

# CHAPTER 5

## Plan Implementation

How Chapter 5 Is Organized

Balancing the Needs

Policies and Strategies:

- Land Use & Transportation

- Design & Environment

- Public Facilities & Services

- Implementation

Implementation Strategies



## Plan Implementation



Key elements of **ANCHORAGE 2020** are its goals, policies, and strategies. Goals are general achievements that the community desires to reach in the future. Policies are specific actions needed to help the Municipality attain its goals. Strategies are mechanisms selected to carry out the policies. The policies and strategies listed in this chapter will govern municipal actions and resource commitments needed to implement **ANCHORAGE 2020**.

### Policies

The policies are statements of intent that govern implementation of **ANCHORAGE 2020**. District plans, ordinances, and other strategies will provide details to meet the goals of **ANCHORAGE 2020**. In their absence, the policies are used in combination with the Land Use Policy Map (see Chapter 4) for decision-making by municipal staff, Planning and Zoning Commission,

Platting Board, Zoning Board of Examiners and Appeals, and Assembly.

Corresponding to the **ANCHORAGE 2020** goal categories outlined in Chapter 3, the Chapter 5 policies are organized under the titles: Land Use and Transportation, Design and Environment, Public Facilities and Services, and Implementation. Each policy section begins with a bulleted list of guiding planning principles that summarize the intent of that policy section.

### Strategies

Adjacent to each policy is a set of strategies that will help implement the corresponding policy. ⚙ This symbol identifies the strategies which are most essential to the implementation of that policy. Although a strategy may be marked “essential” to one policy, it may be considered “secondary” to another policy and will not be marked. Several strategies may be needed

to fully implement each policy, and some strategies contribute to the implementation of many policies. The Work Program will determine which strategies are most essential for the implementation of ANCHORAGE 2020 as a whole, and prioritize the completion of those strategies accordingly.

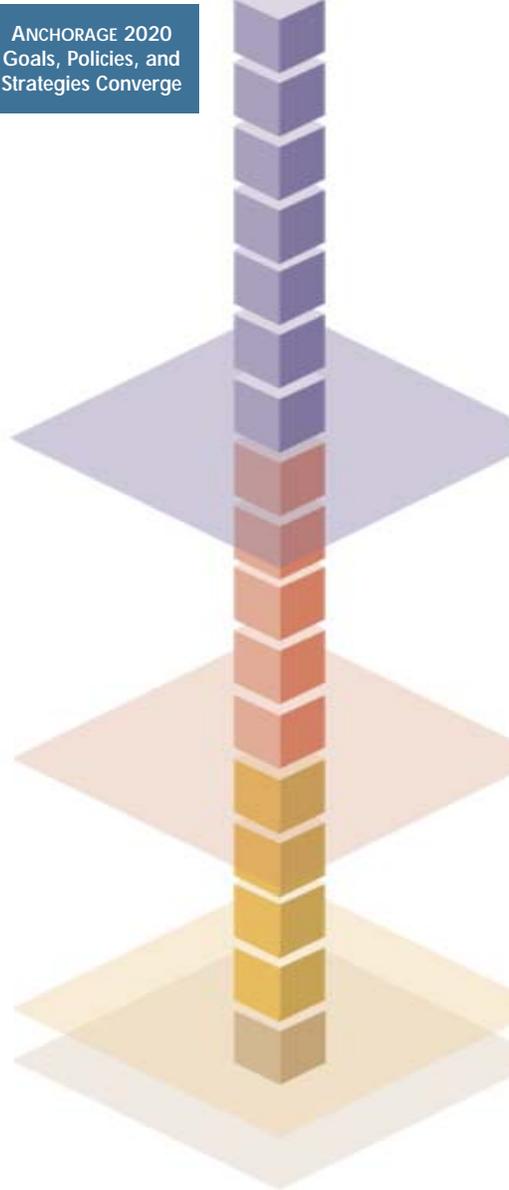
Strategies include new or revised municipal ordinances, functional plans, neighborhood or district plans, the capital improvement program (CIP), and others. Until applicable strategies are implemented, the policies guide municipal decision-making.

**Maps**

The Land Use Policy Map is an interim guide for municipal decision-making until neighborhood or district plans and Title 21 changes are prepared and adopted. The Land Use Policy Map shows the approximate location of major employment centers, redevelopment/mixed-use areas, town centers, neighborhood commercial centers, industrial reserves, and transit-supportive development corridors. It also illustrates a planning district for neighborhoods adjacent to and influenced by the Ted Stevens Anchorage International Airport, and the concept of establishing urban and rural service districts.

**How Chapter 5 Is Organized**

ANCHORAGE 2020  
Goals, Policies, and  
Strategies Converge



<b>Land Use &amp; Transportation Policies and Strategies</b>
<b>Design &amp; Environment Policies and Strategies</b>
<b>Public Facilities &amp; Services Policies and Strategies</b>
<b>Implementation Policies and Strategies</b>

<b>General Land Use</b>
<b>Residential</b>
<b>Commercial</b>
<b>Industrial</b>
<b>Transportation</b>
<b>Transportation Design &amp; Maintenance</b>
<b>Air Quality</b>
<b>General Design &amp; Environment</b>
<b>Housing</b>
<b>Open Space</b>
<b>Habitat</b>
<b>Water Resources</b>
<b>Level of Service</b>
<b>Utilities</b>
<b>Parks, Trails, Recreation</b>
<b>Education &amp; Culture</b>
<b>Implementation</b>

### How Do You Know

How do you know if a new project meets community standards established in the ANCHORAGE 2020 plan? Measure the project against the goals. The policies help us to make that measurement. Through the implementation of strategies, policies become laws, plans and standards. They increase the precision and enforceability of the policies.

### Role of the Public

When a new project is presented for review, the public can use the Comprehensive Plan to see how well it measures up. Are the transportation and air quality issues addressed? Does it meet open space and water resource requirements? The public will be able to use this plan as their tool to maintain the integrity of their community when new schools, roads, neighborhoods or redevelopment is proposed.

## Definitions

### What is a goal?

A goal is our destination. The vision for where we want to go.

