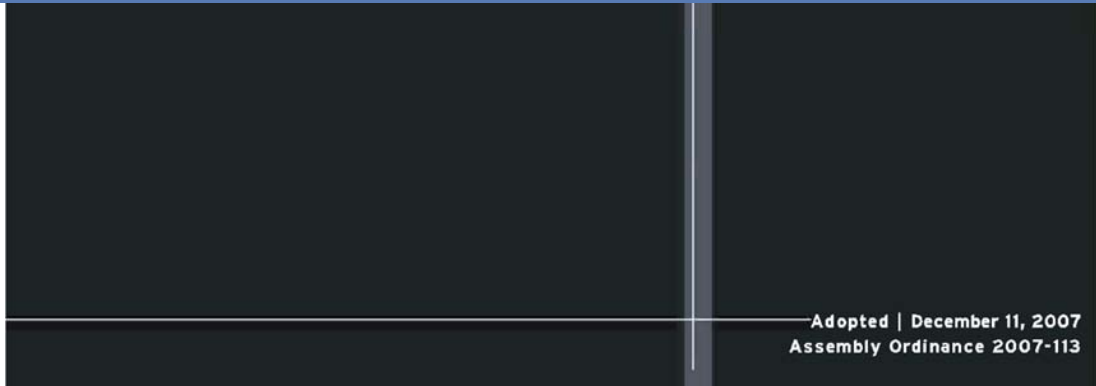




## **“Reinvesting In Our Downtown”**

**Smart Growth America - May 10, 2016 – Workshop Report**



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# Smart Growth America – Planning for Economic and Fiscal Health Workshop

## Introduction

The Municipality of Anchorage, Alaska was awarded a Smart Growth assistance project to facilitate a community discussion on “Planning for Economic & Fiscal Health, in 2016.” This award resulted in two Smart Growth America (SGA) experts visiting Anchorage for 3 days (May 8-10, 2016) to hold a targeted workshop on May 10<sup>th</sup>, 2016, with the Anchorage community. Targeted in the sense that a specific group of folks were invited representing corporations, Native Alaskans, state, local, and federal agencies, developers, and small businesses. Prior to the workshop invitees received eight questions to help them be informed and participate.

*Smart Growth is defined as: “.....a better way to build and maintain our towns and cities. Smart growth means building urban, suburban and rural communities with housing and transportation choices near jobs, shops and schools. This approach supports local economies and protects the environment.*

## SGA Team

**Chris Zimmerman** is Smart Growth America’s Vice President for Economic Development, Director of the Governor’s Institute of Community Design, and a former Arlington, VA elected official.

**Alex Hutchinson** is an Economic Development Specialist for SGA, with leadership experience as an Economic Development Officer for the Baltimore Development Corporation. These two economic development heavy hitters arrived in Anchorage May 8<sup>th</sup>, allowing them time to get their feet on the ground, get enough sleep to combat the jet lag, and to be ready to meet their welcoming committee bright and early the next morning.

## May 9<sup>th</sup> Welcome

The welcoming committee included breakfast with Anchorage Mayor Ethan Berkowitz, and was comprised of Chris Schutte-Executive Director of the Office of Economic & Community Development, Planning Director-Hal H. Hart AICP, Current Planning Manager-Terry Schoenthal, Long-Range Planning Manager-Carol Wong, and Kristine Bunnell-Project Manager. The informal breakfast meeting gave the SMA team, and our Mayor some focused time to delve deep into the concerns the Mayor wished to see addressed at the workshop.

May 9<sup>th</sup> also included a 4-hour intensive primer on development, politics, funding, Alaska Native culture, and the foundational economy of our great state given by Bill Popp, President and CEO of the Anchorage Economic Development Corporation. Bill’s important overview of Alaska, and Anchorage issues allowed the SGA team to understand what we Alaskans are facing with the drop in oil prices, and a dysfunctional legislature.

These two issues were countered by a very bright picture painted by Bill, through the many resiliency factors Anchorage enjoys. This includes the very financially-successful Alaska Native Corporations headquartered in Anchorage, a growing tourism market (2+ Million visitors expected in 2016), large Federal government presence at Joint Base Elmendorf Richardson, the 5<sup>th</sup> largest and growing cargo airport in the world (Ted Stevens Anchorage International Airport), and the steady housing and commercial real estate market in Anchorage.

