

Appendix 7. Mountain View Neighborhood Revitalization Strategy Status Table
Mountain View NRS Strategies, Outputs and Benchmarks

Strategy*	Output	Baseline Data 2003	Benchmark 2004	Outputs 2004
1. Promote an Arts & Cultural District to revitalize the commercial district of Mountain View	Establish Arts & Cultural “anchors” in the Mountain View Commercial District	Identification of the Arts & Cultural District as a conceptual tool for neighborhood revitalization, but lack of existing major arts organization “anchors” in the neighborhood to support the concept.	Utilize CDBG funds to support a mixed-commercial-use development for the Anchorage Opera, the Alaska Dance Theater (or other arts “anchors”), and other businesses. Development design must enhance the pedestrian character of the neighborhood, contribute to the “district” concept and utilize winter-city design.	Relocation of the Anchorage Opera and the Alaska Dance Theater has been postponed. The project is expected to begin in 2005.
			Utilize CDBG funds to support establishment of the Museum of Natural History in Mountain View.	The Museum of Natural History acquired 12,000 square feet of property in 2003 and opened for business in 2004.
			Utilize CDBG funds to rehabilitate the new Special Olympics Alaska structure	Rehabilitation of Special Olympics Alaska building is near completion. The structure is expected to be finished early in 2005.
		Enthusiasm for economic development amongst local officials and organizations not matched by local experience in utilizing the diverse tools for economic development available.	Build local capacity in and pursue utilization of Section 108, Brownfields Economic Development Initiative (BEDI) funds and New Market Tax Credits to support the revitalization and commercial development of the Mountain View Arts & Cultural District (see Strategy C.6, 2001 EZ)	The City of Anchorage was awarded a BEDI grant in October of 2003 in the amount of \$2,000,000. In November of 2004 the City was approved for \$5,000,000 in loan guarantee assistance under Section 108.

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2. Increase small business activity compatible with the commercial revitalization of Mountain View	Small Business Lending (similar to EZ application strategy #C.2.)	The vision for revitalization of Mountain View includes small retail shops and ethnic restaurants.	Complete a detailed baseline inventory of existing businesses in the Mountain View Commercial District. Certify an organization that will serve Mountain View as a CDBG Community Business Development Organization (CBDO).	As an alternative to the creation of a CBDO, the Anchorage Community Land Trust is acquiring property in Mountain View's the commercial district. Collection of the data for the business inventory was begun in the fall of 2004 and will be completed in the Spring of 2005.
3. Encourage housing densities appropriate to the small lot, grid streetscape of Mountain View	In-fill development of single family homes or duplexes on vacant lots and lots with dilapidated structures.	With R-3 zoning, and lack of design requirements, poorly designed multi-family structures have been built on small lots. Remaining vacant lots could result in the same.	New construction of single family and other low density housing through Habitat for Humanity and Cook Inlet Housing Authority redevelopment efforts.	In 2004 Habitat for Humanity began the construction of two duplexes (4 units) and two five-bedroom single family homes. CIHA's Phase I got underway in 2004, with 4 new four-plex units and 12 single family homes being constructed.
	Better synchronize Mountain View's zoning with its lot design through completing a Neighborhood Plan for Mountain View as part of <i>Anchorage 2020</i> , possibly including district and/or overlay zones		Begin Neighborhood Planning Handbook project, beginning with a Mountain View Neighborhood Plan, (funded by CDBG planning funds), to codify the process by which neighborhoods may incorporate local plans Anchorage's Comprehensive Plan, Anchorage 2020	The Mountain View Neighborhood Plan will be completed in 2005. Budgeted funds for FY 2005 are \$60,000.