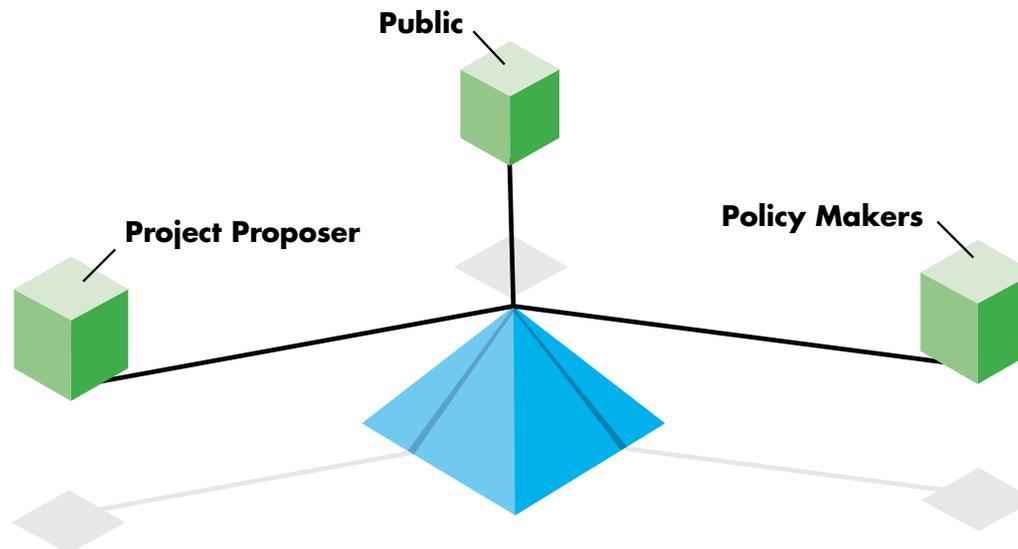
### What are the policies?

The policies are the road map. They help guide the boards and agencies in making their decisions.

### What are the strategies?

These are the nuts and bolts of getting the job done. The strategies become ordinances and changes to the municipal code that direct development of new projects.

## Balancing the Needs



## Land Use & Transportation Policies and Strategies



- Infill, redevelopment, and adaptive land reuse principles revitalize the community.
- Downtown is a vital commercial, office, residential, governmental, and cultural center.
- Commercial growth is efficiently concentrated in compact centers.
- Land uses are mixed where appropriate.
- Conservation of the existing housing stock, as well as development of new housing in appropriate locations and at appropriate densities, is promoted.
- Higher density residential development is promoted near and within transit-supportive development corridors, town centers, redevelopment/mixed-use areas, and major employment centers.
- Neighborhood vitality and quality of life are reinforced through density, street and trail layout, architectural design principles, and neighborhood or district plans.
- The transportation system, which includes all modes (vehicular circulation and parking, transit, and pedestrian/trail access), is linked to land use patterns and density.

Policy #	<b>Policy</b> These statements provide direction to public officials and the general public until Strategies are implemented.	<b>Strategies</b> ☛ Strategies that are "essential" to the implementation of the corresponding Policy. All others are "secondary" to its implementation.	
General Land Use	<b>1</b> The Land Use Policy Map shall guide land use decisions until such time as other strategies are adopted that provide more specific guidance.	- Neighborhood or District Plans - Functional Plans	
	<b>2</b> Land Use and Generalized Residential Intensity Maps shall be developed with each Neighborhood or District Plan incorporating elements of the Land Use Policy Map and shall guide land use decisions.	☛ Neighborhood or District Plans - Minimum Residential Density	- Urban/Rural Services
	<b>3</b> The Municipality shall employ development strategies for the Anchorage Bowl in order to accommodate approximately 31,600 additional dwelling units by the year 2020 with the allocation of the dwelling units by planning sector as follows: Central    5,000 – 7,000            Southeast    4,000 – 6,000 Northeast   5,000 – 7,000            Southwest    4,000 – 6,000 Northwest   7,000 – 9,000	☛ Neighborhood or District Plans ☛ Minimum Residential Density ☛ Overlay Zone ☛ Mixed Use ☛ Design Standards	- Annual Progress Report - Accessory Units - Infill, Redevelopment and Reinvestment Incentives

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<b>General Land Use</b>	<p><b>4</b> The Zoning Map shall ultimately be amended to be consistent with the adopted Neighborhood or District Plan Maps.</p>	<ul style="list-style-type: none"> <li>☛ Neighborhood or District Plans</li> <li>☛ Synchronize Zoning with Land Use Maps</li> </ul>	
	<p><b>5</b> Rezones and variances shall be compatible in scale with adjacent uses and consistent with the goals and policies of ANCHORAGE 2020.</p>	<ul style="list-style-type: none"> <li>☛ Zoning and Platting Review Process</li> <li>☛ Neighborhood or District Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Synchronize Zoning with Land Use Maps</li> <li>- Development Rights–Purchase</li> <li>- Development Rights–Transfer</li> </ul>
	<p><b>6</b> Areas designated for specific uses on the Zoning Map shall be protected from encroachment by incompatible land uses.</p>	<ul style="list-style-type: none"> <li>☛ Neighborhood or District Plans</li> <li>☛ Neighborhood Park/Open Space Priority System</li> </ul>	
<b>Residential</b>	<p><b>7</b> Avoid incompatible uses adjoining one another.</p>	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Neighborhood or District Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Landscape Ordinance</li> <li>- Overlay Zone</li> </ul>
	<p><b>8</b> Urban residential density, defined as greater than 1 dwelling unit per acre, is the optimum standard in the urban services area; and rural density residential, defined as equal to or less than 1 primary dwelling unit per acre, is the optimum standard in the rural services area.</p>	<ul style="list-style-type: none"> <li>☛ Hillside District Plan</li> <li>- Urban/Rural Services</li> </ul>	<ul style="list-style-type: none"> <li>- Development Rights–Purchase</li> <li>- Development Rights–Transfer</li> </ul>
	<p><b>9</b> New residential development located within 1/4 mile of the major street at the center of a Transit-Supportive Development Corridor shall achieve an overall average of equal to or greater than 8 dwelling units per acre. Individual lot densities shall be further defined through development of implementation strategies.</p>	<ul style="list-style-type: none"> <li>☛ Overlay Zone</li> <li>☛ Minimum Residential Density</li> <li>☛ Neighborhood or District Plans</li> <li>☛ Design Standards</li> </ul>	<ul style="list-style-type: none"> <li>☛ Infill, Redevelopment and Reinvestment Incentives</li> <li>☛ Neighborhood Park/Open Space Priority System</li> <li>- Housing &amp; Community Development Consolidated Plan</li> </ul>
<p><b>10</b> Mixed-use development is encouraged within Major Employment Centers, Mixed-Use Redevelopment Areas, Town Centers, and Neighborhood Centers. Strategies for mixed-use development include housing needs, compatible non-residential uses, public and open spaces, and multi-modal access.</p>	<ul style="list-style-type: none"> <li>☛ <u>Neighborhood or District Plans</u> <ol style="list-style-type: none"> <li>1. Central Business District Plan</li> <li>2. University &amp; Medical District Framework Master Plan</li> <li>3. Midtown District Plan</li> <li>4. East Anchorage District Plan</li> <li>5. Town Center Plans</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Infill, Redevelopment and Reinvestment Incentives</li> <li>☛ Overlay Zone</li> <li>☛ Mixed Use</li> <li>☛ Housing &amp; Community Development Consolidated Plan</li> </ul>	