## Existing Downtown Development

Downtown Anchorage retains an eclectic mix of early 1900's historic properties, mostly repurposed from single-family housing to small business enterprises. These are interspersed between 1940's World War, and 1980's oil and gas boom construction as low, to mid, to high rise glass enclosed structures. An entire block of Federal buildings, the Anchorage Museum, and the 5<sup>th</sup> Avenue Mall are also found Downtown.

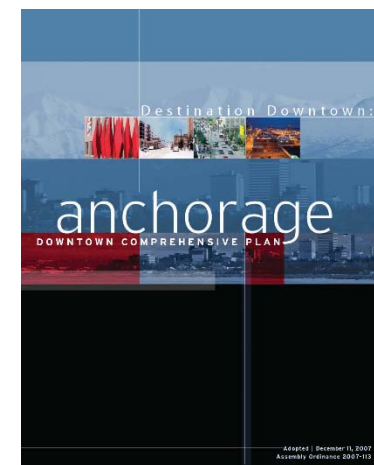
The SGA team received an up-close and personal tour of the Downtown to gain a better understanding of our development issues after Bill's presentation. What was most telling during the tour were the many open parking lots—all possible contributors and "prime areas for redevelopment," Chris Zimmerman declared as we made the tour. Chris was quite enthusiastic and quick to point out the potential for Smart Growth revitalization including walkable infrastructure, façade improvements, high density housing opportunities, and increased transit while on the tour.

Having time to tour Downtown with the SGA team so that they could better understand our issues was a highlight of their visit. While municipal staff provided a number of maps for their review prior to their visit, the on-the-ground visit in our Downtown brought the story home.

## May 10th Workshop

The morning session of the May 10<sup>th</sup> workshop started with Downtown Anchorage success stories noted by Chris Schutte, and an economic outlook with relevant statistics by Bill Popp. An in-depth overview of demographics, market demands, and Smart Growth best practices throughout the United States followed by Chris Zimmerman.

Anchorage adopted the *Anchorage Downtown Comprehensive Plan* in 2007, with great hopes for new development including housing, hotel, and mixed-use offerings occurring over the next 15-20 years. This has not been the case. Therefore the questions posed at the workshop were formulated to bring attention to the Downtown Plan and its recommendations.



The following questions were the focus of the SGA Workshop in the afternoon:

1. **Why aren't developers coming to us with projects that the community would like to see, both in terms of project location and the character of the development?** *Example: Mixed-use with housing, commercial, retail, restaurants, Work/Live Spaces, Maker Spaces, Lofts for housing, etc.*
2. **What will it take for you to develop new high density mixed use projects that the MOA, and the community want to see in the Downtown area?** *Let's not leave this workshop without some concrete understanding of this question, and some real answers that MOA staff can start working on.*
3. **Please help us identify and then codify those incentive tools, that the community can be willing to support, that will bring new growth and development in Downtown.** *These tools could then be used throughout Anchorage to spur identified growth and development.*
4. **Many Social Service providers are in the Downtown area. Do the services that they provide need to be disbursed around the Anchorage Bowl to provide better coverage and relieve the concentration that is here? Has this helped or hindered Downtown?**

5. **What other codes or regulations are needed to make Downtown better?** *Example: We do not have a loitering regulation in place to limit loitering on public property. Does that need to be addressed?*
6. **Are there current business practices, ordinances or lack of, that are impacting Downtown?** *Example: Closure of all Downtown bars at 3:00 am.*
7. **How should infrastructure improvements support new Downtown development?** *Example: Would this be through a better understanding of sewer, water, electric, roadway, sidewalks, etc. planning, funding, and development.*
8. **Will the things that we have talked about in previous questions support small businesses in Downtown? If not, what can we do to support small businesses in the Downtown area?** *Example: Streamlined permitting, increased communication on projects and programs in Downtown?*

Discussion was serious at times when attendees mulled over how to care for, and house the homeless population which is growing and seems to consist of three distinct groups; Alaska Natives, U.S. Veterans, and teens. Levity was also found in the room, as some quotes from the workshop relay; "Quit watching the news! It's (the economy) is not as bad as they say!" "I'm an attorney, and I can't even understand the code!" "It's about Millennials and Seniors!" This was in reference to housing demand for Downtown.



