 years | \$\$\$ | Property Owner MOA (ACDA) |
| LU-4 | Develop Catalytic Development Site #3: 6th Avenue Infill Development Site. Support private development of mixed-use retail and housing (Pages 56-61) by helping property owners consolidate parcels. If development occurs prior to adoption of the new Downtown code provided for in LU-1, encourage design to adhere to specifications for the Downtown Core (Pages 47-50). | 3-7 years | \$\$\$ | Property Owner MOA (ACDA) |
| COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | | |

IMPLEMENTATION STRATEGIES

Land Use and Economic Development, continued

| | Action | Time Frame | Cost | Proposed Implementer |
|---|--|------------|--------------------|------------------------------------|
| LU-5 | Develop Catalytic Development Site #4: Park Strip Housing Prototype. Evaluate feasibility and programming of a new publicly owned housing project. If development occurs prior to adoption of the new Downtown code provided for in LU-1, encourage design to adhere to building design, streetscape, parking and circulation criteria (Pages 62-64). | 2-5 years | \$\$\$ | MOA (ACDA) State of Alaska |
| Jump-start Housing Development | | | | |
| LU-6 | Convene a Downtown housing development task force to develop incentives, funding opportunities and land assembly/site location strategies for a diverse mix of housing types and income levels Downtown. | 1 year | \$ Programmatic | MOA (ACDA) |
| Establish Economic Development Strategies | | | | |
| LU-7 | Develop a targeted recruitment program with strategies to attract specific businesses from the retail, office and hotel sectors, and including identification of opportunity sites and locations. Key sectors include: <ol style="list-style-type: none"> 1. Retail anchors such as a department store; 2. Entertainment attractions such as a cineplex or additional restaurants; 3. Neighborhood retail uses especially grocery stores and pharmacies; 4. Corporate employers, such as Native Corporations, and office developers; 5. Hotel developers/operators; and 6. Art galleries and cultural attractions. | 1-2 years | \$\$ | Downtown Partnership MOA (ACDA) |
| LU-8 | Develop coordination between the Weekend Market and Downtown retailers, including joint marketing and physical linkages. | 1-2 years | \$ | MOA (ACDA) Downtown Partnership |
| LU-9 | Work with cruise operators to identify services and amenities that could enhance visitors' experiences in Downtown and generate longer hotel stays. | 1-2 years | \$ | ACVB Downtown Partnership |
| LU-10 | Create an expedited permitting program for Downtown development proposals that meet community standards. | 1-2 years | \$ | MOA (Planning) |
| COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | | |

Land Use and Economic Development, continued

| | Action | Time Frame | Cost | Proposed Implementer |
|-------|---|------------|--------------|------------------------------|
| | Maintain and Enhance Parks and Open Space | | | |
| LU-11 | The Parks and Recreation Commission shall determine open space and recreational needs and opportunities in the Downtown area and make recommendations for amendments to the existing Park Plan to implement those recommendations. | 1 year | Programmatic | MOA (Parks) |
| LU-12 | Complete the Delaney Park Master Plan, and its first-phase implementation, coordinated with street improvement plans for 9th Avenue. | 1-2 years | \$\$ | MOA (Parks) |
| LU-13 | Complete a public process to create an improvement plan for Town Square Park. | 1-2 years | \$\$\$ | MOA (Parks) |
| | Create a Historic Preservation Commission and Overlay Zone | | | |
| LU-14 | The Historic Preservation Commission shall inventory historic sites and structures and shall develop immediate and long term historic preservation policies, initiatives and incentives and make recommendations to the Assembly for Ordinances and/or Resolutions relative to historic preservation. | 1 year | \$ | MOA (OECD) |
| LU-15 | Work with the community to establish a Historic Overlay Zone. | 2-3 years | \$ | MOA (OECD) MOA (Planning) |
| | Respond to Seismic Hazards | | | |
| LU-16 | Conduct a seismic hazard risk assessment study of seismic hazard zones 4 and 5 to determine the extent and regulations for a seismic overlay zone. | 1 year | \$ | MOA (Planning) MOA (GAC) |
| LU-17 | Enact a seismic overlay zone to address land use and development in areas with greatest potential for ground failure. | 2-3 years | \$ | MOA (Planning) MOA (GAC) |
| | COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | |