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<b>Residential</b>	<p><b>11</b> Mixed-density residential development shall be permitted in identified zoning districts provided the development maintains or improves the functional and aesthetic characteristics of the surrounding development and maintains or improves adjacent transportation access and traffic flow.</p>	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Inclusionary Zoning</li> <li>☛ Street Connectivity Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Accessory Units</li> <li>- Small-Lot Housing</li> </ul>
	<p><b>12</b> New higher density residential development, including that within Transit-Supportive Development Corridors, shall be accompanied by the following:</p> <ul style="list-style-type: none"> <li>a) Building and site design standards;</li> <li>b) Access to multi-modal transportation, to include transit, and safe pedestrian facilities; and,</li> <li>c) Adequate public or private open space, parks or other public recreational facilities located on site or in close proximity to the residential developments.</li> </ul>	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Overlay Zone</li> <li>☛ Neighborhood Park/Open Space Priority System</li> <li>☛ Small-Lot Housing</li> <li>☛ Level of Service Standards</li> <li>☛ Neighborhood or District Plans</li> <li>☛ Underground Utilities</li> </ul>	<ul style="list-style-type: none"> <li>- Landscape Ordinance</li> <li>- Public Focus Centers</li> <li>- Natural Open Space Acquisition</li> <li>- Park, Greenbelt and Recreation Facility Plan</li> <li>- Long-Range Transportation Plan</li> <li>- Streetscape Standards and Guidelines</li> <li>- Public Facilities Land Acquisition Program</li> </ul>
	<p><b>13</b> New rural residential subdivisions shall be designed to:</p> <ul style="list-style-type: none"> <li>a) Maintain the rural character of the area;</li> <li>b) Link to existing adjacent road and trail systems;</li> <li>c) Protect, maintain, or avoid sensitive environmental areas (wetlands, steep slopes, drainageways, unsuitable soils, geohazard areas); and,</li> <li>d) Incorporate wildland fire safety design standards.</li> </ul>	<ul style="list-style-type: none"> <li>☛ Land Clearing Standards</li> <li>☛ Hillside District Plan</li> <li>☛ Slope Development Guidelines</li> <li>☛ Street Connectivity Standards</li> <li>☛ Fire Safety Design Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Development Rights–Transfer</li> <li>- Development Rights–Purchase</li> <li>- Impact Fees</li> <li>- Urban / Rural Services</li> </ul>
	<p><b>14</b> Conservation of residential lands for housing is a high community priority. New residential development at densities less than identified in the Neighborhood or District Plans is discouraged. No regulatory action under Title 21 shall result in a conversion of dwelling units or residentially zoned property into commercial or industrial uses unless consistent with an adopted plan.</p>	<ul style="list-style-type: none"> <li>☛ Minimum Residential Density</li> <li>☛ Neighborhood or District Plans</li> <li>- Small-Lot Housing</li> <li>- Development Rights–Transfer</li> </ul>	
	<p><b>15</b> Accessory housing units shall be allowed in certain residential zones.</p>	<ul style="list-style-type: none"> <li>☛ Accessory Units</li> <li>☛ Design Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Affordable Housing</li> </ul>

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<b>Residential</b>	<p><b>16</b> Adopt standards to ensure that new residential development provides for a variety of lot sizes and housing types for a range of households and age groups.</p>	<ul style="list-style-type: none"> <li>☛ Inclusionary Zoning</li> <li>☛ Housing &amp; Community Development Consolidated Plan</li> <li>☛ Design Standards</li> <li>☛ Accessory Units</li> </ul>	<ul style="list-style-type: none"> <li>- Affordable Housing</li> <li>- Small-Lot Housing</li> <li>- Neighborhood or District Plans</li> </ul>
	<p><b>17</b> Provide incentives for lot consolidation in infill/redevelopment areas in order to improve the design and compatibility of multi-family housing.</p>	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Infill, Redevelopment and Reinvestment Incentives</li> <li>- Redevelopment Authority</li> </ul>	<ul style="list-style-type: none"> <li>- Development Rights – Purchase</li> <li>- Development Rights – Transfer</li> <li>- Tax Increment Financing</li> </ul>
<b>Commercial</b>	<p><b>18</b> Strengthen the Central Business District’s role as the regional center for commerce, services, finance, arts and culture, government offices, and medium- to high-density residential development.</p>	<ul style="list-style-type: none"> <li>☛ Central Business District Plan</li> <li>☛ Overlay Zone</li> <li>☛ Mixed Use</li> <li>☛ Design Standards</li> <li>☛ Land Use Regulation Amendment (CBD Zones)</li> </ul>	<ul style="list-style-type: none"> <li>☛ Infill, Redevelopment and Reinvestment Incentives</li> <li>- Parking Standards</li> <li>- Sign Ordinance</li> <li>- Redevelopment Plan</li> <li>- Tax Increment Financing</li> </ul>
	<p><b>19</b> Locate municipal, state, and federal administrative offices in the Central Business District.</p>	<ul style="list-style-type: none"> <li>☛ Central Business District Plan</li> <li>☛ Land Use Regulation Amendment</li> </ul>	
<b>Commercial</b>	<p><b>20</b> Medium- and high-density residential development, as well as commercial mixed use, is encouraged in aging and underutilized areas within and adjacent to Major Employment Centers as shown on the Land Use Policy Map.</p>	<ul style="list-style-type: none"> <li>☛ Overlay Zone</li> <li>☛ Parking Standards</li> <li>☛ Design Standards</li> <li>☛ Land Use Regulation Amendment</li> <li>☛ Mixed Use</li> <li>☛ Infill, Redevelopment and Reinvestment Incentives</li> </ul>	<ul style="list-style-type: none"> <li>☛ Redevelopment Authority</li> <li>- Redevelopment Plan</li> <li>- Tax Increment Financing</li> <li>- Development Rights – Purchase</li> <li>- Development Impact Assessment</li> </ul>