*Mayor Ethan Berkowitz during welcoming remarks*



## Workshop Commentary:

**Question #1: Why aren't developers coming to us with projects that the community would like to see, both in terms of project location and the character of development?**

1. Financing for Mixed Use is difficult to obtain.
  - Mixed use with residential component – essentially would be developed on speculation for the success of the retail space (3-4 stories over 1 retail) Feasibility of residential has not been proven in the Anchorage area.
2. Construction costs are high.
  - Mixed use might be horizontally integrated.
3. The Bargain as defined in the Downtown Comprehensive Plan was:
  - Title 21 was to work with adequate provision of Downtown parking supply.
  - Developers were not to pay for the construction of parking garages.
4. Address perceptions of Downtown Crime – where we are tolerating more.
5. Anchorage is divided – Vision for Downtown needs to be clear.
  - Shadow issues – regulations on neighbors/example
  - Vision → policy → regulation process
  - Risks/Unknowns/Pioneers
  - Where is the “sales” package! Team/Tools/Rules/Process-together as partners.

**Question #2: What will it take for you to develop new high density mixed use projects that the MOA, and the community want to see in the Downtown area?**

1. Like to see the municipality get site control of a potential development area. Send an RFP out that meets the City's general goal.
  - Plant a "flag" in Downtown and say these property are ours for redevelopment. Define specific redevelopment area with MOA 7<sup>th</sup> Avenue and I Street property as anchor.
  - Ask who wants to be involved.
2. Mixed use means lots of things
  - Downtown Comp Plan Policy: 2000 new units in Downtown? This hasn't happened.
  - Collateral complete development – to make things happen:
    - We have to have walkable streets.
    - What are the impacts to surrounding businesses?
      - Delivery sidewalks.
      - Restaurants.
      - Businesses.
3. You "gotta" start!
  - Build one project (do it and it works), other development will come along.
  - High density housing – is the most strategic need.
  - Need to determine what keeps housing projects from not balancing out.
  - Economic 101 says housing will work due to limited supply and high demand.
4. Is it that Downtown is not so desirable?
  - People are not going to walk in snow and ice a block to get to parking. Parking need needs to be convenient.
  - Is it that we only have so many contractors to develop?
  - How have construction costs gone up?
  - Incredibly tight market might bring costs down. (Seattle costs are now 30-40 % higher.)
  - We must take advantage of down turn.
  - Fix the missing policy & regulation piece.
  - We don't have a lot of time to make changes! 2-4 years before prices will go back up.
  - What's happening on the vacant Municipal-owned parcel located at 7th Avenue & I Street?
  - Public needs to have input on what the Municipality is doing with its vacant buildable land, especially in Downtown!
5. Muni needs a Redevelopment Authority:
  - staff, bonding authority, and enough funding to do projects
  - Priorities: 50%=> housing, <= 30% retail, <= 20% restaurants, etc.
  - that can do public/private partnerships
  - Propose a west end redevelopment district that includes property owners, MOA utilities, walkable
  - Redevelopment authority uses MOA owned properties for catalyst projects as identified in the Downtown Comprehensive Plan.
  - Fix the economic and incentive tools that we have – including the clunky regulations that will allow us to be able to build!
  - implement adopted plan!
6. Walkable city – tax breaks for providing heated sidewalks?  
"Tax breaks overall"

7. Fix 5<sup>th</sup> and 6<sup>th</sup> avenues, put H2H back in the Transportation Plan with funding, do the cut and cover, it will fix traffic flow, and make Downtown and Fairview walkable.
8. Can we change perception about short walk from garage parking to business or housing? Yes we can with the right projects!

**Question #3: Please help us identify and then codify those incentive tools that the community can be willing to support, and that will bring new growth and development in Downtown.**

1. Grocery/Food.
  - Co-locate grocery with renovated transit center.
  - Designed/managed to avoid safety issues.
2. Event Management.
  - Maintain access and parking to businesses, (e.g. Foot races)
  - Avoid discouragements to other visitors/shoppers on race day.
  - Design events/markets to maximize benefits/minimize impacts to all businesses in downtown.
3. "Cool Factors"/ Attractive Place.
  - Safe and appealing bicycle lanes and facilities.
  - Develop a bicycle boulevard through Downtown.
  - Provide more investment in flowers, gardens, cleanliness, and activities.
- Infrastructure Investment – specific to Ship Creek Area.
  - Streets, utilities need to be upgraded or installed to urban standards.
  - Improve connections to downtown, including trail to trail.
  - Decorate and enhance experience of these connections.