IMPLEMENTATION STRATEGIES

Transportation and Circulation Strategies Implementation

| | Action | Time Frame | Cost | Proposed Implementer |
|------|--|-----------------|--------|---|
| | Street Conversions and Reconstructions | | | |
| T-1 | The Traffic Department and other appropriate departments of the Municipality, including the Parks and Recreation Department, are directed to review the pros and cons of converting 9th Avenue to a typical three-lane section, coordinating with transit operations planning and pedestrian improvements. Upon completion of this review, a report is to be made to the Assembly on this issue of what, if any changes should be made to 9th Avenue to accommodate traffic, transit, bike and pedestrian requirements within the context of the Delaney Park Master Plan. | 1-2 years | \$\$\$ | MOA (Traffic) MOA (PM&E) |
| T-2 | Convert D Street to a two-way traffic street, adhering to the Core Streets Streetscape Plan design guidelines. | 2-5 years | \$\$ | MOA (Traffic) MOA (PM&E) |
| T-3 | Convert F Street to a two-way traffic street, adhering to the Core Streets Streetscape Plan design guidelines. | 1-2 years | \$\$ | MOA (Traffic) MOA (PM&E) |
| T-4 | Reconstruct G Street between 3rd and 5th Avenues in accordance with the Core Streets Streetscape Plan. | 2-5 years | \$\$ | MOA (Traffic) MOA (PM&E) |
| T-5 | Reconstruct 7th Avenue between the Den'aina Convention Center and C Street in accordance with the Core Streets Streetscape Plan. | 3-7 years | \$\$\$ | MOA (Traffic) MOA (PM&E) |
| T-6 | Make streetscape improvements to 6th Avenue between E and D Streets in accordance with the Core Streets Streetscape Plan. | 3-7 years | \$ | MOA (Traffic) MOA (PM&E) ADOT & PF |
| T-7 | Construct Phase 1 of the E Street Corridor Enhancement Project in the central Downtown Core between 4th and 8th Avenues. | 1 year | \$\$\$ | MOA (Parks) MOA (Traffic) MOA (PM&E) |
| T-8 | Program the construction of Phase 2 of the E Street Corridor Enhancement Project including pedestrian connections to Delaney Park and the Alaska Railroad Intermodal Transportation Facility. | 3-7 years | \$\$\$ | MOA (Parks) MOA (Traffic) MOA (PM&E) Alaska Railroad |
| T-9 | Convert 3rd Avenue to one-way westbound traffic. Prepare a 3rd Avenue one-way westbound traffic and pedestrian safety plan, and ensure redesign includes continuous sidewalks, pedestrian amenities, on-street parking, reduced travel speeds and areas for bus loading. | 5-7 years | \$\$\$ | ADOT & PF MOA (Traffic) |
| T-10 | Convert 5th Avenue to two-way traffic, contingent on the conversion of 3rd Avenue. | 7 or more years | \$\$\$ | ADOT & PF MOA (Traffic) |
| | COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | |

Transportation and Circulation Strategies Implementation, continued

| | Action | Time Frame | Cost | Proposed Implementer |
|------|--|------------|--------|---|
| | Improve the Pedestrian and Bicycle Environment | | | |
| T-11 | The Traffic Department and other appropriate departments of the Municipality are directed to develop and implement strategies to enhance pedestrian, transit and bicycle amenities in the Downtown core area while continuing to accommodate vehicular traffic. In addition, consideration should be given to other amenities such a public art, landscaping, self-cleaning rest rooms, seating opportunities and other amenities. | 1-2 years | \$ | MOA (Traffic) MOA (Parks) MOA (Planning) MOA (Transit) Downtown Partnership |
| T-12 | Adjust the timing of traffic signals to reduce average speeds to approximately 25 MPH within the Downtown area bounded by and including A Street on the east, L Street on the west, 9th Avenue on the south, and 3rd Avenue on the north. | 1-2 years | \$ | MOA (Traffic) ADOT & PF |
| | Improve the Downtown Transit System | | | |
| T-13 | Conduct a Transit Center Relocation Feasibility Study which includes consideration of Catalytic Development Site #1 and a reassessment of transit routes through Downtown to improve convenience. | 1 year | \$\$ | MOA (ACDA) MOA (Transit) MOA (Traffic) |
| T-14 | Relocate the Transit Center and/or transit routes through Downtown, contingent on the results of the relocation feasibility study. | 2-5 years | \$\$\$ | MOA (ACDA) MOA (Transit) |
| T-15 | Initiate a Downtown Circulator bus route | 3-5 years | \$\$ | Downtown Partnership MOA (Transit) |
| T-16 | Initiate a direct, non-stop transit route between Downtown and the Alaska Native Medical Center and overall Universities/ Medical District. | 3-5 years | \$\$ | MOA (Transit) |
| | Develop a Coordinated Parking Strategy | | | |
| T-17 | Improve parking wayfinding signage to advertise the location and number of available spaces. | 1-2 years | \$\$ | MOA (ACDA) |
| T-18 | Institute a one year demonstration project on a selected downtown street to test the use, reliability and public acceptance of kiosk type parking meters in Anchorage’s winter environment. | 1-2 years | \$ | MOA (ACDA) |
| T-19 | Construct a parking structure at 7th Avenue and C Street. | 2-5 years | \$ | MOA (ACDA) |
| T-20 | Install safety precautions in parking structures including improved lighting and security patrols. | 1-2 years | \$ | MOA (ACDA) |
| | Accommodate Tour Bus Operations | | | |
| T-21 | Establish tour bus circulation routes and the locations for queuing, idling, loading and passenger drop-off. | 1-2 years | \$ | MOA (Traffic) |
| | COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | |