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Commercial	<p><b>21</b> All new commercial development shall be located and designed to contribute to improving Anchorage’s overall land use efficiency and compatibility, traffic flow, transit use, pedestrian access, and appearance. To eliminate the problems associated with strip commercial development, new commercial development shall adhere to the following principles:</p> <p>a) New commercial development shall occur primarily within Major Employment Centers, Redevelopment/Mixed-Use Areas, Town Centers, and Neighborhood Commercial Centers.</p> <p>b) In order to use existing commercial land more efficiently, redevelopment, conversion, and reuse of underused commercial areas shall be encouraged.</p> <p>c) Rezoning of property to commercial use is only permitted when designated in an adopted plan.</p> <p>d) Architectural and site design standards shall improve the function, appearance, and land use efficiency of new commercial developments.</p> <p>e) New strip commercial development is strongly discouraged.</p>	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Overlay Zone</li> <li>☛ Neighborhood or District Plans</li> <li>☛ Land Use Regulation Amendment (Commercial and Industrial Zones)</li> <li>☛ Sign Ordinance</li> <li>☛ Parking Standards</li> <li>☛ Major Project Site Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>- Infill, Redevelopment and Reinvestment Incentives</li> <li>- Market Impact Assessment</li> <li>- Redevelopment Plan</li> <li>- Redevelopment Authority</li> <li>- Tax Increment Financing</li> <li>- Development Rights–Purchase</li> <li>- Development Rights–Transfer</li> </ul>
	<p><b>22</b> Provide locational standards and criteria for retail sales/service of alcoholic beverages.</p>	<ul style="list-style-type: none"> <li>☛ Land Use Regulation Amendment (Conditional Uses)</li> </ul>	
	<p><b>23</b> Major Employment Centers, shown on the Land Use Policy Map, exist at the Downtown, Midtown, and University/Medical areas. Characteristics of these centers are as follows:</p> <p>a) Concentrations of medium- to high-density office development with employment densities of more than 50 employees per acre;</p> <p>b) Promotion of compact, mixed commercial/office development where businesses are close enough to walk between;</p> <p>c) New buildings oriented to the street with parking located in parking structures or to the side or behind the buildings;</p> <p>d) Creation or enhancement of public focal points such as plazas or parks, including public art;</p> <p>e) Residential development as an ancillary use; and,</p> <p>f) A pedestrian-oriented environment including expanded sidewalks, crosswalks, street furniture, bus shelters, and landscaping.</p>	<ul style="list-style-type: none"> <li>☛ <u>Neighborhood or District Plans</u> <ol style="list-style-type: none"> <li>1. Central Business District Plan</li> <li>2. Midtown District Plan</li> <li>3. University &amp; Medical District Framework Master Plan</li> </ol> </li> <li>☛ Mixed Use</li> <li>☛ Design Standards</li> <li>☛ Overlay Zone</li> <li>☛ Land Use Regulation Amendment (B-3 and CBD Zones)</li> <li>☛ Parking Standards</li> <li>☛ Streetscape Standards and Guidelines</li> <li>☛ Large Retail Establishment Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>- Redevelopment Plans</li> <li>- Percent for Art</li> <li>- Public Focus Centers</li> <li>- Minimum Commercial Intensity</li> </ul>

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Commercial	<p>24 Town Centers are designated on the Land Use Policy Map in seven areas of the Bowl. Other areas may become Town Centers. Development of Town Center strategies shall provide direction for the design and construction of public improvements and to provide guidance and incentives for private investment. Existing and new centers shall be characterized by the following:</p> <ul style="list-style-type: none"> <li>a) Generally 1/2 to 1 mile in diameter;</li> <li>b) A commercial core consisting of a range of commercial retail/services and public facilities that serve the surrounding neighborhoods. The configuration of shops in the core area is oriented to the street with parking behind the buildings when possible;</li> <li>c) Public facilities including but not limited to: indoor recreational facilities, parks, branch libraries, ice skating arenas, schools, post office, and transit facilities;</li> <li>d) Medium- to high-density residential development in and surrounding the core, consisting of a combination of duplexes, townhouses, and apartment buildings with overall density targets of 12-40 dwelling units per acre;</li> <li>e) An enhanced pedestrian environment with good connections within and between the core and surrounding residential development; and,</li> <li>f) Distinctive public spaces and public art that create a sense of place.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Overlay Zone</li> <li>✦ Town Center Plans</li> <li>✦ Sign Ordinance</li> <li>✦ Design Standards</li> <li>✦ Parking Standards</li> <li>✦ Infill, Redevelopment and Reinvestment Incentives</li> <li>✦ Neighborhood Project Teams</li> <li>✦ Minimum Residential Density</li> <li>✦ Mixed Use</li> <li>- Redevelopment Plans</li> <li>- Landscape Ordinance</li> <li>- Percent for Art</li> <li>- Traffic Impact Assessment</li> </ul>	

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<b>Commercial</b>	<p><b>25</b> Neighborhood Commercial Centers are shown on the Land Use Policy Map. Actual locations of Neighborhood Commercial Centers are to be determined through neighborhood or district planning processes. Neighborhood Commercial Centers are intended to allow neighborhood-oriented commercial uses in and adjacent to residential areas. Characteristics of these centers include:</p> <p>a) Small-scale, attractive, non-obtrusive and convenient shopping and services for residential areas.</p> <p>b) Whether evolving from existing commercial development or introduced to new areas, their scale and appearance should be compatible with adjacent residential development, and highly responsive to and integrated with nearby residential areas and traffic patterns.</p> <p>c) Site and architectural design of these centers, as well as operational aspects, should be compatible with surrounding neighborhoods and designed with a goal of reducing vehicle trips and distance for neighborhood residents and to minimize traffic impacts on nearby residential areas.</p>	<ul style="list-style-type: none"> <li>✦ Neighborhood or District Plans</li> <li>✦ Design Standards</li> <li>✦ Neighborhood Project Team</li> <li>✦ Land Use Regulation Amendment               <ul style="list-style-type: none"> <li>- Parking Standards</li> <li>- Traffic Impact Assessment</li> </ul> </li> </ul>	
	<p><b>26</b> Key industrial lands, such as the Industrial Reserves designated on the Land Use Policy Map, shall be preserved for industrial purposes.</p>	<ul style="list-style-type: none"> <li>✦ West Anchorage District Plan</li> <li>✦ Land Use Regulation Amendment (Industrial Zones)</li> <li>✦ Neighborhood or District Plans</li> </ul>	
<b>Industrial</b>	<p><b>27</b> Commercial/light industrial parks:</p> <p>a) Shall integrate safe and efficient customer and freight access to and from the industrial site;</p> <p>b) May include complementary uses that are compatible with surrounding uses and areas; and,</p> <p>c) Shall include design features such as pedestrian facilities, landscaping, and compatible signage.</p>	<ul style="list-style-type: none"> <li>✦ Overlay Zone</li> <li>✦ Design Standards</li> <li>✦ Land Use Regulation Amendment (I-1 Zone)               <ul style="list-style-type: none"> <li>- Land Use Regulation Amendment (Mixed-Use Definitions)</li> <li>- Mixed Use</li> <li>- Ship Creek/Waterfront District Plan</li> </ul> </li> </ul>	