- We are missing the important connection to the waterfront. We are a waterfront city with little or no access to the water. We need to take advantage of our location and provide the types of housing and amenities that capitalize on the waterfront location.
  - Make Coastal Trail as a gateway feature.
4. Infrastructure Incentives.
    - Transportation: Local trolley/transit circulator to serve Downtown on a year-round basis with the appropriate density.
    - Commuter rail service using existing rail.
    - Moving walkways/enhanced walkways.
    - Sky bridges/pedestrian crossings.
    - Roof top gardens.
  5. City Pays for Infrastructure for projects.
    - Utility connections.
  6. Financing.
    - TIF – lower risk for developer – city invests in the infrastructure. This is successful in other places.
    - Tax Abatement – where there is public support up front, less of a political review per project. Muni needs to make timely decisions on Tax Abatement requests. Determine how MOA departments can and should provide input to those decisions.
  7. Parking.
    - Make parking garages feel safer, friendlier: connect to pedestrian walkways to developments.
    - This and other ways so that developers don't need to provide parking.



8. Development of Surface parking lots.
  - Identify what will “tip the scales” for parking lot owners to redevelop.
  - Streamline development review process.
  - Clear, transparent and coordinated policies and process for development review.
  - Staff reviewers with a customer service approach.

**Question #4: Many Social Service providers are in the Downtown area. Do the services that they provide need to be disbursed around the Anchorage Bowl to provide better coverage and relieve the concentration that is here? Has this helped or hindered downtown?**

1. Services should be dispersed, but the areas they are dispersed to must be serviced by transit and provide availability to grocery stores, health care and etc.
2. The U-Med District would appear to provide most of services needed that would support the types of facilities identified (grocery stores might be an exception) and the area does not really have many of these types of facilities.
3. Depending on the specific use or function of a facility, it may be disruptive to relocate a facility. It may be synergistic to have facilities with related missions in close proximity.
4. It was noted that the kids from Covenant House have disrupted legitimate uses in Town Square Park. Therefore, the Covenant House kids are not allowed to frequent Town Square Park.

This pointed out that perceived impacts associated with some of these facilities are not actual impacts.

5. The presence of some of these facilities has impacted some local areas of downtown

**Question #5. What other codes or regulations are needed to make Downtown better? The question posed instead was; what makes a good Downtown?**

1. Amenities: Retail, health care, services, government and institutions.
2. Availability of Public Safety.
3. Walkable – How do we deal with freight routes in an important area that we want to make walkable?
4. Public transit.
5. Mixed use development with higher density.
  - Containing a diverse residential composition.
  - Incentives for new development could include: Reduced taxes, Parking reductions, Density Bonus, Height Bonus, First floor retail and services.

**Question #6. Are there current business practices, ordinances or lack of, that are impacting Downtown?**

1. 3:00 AM Bar Break – where all the bars downtown close for the evening and the patrons stream out into the streets.
  - Vandalism, break-in of properties, etc.
  - Greater police presence needed during this time.
  - Consider earlier closure or staggered closure time