IMPLEMENTATION STRATEGIES

Urban Design Strategies Implementation

| | Action | Time Frame | Cost | Proposed Implementer |
|------|--|------------|--------|-----------------------------|
| UD-1 | Identify and prioritize scenic view corridors and potential measures and incentives for their protection. | 1 year | \$ | MOA (Planning) |
| UD-2 | Complete an ice free (heated) sidewalk implementation study to determine the appropriate technology, construction phasing, financing and public/private responsibilities for heated sidewalks. | 1 year | \$ | MOA (ACDA) MOA (Traffic) |
| UD-3 | Construct one or several priority blocks of heated sidewalks as a model for future areas. | 2-3 years | \$\$\$ | MOA (PM&E) MOA (Traffic) |
| UD-4 | Complete construction of the remaining phases of heated sidewalks. | 3-7 years | \$\$\$ | MOA (PM&E) MOA (Traffic) |

Programming Strategies Implementation

| | Action | Time Frame | Cost | Proposed Implementer |
|-----|--|------------|------|--------------------------------------|
| | Enhance the Image and Branding Program | | | |
| P-1 | Coordinate and improve marketing efforts. | 1-2 years | \$ | Downtown Partnership ACVB AEDC |
| P-2 | Build upon the Brand Print recommendations to promote Anchorage's heritage, culture and distinct Downtown sub-districts. | 1-2 years | \$ | Downtown Partnership MOA (OECD) |
| P-3 | Market Anchorage and Downtown as a winter destination to increase year-round hotel occupancy rates | Ongoing | \$ | ACVB |
| | Develop a Signage and Wayfinding Program | | | |
| P-4 | Establish a Downtown Signage and Wayfinding Committee. | 1 year | \$ | Downtown Partnership MOA (Parks) |
| P-5 | Develop a comprehensive Downtown streetscape and wayfinding signage design palette. | 1-2 years | \$ | Downtown Partnership MOA (Parks) |
| P-6 | Design distinct district signage. | 2-3 years | \$ | Downtown Partnership MOA (Parks) |
| | COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | |

Programming Strategies Implementation, continued

| | Action | Time Frame | Cost | Proposed Implementer |
|--|--|------------|--------|--|
| P-7 | Identify significant sites and event locations for interpretive signage. | 2-3 years | \$ | Downtown Partnership MOA (Parks) |
| Strengthen the Safety and Security Program | | | | |
| P-8 | Initiate a program for wayfinding and welcoming for Alaska Natives and all visitors from rural Alaska. | 1 year | \$ | Downtown Partnership |
| P-9 | Increase community policing in certain areas identified in the Plan. | 1 year | \$ | Downtown Partnership |
| P-10 | Prioritize locations for trash/recycling bins, public restrooms and street lighting. | 1 year | \$ | MOA (PM&E) MOA (Parks) MOA (Traffic) |
| P-11 | Enhance year-round street cleaning Downtown. | 1-2 years | \$ | MOA (Traffic) Downtown Partnership |
| P-12 | Install self-cleaning public restrooms Downtown. | 1 year | \$ | MOA (PM&E) Downtown Partnership |
| Enhance Activity and Event Programming | | | | |
| P-13 | Strengthen activity/event programming and promotion for events throughout the year, including winter and shoulder season events. | Ongoing | \$ | Downtown Partnership MOA (Parks) |
| P-14 | Promote activities for youth and families with children. | Ongoing | \$ | Downtown Partnership MOA (Parks) |
| P-15 | Implement the Delaney Park Master Plan and improve Delaney Park as a venue for large community events. | 1-2 years | \$\$\$ | MOA (Parks) |
| P-16 | Improve the Weekend Market Site as a venue for large community events. | 1-2 years | \$\$ | MOA (ACDA) |
| COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000 | | | | |