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<b>Industrial</b>	<p><b>28</b> The area surrounding Ted Stevens Anchorage International Airport, as shown on the Land Use Policy Map, shall be designated as the West Anchorage Planning Area.</p> <p>a) A West Anchorage District Plan shall be developed for the West Anchorage Planning Area. This plan is intended to identify, address, and resolve impacts to neighborhoods, public infrastructure, and the environment from Ted Stevens Anchorage International Airport activities.</p> <p>b) Future airport-related industrial uses should be located to provide efficient transportation links to and from the Airport with minimal impacts to residential neighborhoods.</p>	<ul style="list-style-type: none"> <li>✦ West Anchorage District Plan</li> <li>✦ Neighborhood Project Team                             <ul style="list-style-type: none"> <li>- Overlay Zone</li> <li>- Development Impact Assessment</li> <li>- Regional Planning</li> </ul> </li> </ul>	
	<p><b>29</b> ANCHORAGE 2020 goals, policies, strategies, and maps shall guide development of the <i>Long-Range Transportation Plan</i> (LRTP) for the location of road improvements and new alignments.</p>	<ul style="list-style-type: none"> <li>✦ Functional Plans (Long-Range Transportation Plan)</li> </ul>	
<b>Transportation</b>	<p><b>30</b> Transportation and land use policies and programs shall include:</p> <p>a) Multi-modal and intermodal access, including commuter rail and transit service;</p> <p>b) Pedestrian-to-transit linkages;</p> <p>c) Efficient and safe freight movement;</p> <p>d) Congestion management and roadway improvements;</p> <p>e) Optimal use of parking;</p> <p>f) Minimization of individual and cumulative air quality impacts;</p> <p>g) Minimizing impacts on neighborhoods; and,</p> <p>h) Adequate snow storage.</p>	<ul style="list-style-type: none"> <li>✦ Air Quality Impact Update</li> <li>✦ Parking Standards</li> <li>✦ Alternative Commuter Transportation</li> <li>✦ Streetscape Standards and Guidelines</li> <li>✦ <u>Functional Plans including:</u> <ol style="list-style-type: none"> <li>1. Long-Range Transportation Plan</li> <li>2. Transit Development Plan</li> <li>3. Congestion Management Plan</li> <li>4. Pedestrian Access Plan</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>✦ Level of Service Standards</li> <li>✦ Neighborhood or District Plans</li> <li>✦ Traffic Impact Assessment                             <ul style="list-style-type: none"> <li>- Capital Improvement Program Process</li> <li>- Street Connectivity Standards</li> <li>- Air Quality Education</li> <li>- Design Standards</li> <li>- Functional Plans (Areawide Trails Plan)</li> </ul> </li> </ul>
	<p><b>31</b> Provide safe and efficient freight routes that minimize impacts on neighborhoods.</p>	<ul style="list-style-type: none"> <li>✦ Functional Plans (Freight Mobility)</li> </ul>	
	<p><b>32</b> Congestion management techniques shall be applied to maximize efficient use of the existing road system.</p>	<ul style="list-style-type: none"> <li>✦ Level of Service Standards</li> <li>✦ Congestion Management Plan</li> <li>✦ Alternative Commuter Transportation</li> <li>✦ Street Connectivity Standards</li> <li>✦ Mixed Use</li> <li>✦ Neighborhood or District Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Regional Planning Area</li> <li>- Minimum Residential Density</li> <li>- Overlay Zone</li> <li>- Parking Standards</li> <li>- Traffic Impact Assessment</li> <li>- Infill, Redevelopment and Reinvestment Incentives</li> </ul>

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Transportation	<p><b>33</b> The Municipality shall improve public transportation service between residential areas and employment, medical, educational, and recreational centers.</p>	<ul style="list-style-type: none"> <li>✪ Functional Plans (Transit Development Plan)</li> <li>✪ Level of Service Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Streetscape Standards and Guidelines</li> </ul>
	<p><b>34</b> Transit-Supportive Development Corridors, as identified on the Land Use Policy Map, shall be characterized as follows:</p> <ol style="list-style-type: none"> <li>a) Average residential densities equal to or greater than 8 du/acre occur within up to 1/4-mile of the major street at the center of the corridor.</li> <li>b) New commercial development within these corridors is oriented to the street with parking on the side or rear of the building when possible.</li> <li>c) A goal for bus service within these corridors is 15-minute headways during peak hours and 30-minute headways during non-peak periods.</li> <li>d) A pedestrian-oriented environment is created, including: expanded sidewalks, crosswalks, street furniture, bus shelters and landscaping.</li> <li>e) Additional traffic lanes are not considered along these corridors unless there is no feasible alternative to solve a significant congestion problem.</li> </ol>	<ul style="list-style-type: none"> <li>✪ Level of Service Standards</li> <li>✪ Neighborhood or District Plans</li> <li>✪ Minimum Residential Density</li> <li>✪ Overlay Zone</li> <li>✪ Streetscape Standards and Guidelines</li> <li>✪ Design Standards</li> <li>✪ <u>Functional Plans including:</u> <ol style="list-style-type: none"> <li>1. Long-Range Transportation Plan</li> <li>2. Transit Development Plan</li> </ol> </li> <li>✪ Neighborhood Park/Open Space Priority System</li> </ul>	<ul style="list-style-type: none"> <li>- Alternative Commuter Transportation</li> <li>- Infill, Redevelopment and Reinvestment Incentives</li> <li>- Public Facilities Land Acquisition Program</li> </ul>
Transportation Design & Maintenance	<p><b>35</b> Major new residential, commercial, industrial, and institutional developments shall be assessed for traffic impacts such as congestion and air pollution.</p>	<ul style="list-style-type: none"> <li>✪ Level of Service Standards</li> <li>✪ Traffic Impact Assessment</li> </ul>	
	<p><b>36</b> New transportation projects and significant project upgrades shall accommodate new trail sections and easements identified in the <i>Areawide Trails Plan</i>.</p>	<ul style="list-style-type: none"> <li>✪ Capital Improvement Program Process</li> <li>✪ <u>Functional Plans including:</u> <ol style="list-style-type: none"> <li>1. Long-Range Transportation Plan</li> <li>2. Areawide Trails Plan</li> <li>3. Park, Greenbelt and Recreation Facility Plan</li> </ol> </li> <li>✪ Streetscape Standards and Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>- Coastal Access</li> <li>- Open Space Public Access Guide</li> <li>- Residential Street Standards</li> <li>- Pedestrian Access Plan</li> <li>- Coordination with Alaska DOT/PF</li> </ul>
	<p><b>37</b> Design, construct, and maintain roadways or rights-of-way to accommodate pedestrians, bicyclists, transit users, the disabled, automobiles, and trucks where appropriate.</p>	<ul style="list-style-type: none"> <li>✪ Residential Street Standards</li> <li>✪ Snow Removal</li> <li>✪ Level of Service Standards</li> <li>✪ Streetscape Standards and Guidelines</li> <li>✪ Functional Plan (Comprehensive Snow Management Plan)</li> </ul>	<ul style="list-style-type: none"> <li>- Pedestrian Access Plan</li> <li>- Coordination with Alaska DOT/PF</li> </ul>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Transportation Design &amp; Maintenance</p>	<p><b>38</b> Design, construct, and maintain roadways or rights-of-way to promote and enhance physical connectivity within and between neighborhoods.</p>	<ul style="list-style-type: none"> <li>✦ Residential Street Standards</li> <li>✦ Streetscape Standards and Guidelines</li> <li>✦ Street Connectivity Standards</li> <li>- Functional Plans (Long-Range Transportation Plan)</li> </ul>	<ul style="list-style-type: none"> <li>- Neighborhood or District Plans</li> <li>- Snow Removal</li> <li>- Capital Improvement Program Process</li> <li>- Coordination with Alaska DOT/PF</li> </ul>
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Air Quality</p>	<p><b>39</b> Monitor air quality to ensure compliance with federal standards and establish incentives to improve air quality.</p>	<ul style="list-style-type: none"> <li>✦ Air Emissions</li> <li>✦ Point Source Management</li> </ul>
<p><b>40</b> Assess and mitigate adverse air quality impacts of major public land use and transportation decisions.</p>		<ul style="list-style-type: none"> <li>✦ Air Quality Impact Update</li> </ul>	<ul style="list-style-type: none"> <li>- Alternative Commuter Transportation</li> <li>- Point Source Management</li> </ul>