- Need to address especially for areas of Downtown where people live or where City is trying to encourage new housing development.
  - Examine concentration of bar licenses; do we need a spacing policy?
2. Parking Downtown needs to be re-evaluated.
    - Parking is subsidized for City Hall employees. Should this be adjusted to recognize that they also have free transit passes as well?
    - Manage parking rates at lots and garages to have an off peak rate that encourages folks to come into Downtown, especially in the evenings.
    - Develop an APP or kiosk to help inform users where available parking is to help reduce circling on the streets.
  3. State Owned Streets Downtown
    - 5th and 6th are 1 ways – the State needs to consider how these are programmed and their impacts on the local scene. Are these streets walkable? Traffic speed?
    - Should the MOA take over these streets including A and C?
  4. Empty Buildings & Blank Facades
    - Papered up windows, window glazing, etc. do not make the 1st floor of these buildings street scape friendly nor inviting.
    - Need an ordinance to address this.
  5. Should there be a date certain for empty buildings and lots that have been purchased to be redeveloped or repurposed?
  6. Is there a location requirement for State offices to locate within the Downtown area similar to the Feds?
  7. Why is riding a bike on the sidewalk illegal?
    - Should this be changed for all streets?
- Should this be allowed on some streets where ROW is constrained for installing a bike lane?
  8. Slow the speed on roads in Downtown. We want people to come in, not pass through.
  9. Have an honest/open discussion with market rate multifamily builders – what factors do they consider as they look at potential markets and how does Anchorage measure up?
  10. Offsite improvements are paid for by development; can the City spur development in Downtown by bearing some of this cost?
  11. Utilize MOA owned/controlled lands in DT and have it be a demonstration project of the type of mixed use development we want to see or partner with private development as a way to reduce their development costs.
  12. Town Square is it an asset, or a liability?
    - It is an asset, but not in its current state.
    - PACM first floor is closed off to the park, does not contribute to the park.
    - The mature trees need to be preserved.
  13. Lack of availability of public restrooms.
  14. Not enough trash receptacles.
  15. Better bicycle infrastructure. Bikes are prohibited on sidewalks, bike storage (bike racks) are limited, and conditions for on-street riding discourage ridership.

16. Single story build-out in the Downtown damages the Downtown fabric. The property is very valuable and multi-story build-out should be the norm.
17. Parking places, whether in a garage or on street don't seem to correspond particularly well with where parking is needed.
18. Improve building facades.
19. Demand based ride sharing is unavailable. Taxis are miserable and difficult to obtain Downtown.
20. Municipal requirements to pave alleys, pay for easements, etc. discourage development.

**Question #7: How should infrastructure improvements support new Downtown development?**

1. Create a Smart Grid system that incorporates signal priorities for transit, fire and public safety vehicles.
2. Expand dynamic messaging system so that drivers have greater situational awareness on roads.
3. Activate Town Square Park because there needs to be eyes on the street.
4. Encourage mixed-use development.
5. Widen sidewalks in order to improve the pedestrian experience.
6. Close off streets for temporary, seasonal use activities (example: F Street).
7. Encourage more opportunities to use outdoor spaces because there is a need for more public spaces.

8. Mitigate seismic ground failure risk.
9. Establish a Smart Parking notification system for drivers.
10. Create a robust broadband infrastructure network + WIFI.
11. Develop protected bike ways with secure bicycle parking and bike lockers.
12. Expand use of LED lighting.
13. Underground electrical and telecomm wires.
14. Coordination is needed for installation of infrastructure – too many projects are being done piecemeal in same locations.
15. Consolidate surface parking, structured parking is needed to encourage mixed-use development.
16. Implement heated sidewalks and crosswalks.
17. Remove couplet on 5th & 6th Avenues.
18. Need for more efficient modes to get tourists from cruise ships docked at the Port to Downtown.
19. Anchorage needs to be a more welcoming place; needs a wayfinding system.
20. There is a lack of public restrooms; consider installation of "London Loos" that have been developed by Homer, Ketchikan and Boston, MA.
21. Implement the Downtown Plan.
22. General concern about the amount of space consumed by tour buses on 5th Avenue, near Egan Convention Center.

23. Transit Center needs to be safe and secure for locals, tourists and businesses.
24. Traffic mitigation for new development should not be placed entirely on the backs of developers.
25. Implement Tax Increment Financing (TIF) financing tool for public improvements.

**Question #8: Will the things that we have talked about in previous questions support small businesses in Downtown? If not, what can we do to support small business in the Downtown area?**

