

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.

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.

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
Alaska Railroad	Alaska Railroad Corporation
Downtown Partnership	Anchorage Downtown Partnership

Implementation Programming

	Action	Time Frame	Cost	Proposed Implementer
IP-1	Establish a Downtown Advisory Group to track the achievement of the Plan, review the status and prioritization of implementation actions, and advocate for the Plan's realization.	1 year	\$	Downtown Partnership MOA (ACDA)
IP-2	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). Ensure design and construction adheres 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. Ensure design adheres 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. Ensure design adheres 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 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	Establish a Downtown Park Community Advisory Group to help determine open space and recreational needs and opportunities in the Downtown area.	1 year	Programmatic	MOA (Parks)
LU-12	Develop a Downtown Park and Open Space Plan which identifies future open space needs and includes acquisition strategies, incentives and open space design guidelines.	1-2 years	\$	MOA (Parks)
LU-13	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-14	Improve Town Square Park to be a more effective venue for large community events.	1-2 years	\$\$\$	MOA (Parks)
	Create a Historic Preservation Commission and Overlay Zone			
LU-15	Establish a Historic Preservation Commission that can address immediate and long term historic preservation policies, initiatives and incentives; inventory historic resources.	1 year	\$	MOA (OECD)
LU-16	Work with the community to establish a Historic Overlay Zone.	2-3 years	\$	MOA (OECD) MOA (Planning)
	Respond to Seismic Hazards			
LU-17	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-18	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	Convert 9th Avenue to a typical three-lane cross section, coordinating with transit operations planning and pedestrian improvements recommended by this Plan and 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	Develop a Pedestrian Improvements Plan and coordinated implementation program for improving the Downtown Plan's designated primary and secondary pedestrian connections, enhanced intersection crossings, pedestrian and bicycle trails, on-street bicycle connections and other pedestrian amenities and traffic calming strategies. Include street amenities for transit ridership (Page 83) such as curb extensions at bus stops, heated bus stops and schedule information.	1-2 years	\$	MOA (Traffic) MOA (Parks) MOA (Planning) MOA (Transit) Downtown Partnership
T-12	Adjust the timing of traffic signals on arterials in the Downtown to reduce average speeds to 20 MPH or less within Downtown.	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	Program the transition of on-street parking from individual parking meters to a kiosk system of parking meters.	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	As part of the Downtown park and open space plan (LU-12 above), identify and prioritize scenic view corridors, and potential measures and incentives for their protection.	1 year	\$	MOA (Planning)
UD-2	As part of the Pedestrian Improvements Plan (T-11 above) and Downtown Core Streets Streetscape Plan, identify and prioritize pedestrian amenities, including funding sources and potential locations. Amenities include public art, landscaping, seating opportunities self-cleaning restrooms, and other amenities recommended in the Downtown Plan.	1-2 years	\$	MOA (Parks) MOA (Traffic)
UD-3	Complete a Heated Sidewalk Master Plan to determine the appropriate technology, construction phasing, financing and public/private responsibilities for heated sidewalks.	1 year	\$	MOA (ACDA) MOA (Traffic)
UD-4	Construct one or several priority blocks of heated sidewalks as a model for future areas.	2-3 years	\$\$\$	MOA (PM&E) MOA (Traffic)
UD-5	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 MOA (OECD)
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)
COST BREAKDOWN: \$ = < \$100,000; \$\$ = \$100,000 - \$500,000; \$\$\$ = >\$500,000				

Programming Strategies Implementation, continued

	Action	Time Frame	Cost	Proposed Implementer
P-6	Design distinct district signage.	2-3 years	\$	Downtown Partnership MOA (Parks)
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	Establish a Downtown Safety and Security Committee to strengthen current efforts to improve safety and Security Downtown.	1 year	\$	Downtown Partnership MOA (APD)
P-9	Initiate a program for wayfinding and welcoming for Alaska Natives and all visitors from rural Alaska.	1 year	\$	Downtown Partnership
P-10	Increase community policing in certain areas identified in the Plan.	1 year	\$	Downtown Partnership
P-11	Prioritize locations for trash/recycling bins, public restrooms and street lighting.	1 year	\$	MOA (PM&E) MOA (Parks) MOA (Traffic)
P-12	Enhance year-round street cleaning Downtown.	1-2 years	\$	MOA (Traffic) Downtown Partnership
P-13	Install self-cleaning public restrooms Downtown.	1 year	\$	MOA (PM&E) Downtown Partnership
Enhance Activity and Event Programming				
P-14	Strengthen activity/event programming and promotion for events throughout the year, including winter and shoulder season events.	Ongoing	\$	Downtown Partnership MOA (Parks)
P-15	Promote activities for youth and families with children.	Ongoing	\$	Downtown Partnership MOA (Parks)
P-16	Improve Town Square Park for large community events.	1-2 years	\$\$\$	MOA (Parks)
P-17	Implement the Delaney Park Master Plan and improve Delaney Park as a venue for large community events.	1-2 years	\$\$\$	MOA (Parks)
P-18	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				

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