## Design & Environment Policies and Strategies



- Improved building/parking location, orientation, streetscape and form are important in order to achieve efficient and attractive development.
- The visual image and identity of the city are strengthened and promoted.
- City codes include new tools that will produce more desired forms of development.
- The scale and appearance of higher density commercial and residential development is compatible with adjacent areas.
- The natural environment is embodied in project design.
- Impacts to environmentally fragile areas are minimized.
- Streets move people and goods efficiently and safely, and support healthy commerce.
- Neighborhoods are connected by the road and trail system and open spaces.
- Transit-oriented development and design elements are promoted.

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General Design & Environment	<b>41</b> Land use regulations shall include new design requirements that are responsive to Anchorage's climate and natural setting.	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Land Clearing Standards</li> <li>☛ Land Use Regulation Amendment (Central Business District zones)</li> <li>☛ Landscape Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>- Landscape Design Criteria Manual</li> <li>- Development Rights-Purchase</li> <li>- Development Rights-Transfer</li> <li>- Central Business District Plan</li> </ul>
	<b>42</b> Northern city design concepts shall guide the design of all public facility projects, including parks and roads.	<ul style="list-style-type: none"> <li>☛ Public Facilities Design Standards</li> <li>☛ Design Standards</li> <li>☛ Streetscape Standards and Guidelines</li> <li>- Public Facilities Site Selection Criteria</li> </ul>	<ul style="list-style-type: none"> <li>- Public Focus Centers</li> <li>- Residential Street Standards</li> <li>- Percent for Art</li> </ul>
	<b>43</b> Plans for major commercial, institutional, and industrial developments, including large retail establishments, are subject to site plan review.	<ul style="list-style-type: none"> <li>☛ Major Project Site Plan Review</li> <li>☛ Design Standards</li> <li>☛ Sign Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>- Overlay Zone</li> <li>- Development Impact Assessment</li> <li>- Minimum Commercial Intensity</li> </ul>

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44	Design and build public improvements for long-term use.	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Public Facilities Design Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Residential Street Standards</li> <li>- Streetscape Standards and Guidelines</li> </ul>
45	Connect local activity centers, such as neighborhood schools and community centers with parks, sports fields, greenbelts, and trails, where feasible.	<ul style="list-style-type: none"> <li>☛ <u>Functional Plans including:</u> <ol style="list-style-type: none"> <li>1. Pedestrian Access Plan</li> <li>2. Park, Greenbelt and Recreation Facility Plan</li> </ol> </li> <li>- Open Space Public Access Guide</li> </ul>	<ul style="list-style-type: none"> <li>- Natural Open Space Standards</li> <li>- Small-Lot Housing</li> <li>- Public Facilities Design Standards</li> <li>- Public Facilities Land Acquisition Program</li> </ul>
46	The unique appeal of individual residential neighborhoods shall be protected and enhanced in accordance with applicable goals, policies, and strategies.	<ul style="list-style-type: none"> <li>☛ Neighborhood or District Plans</li> <li>☛ Design Standards</li> <li>- Streetscape Standards and Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>- Percent for Art</li> <li>- Underground Utilities</li> <li>- Overlay Zone</li> </ul>
47	Provide distinctive public landmarks and other public places in neighborhoods.	<ul style="list-style-type: none"> <li>☛ Neighborhood or District Plans</li> <li>☛ Public Focus Centers</li> </ul>	<ul style="list-style-type: none"> <li>- Percent for Art</li> </ul>
48	Subdivision plats and site development plans shall be designed to enhance or preserve scenic views and other significant natural features in accordance with applicable goals, policies, and strategies.	<ul style="list-style-type: none"> <li>☛ Small-Lot Housing</li> <li>☛ Design Standards</li> <li>☛ Sign Ordinance</li> <li>☛ Land Clearing Standards</li> <li>☛ Underground Utilities</li> </ul>	<ul style="list-style-type: none"> <li>☛ Streetscape Standards and Guidelines</li> <li>☛ Land Use Regulation Amendment (Subdivision Regulations)</li> <li>- Natural Open Space Standards</li> <li>- Landscape Ordinance</li> </ul>
49	Site plan layout and building design for new development shall consider the character of adjacent development. The Municipality may require layouts and designs to incorporate the functional and aesthetic character of adjacent development.	<ul style="list-style-type: none"> <li>☛ Landscape Ordinance</li> <li>☛ Design Standards</li> <li>☛ Major Project Site Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>☛ Land Use Regulation Amendment</li> <li>- Development Impact Assessment</li> <li>- Landscape Design Criteria Manual</li> </ul>
50	Healthy, mature trees and forested areas shall be retained as much as possible.	<ul style="list-style-type: none"> <li>☛ Land Clearing Standards</li> <li>- Design Standards</li> <li>- Landscape Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>- Streetscape Standards and Guidelines</li> <li>- Natural Open Space Standards</li> </ul>

General Design & Environment

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General Design & Environment	51 The Municipality shall define Anchorage’s historic buildings and sites and develop a conservation strategy.	<ul style="list-style-type: none"> <li>☛ Functional Plan (Historic Preservation Plan)</li> <li>- Neighborhood or District Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Conservation Easements</li> <li>- Development Rights–Purchase</li> <li>- Development Rights–Transfer</li> </ul>
	52 Site and design residential development to enhance the residential streetscape and diminish the prominence of garages and paved parking areas.	<ul style="list-style-type: none"> <li>☛ Design Standards</li> <li>☛ Small-Lot Housing</li> </ul>	<ul style="list-style-type: none"> <li>☛ Land Use Regulation Amendment (Subdivision Regulations)</li> </ul>
	53 Design, construct, and maintain roads to retain or enhance scenic views and improve the general appearance of the road corridor.	<ul style="list-style-type: none"> <li>☛ Underground Utilities</li> <li>☛ Streetscape Standards and Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>- Land Clearing Standards</li> <li>- Residential Street Standards</li> <li>- Design for Wildlife</li> </ul>
	54 Design and construct neighborhood roads and walkways to ensure safe pedestrian movement and neighborhood connectivity, and to discourage high-speed, cut-through traffic.	<ul style="list-style-type: none"> <li>☛ Streetscape Standards and Guidelines</li> <li>☛ Street Connectivity Standards</li> <li>☛ Residential Street Standards</li> </ul>	<ul style="list-style-type: none"> <li>☛ Snow Removal</li> <li>- Neighborhood or District Plans</li> </ul>
	55 Provide pedestrian and trail connections within and between residential subdivisions in new plats, including replats.	<ul style="list-style-type: none"> <li>☛ Functional Plans (Pedestrian Access Plan)</li> <li>- Land Use Regulation Amendment (Subdivision Regulations)</li> <li>- Neighborhood or District Plans</li> </ul>	<ul style="list-style-type: none"> <li>- <u>Functional Plans, including:</u> <ol style="list-style-type: none"> <li>1. Long-Range Transportation Plan</li> <li>2. Areawide Trails Plan</li> </ol> </li> </ul>
Housing	56 ANCHORAGE 2020 goals, policies, and strategies shall guide development of the <i>Housing &amp; Community Development Consolidated Plan</i> in terms of the location and density of housing development.	<ul style="list-style-type: none"> <li>☛ Housing &amp; Community Development Consolidated Plan</li> <li>☛ Neighborhood Revitalization</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Policy Update</li> </ul>
	57 Encourage the maintenance and upkeep of existing housing in order to extend its useful life and neighborhood stability.	<ul style="list-style-type: none"> <li>☛ Housing &amp; Community Development Consolidated Plan</li> <li>- Small-Lot Housing</li> </ul>	<ul style="list-style-type: none"> <li>- Affordable Housing</li> <li>- Housing Policy Update</li> <li>- Accessory Units</li> </ul>