1. Assist with MOA permitting and State ADOT permitting
  - Shorter time reviews.
  - Moving targets of regulations.
2. Ability to use ROW for business.
3. Simplified Permit language.
4. Incentives for year round business vs. seasonal & closures.
5. Real time parking information.
6. New incentives targeted for small business.
7. Walkable city – tax breaks for providing heated sidewalks? “Tax breaks overall.”
8. More public places strategically located.
  - Parkettes, green spaces.
  - secure bike park/lock-ups.
9. More residential units Downtown for small business support and safety.
10. Deal with chronic homeless issues, Downtown safety overall.
11. Downtown small business map & way finding; interactive.
12. Security Ambassadors; need more.
13. Strategically located bike lanes.
14. Bike share programs.
15. More garbage cans Downtown.
16. Dog Park Downtown.
17. Interactive web support, providing more park identification, transit info etc. for customers.
18. Cheaper parking for small business employees etc., small business contributions.
19. Address seasonal shop closures; tax rules/assessment premiums?
20. Retain Downtown anchors (e.g. LIO).
21. Resolve Town Square safety issues; more winter season town square events.
22. Food carts in Town Square.
23. Downtown circulator bus (free or cheap.)
24. Street closures for pedestrian events (e.g. street fairs).
25. Create an Active Street on F Street.
26. Safety in parking garages.

## Key Action Items

There are several action items and recommendations in this report. Overall the workshop was held to determine what we can do to kick-start redevelopment in Downtown Anchorage. Developing the most relevant Economic & Fiscal Health Tools must be based on learning the issues and desires of the community, along with what potential redevelopment incentives will work in Anchorage, Alaska. The SGA workshop and questions were intended to accomplish some of that, along with research into the incentives the municipality currently has the ability to use. Five Action Items arose from the workshop:

**Action item: Create a Redevelopment Authority:** Staff, fund, give bonding authority, and provide the ability to acquire property for development. Require that the Redevelopment Authority report out its progress to the Assembly and the community on a semi-annual or annual basis to determine what progress has been achieved in implementing the *Downtown Comprehensive Plan*. ***Within 24 months.***

**Action Item: Define a specific redevelopment area that includes the MOA-owned 7<sup>th</sup> Avenue and I Street property as an anchor for a redevelopment pilot project:** Use the existing fiscal tools to incentivize the pilot project. This includes making decisions in a timely manner on tax abatement, utility and infrastructure investments, Return on Investment, Pro Forma, permitting and any other incentives deemed appropriate to the project. MOA commits as a participant. ***Complete a Special Area Study to refine recommendations and report out on ROI and Pro Forma within 12 months.***

**Action Item: Publish an Incentives Handbook:** Include all known adopted incentives such as Chapter 12.36 Deteriorated Properties, and Title 21 Floor Area Ratio incentives. Overhaul each of the incentives and enabling State Legislation to ensure that they can be used in an efficient manner reducing costs to the municipality and the development community. ***Fund and complete the Incentives Handbook in the next 12 months.***

**Action Item: Make Downtown a Walkable and Desirable place to live, work, and play. Fund and complete a feasibility study for the Municipality to assume ownership and management of Downtown Streets.** This may include the funding prioritization an update to the Highway-2-Highway (Seward to Glenn Highways) Environmental Impact Statement and construction back into the 5-year AMATS Transportation Improvement Program. Give the State-controlled streets to the Municipality of Anchorage in Downtown and Fairview to enable redevelopment to a walkable, safe community area, desirable for housing, and businesses. This also includes funding and implementation of the Gambell Street Corridor Plan, the Fairview Neighborhood Plan, and the Downtown Comprehensive Plan. ***Fund and complete this study in the next 24 months.***

**Action Item: Fund and Implement Community Homeless Plan.** See <http://anchoragehomeless.org/get-the-facts/> for more information. Also work with and support the Downtown Partnership, Ltd. in their efforts to mitigate some of the issues that they manage on a daily basis. ***Apply for grants, consider sales tax or other alternatives for funding within 18 months to begin plan implementation.***

**Action Item: Make Downtown Safe.** Complete research on impacts to Downtown caused by several reasons including; late night bar patrons, camping in public areas, mitigate known drug use areas, increase lighting, patrols, etc. ***Update code and regulations to manage these issues within the next 18 months.***



## Highlights of the Workshop

There needs to be better communication between staff and the development community; please provide one municipal point person when we bring in projects. Pursue any and all development incentive tools—Municipality of Anchorage needs to contribute financially to projects, to have “skin in the game!” Determine where parking needs to go to support new development—contemplate parking sheds. We need a smart grid with more/better connectivity including Wi-Fi. Underground electric, Wi-Fi, telephone creating utility-corridors where possible.