Strategy*	Output	Baseline Data 2003	Benchmark 2004	Outputs 2004
4. Improve the quality of existing housing in Mountain View	Rehabilitation of existing housing units, both rentals and homeownership.	Housing quality in Mountain View varies considerably, with many absentee landlords and aging, poorly maintained units.	Utilize CDBG and HOME funded programs to rehabilitate 15 rental units and 15 homeownership units in the first year.	ANHS and the Municipality of Anchorage Weatherization program rehabilitated 11 homes in Mountain View.
			Under this NRS, CDBG rehabilitation undertaken by Anchorage Neighborhood Housing Services during 2004 (including its "World Changers" coordination effort) will be considered a single "multi-family" rehabilitation project in order to allow for more flexible address of housing quality throughout the neighborhood. (This allows requiring that 51 percent of all housing units rehabilitated meet income guidelines, instead of 100 percent).	ANHS completed its World Changers project using the conventional method of qualifying each household assisted. There were 8 households assisted through World Changers in 2004.
			Rehabilitate additional rental units through CIHA's redevelopment efforts.	CIHA's Phase I got underway in 2004, with 4 new four-plex units being rehabilitated. None were completed during the program year.
	Facilitate the use of federal funds for housing rehabilitation in Mountain View by completing Historic Survey of all residential properties in Mountain View.	Mountain View's aging housing may be eligible for listing on the historic register. Without a historic survey, the significance of these homes is difficult to discern, leading to loss of history, and lengthening the environmental review process required when utilizing federal funds.	Utilize CDBG and secure additional funds for a complete a historic survey of Mountain View. Complete survey during 2004.	A contractor was selected to conduct the survey and data has begun to be collected. The expected completion date is April 2005.

Strategy*	Output	Baseline Data 2003	Benchmark 2004	Outputs 2004
5. Retain the affordability of housing in Mountain View	Utilize a Community Land Trust to secure land for long term affordable housing, both rental and homeownership.	As revitalization continues in Mountain View, there is currently no mechanism to retain affordable housing when land values increase.	Create/incorporate a Mountain View Community Land Trust. Identify possibility of the Mountain View CLT becoming a HOME CHDO and/or CDBG CBDO.	Anchorage Community Land Trust, with a focus on Mountain View, was incorporated during 2004 and has begun acquiring properties. The new Executive Director is considering applying for CHDO and CBDO status.
6. Decrease the real and perceived crime rates in Mountain View	Establish a Weed and Seed program in Mountain View	Mountain View exhibits some of the highest crime rates in the Municipality of Anchorage.	Pursue application of a Weed and Seed program in Mountain View similar to that which currently exists in Muldoon.	The application for the Weed and Seed program in Mountain View has been completed and submitted to the U.S. Department of Justice for approval.
	Continue Mountain View's long tradition of Community Patrol and volunteer clean-up efforts.	With recent loss of one of Mountain View's long standing volunteers, these cornerstones of Mountain View pride and safety are in jeopardy.	Identify a mechanism to fund or otherwise support Mountain View's Community Patrol.	The Mountain View Community Patrol has recruited nine new volunteer members. They have been working in conjunction with the Anchorage Police Department's Volunteers in Police Services program to train members in emergency and community response.
7. Improve the urban environment in Mountain View through design standards, street upgrades, code enforcement, clean-up efforts, and reduction of other nuisances.	Using existing funding sources and a new partnership with the Alaska National Guard, expedite code enforcement resolutions in the Mountain View area.	Buildings with long-standing code enforcement issues remain standing in Mountain View. These sites offer undesired harbor for drug activity, unsafe environment for residents, and discourage neighborhood investment.	Eliminate the back-log of demolitions related to code enforcement with the use of CDBG Slum & Blight funds. Establish a joint effort with the Alaska National Guard to provide training opportunity to troops through demolition and clearance of dilapidated structures that contribute to illicit drug use.	A consultant was hired to streamline demolition projects. Implementation is expected in early 2005. The Alaska National Guard completed their first training in April of 2004.

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	Develop a Physical Improvement Strategy that addresses the types of uses, building heights, setbacks, façade and storefront renovation, signage improvements and screening for vehicle, equipment, and dumpster storage areas.	Lack of design standards and other planning tools has led to a hodge-podge of development both in the commercial and residential areas.	Design committee continues to meet to map out plans to develop a Mountain View Gateway, overlay district, design guidelines, and potential façade and screening improvement (incentive) program, possibly to be funded through CDBG funds.	The Mountain View Neighborhood Plan will be completed in 2005. Budgeted funds for FY 2005 are \$60,000.
Make improvements to Mountain View drive through the Municipality of Anchorage's capital improvement plan.	Mountain View Drive is due for improvements and its position on the capital improvement plan has moved from later years to year 2004 to promote the revitalization of Mountain View.	Secure funding for physical improvements to Mountain View Drive	In 2004 funding was secured for the physical improvements to Mountain View Drive and a reconstruction plan was drafted. Construction on Mountain View Drive east of Commercial Drive will begin in 2005.	

*Strategies are not prioritized and therefore are not presented in priority order. Numbering is for convenience only.