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<b>Housing</b>	<p><b>58</b> Encourage more affordable housing, including home ownership opportunities for low-income residents.</p>	<ul style="list-style-type: none"> <li>⊛ Housing &amp; Community Development Consolidated Plan</li> <li>⊛ Accessory Units</li> <li>⊛ Affordable Housing</li> <li>⊛ Inclusionary Zoning</li> </ul>	<ul style="list-style-type: none"> <li>⊛ Mobile Home Parks                             <ul style="list-style-type: none"> <li>- Tax Increment Financing</li> <li>- Housing Policy Update</li> <li>- Small-Lot Housing</li> </ul> </li> </ul>
	<p><b>59</b> Recognize mobile home parks, co-ops, and common ownership interests as viable, affordable housing choices and neighborhood lifestyle options.</p>	<ul style="list-style-type: none"> <li>⊛ Mobile Home Parks</li> <li>⊛ Housing &amp; Community Development Consolidated Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Housing Policy Update</li> <li>- Design Standards</li> <li>- Affordable Housing</li> </ul>
	<p><b>60</b> Design attractive affordable housing that is suited to its environs.</p>	<ul style="list-style-type: none"> <li>⊛ Housing &amp; Community Development Consolidated Plan</li> <li>⊛ Small-Lot Housing</li> <li>⊛ Design Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Affordable Housing</li> <li>- Housing Policy Update</li> </ul>
	<p><b>61</b> Promote the availability of supportive housing opportunities for the homeless and for persons with special needs.</p>	<ul style="list-style-type: none"> <li>⊛ Housing &amp; Community Development Consolidated Plan</li> </ul>	
	<p><b>62</b> Distribute throughout the Municipality residential facilities that are supported by government agencies and operated for health, social services, or correctional purposes.</p>	<ul style="list-style-type: none"> <li>- Housing &amp; Community Development Consolidated Plan</li> <li>- Housing Policy Update</li> </ul>	
	<b>Open Space</b>	<p><b>63</b> Amend land use regulations and relevant plans to incorporate policies and procedures, management plans, and standards for natural open space. Encourage public/private collaboration methods for natural open space protection.</p>	<ul style="list-style-type: none"> <li>⊛ Park, Greenbelt and Recreation Facility Plan</li> <li>⊛ Neighborhood Park/Open Space Priority System</li> <li>⊛ Public/Private Partnership</li> <li>⊛ Natural Open Space Standards</li> <li>⊛ Land Use Regulation Amendment (Subdivision Regulations)</li> </ul>
<p><b>64</b> The Municipality shall provide orderly development within Anchorage’s coastal zone, protect and enhance its unique natural features and resources, and sustain and enhance coastal access.</p>		<ul style="list-style-type: none"> <li>⊛ Anchorage Coastal Management Plan</li> <li>⊛ Coastal Access</li> <li>- Neighborhood or District Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Neighborhood Park/Open Space Priority System</li> <li>- Open Space Public Access Guide</li> </ul>

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Open Space	<p><b>65</b> Promote and encourage the identification and conservation of open spaces, including access to greenbelts, Chugach State Park, Anchorage Coastal Wildlife Refuge, and Far North Bicentennial Park.</p>	<ul style="list-style-type: none"> <li>⊛ Park, Greenbelt and Recreation Facility Plan</li> <li>⊛ Neighborhood Park/Open Space Priority System</li> <li>⊛ Greenbelt Acquisition Program</li> <li>⊛ Natural Open Space Acquisition</li> </ul>	<ul style="list-style-type: none"> <li>⊛ Natural Open Space Standards               <ul style="list-style-type: none"> <li>- Anchorage Coastal Wildlife Refuge Extension</li> <li>- Coastal Access</li> <li>- Open Space Public Access Guide</li> </ul> </li> </ul>
	<p><b>66</b> Fish, wildlife, and habitat protection methods shall be addressed in land use planning, design, and development processes.</p>	<ul style="list-style-type: none"> <li>⊛ Wildlife Habitat Preservation and Coordination</li> <li>⊛ Land Clearing Standards</li> <li>⊛ Design for Wildlife</li> </ul>	<ul style="list-style-type: none"> <li>⊛ Natural Open Space Standards</li> <li>⊛ Wildlife Habitat Standards               <ul style="list-style-type: none"> <li>- Anchorage Coastal Management Plan</li> </ul> </li> </ul>
Habitat	<p><b>67</b> Critical fish and wildlife habitats, high-value wetlands, and riparian corridors shall be protected as natural open spaces, wherever possible.</p>	<ul style="list-style-type: none"> <li>⊛ Park, Greenbelt and Recreation Facility Plan</li> <li>⊛ Greenbelt Acquisition Program</li> <li>⊛ Anchorage Coastal Management Plan</li> <li>⊛ Wildlife Habitat Preservation and Coordination</li> </ul>	<ul style="list-style-type: none"> <li>⊛ Design for Wildlife               <ul style="list-style-type: none"> <li>- Conservation Easements</li> <li>- Natural Open Space Acquisition</li> <li>- Natural Open Space Standards</li> <li>- Watershed Planning</li> </ul> </li> </ul>
	<p><b>68</b> Water resources and land use planning shall be integrated through the development of watershed plans for Anchorage streams.</p>	<ul style="list-style-type: none"> <li>⊛ Watershed Planning               <ul style="list-style-type: none"> <li>- Impervious Surface Mapping</li> <li>- Storm Water Treatment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Stream Restoration Projects</li> <li>- Surface Drainage Management Plan</li> </ul>
Water Resources	<p><b>69</b> The Municipality shall preserve the functions and values of important wetlands, and manage the proper use of low-value wetlands with General Permits, as delineated in the <i>Anchorage Wetlands Management Plan</i>.</p>	<ul style="list-style-type: none"> <li>⊛ Anchorage Wetlands Management Plan</li> <li>⊛ Wetland Acquisition Priority List</li> <li>⊛ Zoning and Platting Review Process</li> </ul>	<ul style="list-style-type: none"> <li>- Watershed Planning</li> <li>- Anchorage Coastal Management Plan</li> </ul>