How about an infrastructure APP, so people know where roadway construction is happening. How about self-cleaning public restrooms, fix the Downtown Park, consider closing 4<sup>th</sup> Avenue for outdoor space, take back 5<sup>th</sup> and 6<sup>th</sup> Avenues from the Alaska Department of Transportation so that we can slow traffic down, and convert these two main streets more walkable. The Big Idea from the SMA team; get those parking lots into redevelopment!

## Lessons Learned

Smart Growth America helped our community refocus, reimagine, and reenergize our commitment to Downtown in one short day. The momentum gained when the Anchorage Downtown Comprehensive Plan was adopted in December 2007, is back on our Downtown.

By sharing success stories across the country the SMA team reinforced the benefits of Downtown redevelopment. The participants then affirmed the current issues and needs articulated in the 8 questions. SMA fostered a cross-cultural community discussion with the valuable demographic information provided by Bill Popp. Most of all, the SMA saw the all the positives in our community and pointed them out to workshop attendees in a striking and thought-provoking manner, which generated enthusiasm and great comments from around the room!

## Logistics and Attendance

Of the 98 people on the invite list, 47 attended, along with 6 walk-ins that had heard about the workshop through the press or other public meetings. Overall, organizers feel that this was a great number, and represented a fair cross-section of the Downtown community. You will have to press some people to attend through emails and personal phone calls. Reserve time to send those emails and make those personal calls early on, and then follow-up a month, and 2 weeks out. We started our list of attendees early and sent them a "Save the Date."

Smart Growth pays for the travel of their team. All costs of the workshop are born by the community. Therefore, we started fund raising and other support for the workshop early.

We served great local food. Smoked salmon, eggs, fry bread, and berries at breakfast, soup and sandwich for lunch, and a root beer float bar for the last break were all on the menu. Attendees work better with good food and a sunny, happy room.

## Follow-up

Municipal staff will provide 3 progress reports between now and next year to SMA and the community. SMA will provide a report with their recommendations by the end of 2016. Municipal staff will also follow-up with the workshop participants providing the progress reports, check-ins on potential projects, and ultimately to thank everyone who attended. This is important for the big and small projects that are going to come forward as a result of this workshop. In the long run municipal staff needs to ensure that there is a team of advocates walking alongside our Downtown developers.

## Conclusion

This was a win-win for our community. Great things are going to happen as a result of our Smart Growth America workshop and we will have the SGA team to lean on in the future. They loved Alaska and want to come back. Smart Growth has many tools and grant programs! It takes a great application and a sincere letter!

The "Big Thing;" how much of Downtown is parking lots is a big issue, stated Chris Zimmerman in his closing remarks. "Find ways to create great public spaces. Use redevelopment to generate activity and urban design with activated streets [that looks] and feels human. Activate your empty spaces! Try four blocks, encouraged Chris Zimmerman.

## Acknowledgements

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Chris Zimmerman and Alex Hutchinson; Smart Growth America

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DoaShima Susan – Jade Lady, Cheryl Richardson and Mara Carnahan – South Addition Community Council, Steve Cleary – Alaska Trails, and Savanna Lethin – Timothy Lethin, DDS, PC.

## THANK YOU TO OUR SPONSORS:





*Maps, Presentations and Handouts are available as a separate appendix along with this report at:*

*<http://www.muni.org/Departments/OCPD/Planning/Projects/Pages/default.aspx>*

- ∴ Downtown Parking Lots - GIS Map MOA Public Works*
- ∴ Downtown Ownership – GIS Map MOA Public Works*
- ∴ Downtown Districts - Downtown Comprehensive Plan*
- ∴ Downtown Strategy Plan - Downtown Comprehensive Plan*
- ∴ Overarching Goals - Downtown Comprehensive Plan*
- ∴ AEDC 2016 Annual Outlook Presentation*
- ∴ AEDC Live.Work.Play - Employer/Employee Survey Results Flyer*
- ∴ Peach Investments - Anchorage Re-Dev 4||5 Project*
- ∴ Smart Growth America - Planning for Economic & Fiscal Health - Chris Zimmerman*
- ∴ Smart Growth America - Case Studies - Alex Hutchinson*

*Smart Growth America Workshop was made possible by the:*

*Thank you!*