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Water Resources	70 The ecological and drainage functions of Anchorage's aquatic resources shall be protected and, where appropriate, restored.	<ul style="list-style-type: none"> <li>- Anchorage Coastal Management Plan</li> <li>- Greenbelt Acquisition Program</li> <li>- Street Maintenance Methods</li> </ul>	<ul style="list-style-type: none"> <li>- Stream Restoration Projects</li> <li>- Waterbody Setbacks</li> <li>- Watershed Planning</li> </ul>
	71 Utilize wetlands to manage drainage and improve water quality, where appropriate.	<ul style="list-style-type: none"> <li>⊕ Land Use Regulation Amendment (Subdivision Design)</li> <li>⊕ Surface Drainage Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Storm Water Treatment</li> <li>- Wetland Retention Incentives</li> </ul>
	72 The Municipality shall minimize the incidence of new developments for human occupancy in high natural hazard areas.	<ul style="list-style-type: none"> <li>⊕ Geohazards Management</li> </ul>	

## Public Facilities & Services Policies and Strategies



- Adequate infrastructure serves existing and projected needs.
- Level of service standards are developed and implemented.

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Level of Service	73 Public facilities and services shall meet adopted level of service standards.	☒ Level of Service Standards - Adequate Public Facilities Ordinance	- Capital Improvement Program Process - Impact Fees
	74 Level of service standards for transportation and snow removal along roads and sidewalks within designated Transit-Supportive Development Corridors shall be given high priority.	☒ Level of Service Standards	
	75 The first priority for uncommitted municipal lands shall be to serve documented or projected needs for municipal facilities, including schools, parks, sports fields, and open space.	☒ Heritage Land Bank ☒ Level of Service Standards - Public Facilities Site Selection Criteria - Functional Plans	- Neighborhood Parks/Open Space Priority System - Park, Greenbelt and Recreation Facility Plan - Public Facilities Land Acquisition Program

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Level of Service	<p>76 Optimize existing transportation and utility infrastructure before extending these facilities to undeveloped areas.</p>	<ul style="list-style-type: none"> <li>✦ Level of Service Standards</li> </ul>	<ul style="list-style-type: none"> <li>- Adequate Public Facilities Ordinance</li> </ul>
	<p>77 Fiscal Policy – The Municipality shall develop and implement equitable funding mechanisms for providing appropriate levels of public services and facilities.</p> <p>a) Adopt level of service standards for use as the basis for infrastructure priorities and funding.</p> <p>b) Once level of service standards are adopted, new development should be required to pay for a portion of its own infrastructure and for impacts on other public infrastructure elements.</p>	<ul style="list-style-type: none"> <li>✦ Level of Service Standards</li> <li>✦ Urban/Rural Services</li> <li>✦ Fiscal Impact Analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Adequate Public Facilities Ordinance</li> <li>- Development Impact Assessment</li> <li>- Capital Improvement Program Process</li> <li>- Traffic Impact Assessment</li> <li>- Impact Fees</li> <li>- Market Impact Assessment</li> </ul>
	<p>78 Design municipal facilities frequented by the public, particularly schools, to accommodate year-round multi-purpose activities.</p>	<ul style="list-style-type: none"> <li>✦ Public Facilities Design Standards</li> <li>- Park, Greenbelt and Recreation Facility Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Public Focus Centers</li> <li>- Neighborhood or District Plans</li> </ul>
	<p>79 Site selection criteria for government facilities frequented by the public shall consider:</p> <p>a) Compatibility with nearby uses;</p> <p>b) Pedestrian and transit accessibility;</p> <p>c) Suitability to environmental conditions;</p> <p>d) Availability of utility infrastructure;</p> <p>e) Ability to enhance neighborhoods;</p> <p>f) Financial feasibility; and,</p> <p>g) Continual operations and maintenance impacts.</p>	<ul style="list-style-type: none"> <li>✦ Public Facilities Site Selection Criteria</li> <li>- Public Facilities Design Standards</li> </ul>	
Utilities	<p>80 Utilities shall be located and designed with balanced regard for the environment, energy conservation, reliability, visual impacts, natural hazard survivability, and cost.</p>	<ul style="list-style-type: none"> <li>✦ Functional Plans (Utility Corridor Plan)</li> <li>✦ Underground Utilities</li> </ul>	<ul style="list-style-type: none"> <li>- Public Facilities Design Standards</li> <li>- Streetscape Standards and Guidelines</li> <li>- Storm Water Treatment</li> </ul>

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Utilities	81 Prioritize snow removal to maximize pedestrian movement and safety.	<ul style="list-style-type: none"> <li>☛ Snow Removal</li> <li>☛ Pedestrian Access Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Street Maintenance Methods</li> </ul>
	82 Identify cost-effective and land-conserving methods for snow removal, storage, and disposal.	<ul style="list-style-type: none"> <li>☛ Functional Plan (Comprehensive Snow Management Plan)</li> <li>- Streetscape Standards and Guidelines</li> <li>- Street Maintenance Methods</li> </ul>	<ul style="list-style-type: none"> <li>- Land Use Regulation Amendment (Snow Disposal Site Standards)</li> <li>- Public Facilities Design Standards</li> <li>- Public Facilities Site Selection Criteria</li> </ul>
	83 The Municipality shall support and encourage recycling and resource recovery.	<ul style="list-style-type: none"> <li>☛ Functional Plan (Anchorage Waste Reduction and Recycling Plan)</li> </ul>	
Parks, Trails, Recreation	84 Develop an acquisition strategy to secure sufficient and suitable public lands for parks, sports fields, greenbelts, open space, trails, and other public facilities based upon applicable level of service standards.	<ul style="list-style-type: none"> <li>☛ Level of Service Standards</li> <li>☛ Park, Greenbelt and Recreation Facility Plan</li> <li>☛ Capital Improvement Program Process</li> <li>- Neighborhood Park/Open Space Priority System</li> </ul>	<ul style="list-style-type: none"> <li>- Greenbelt Acquisition Program</li> <li>- Natural Open Space Acquisition</li> <li>- Impact Fees</li> <li>- Heritage Land Bank</li> <li>- Public Facilities Land Acquisition Program</li> </ul>
	85 Municipal land acquired for or converted to long-term or permanent park or recreational uses shall be officially dedicated as parkland.	<ul style="list-style-type: none"> <li>- Park, Greenbelt and Recreation Facility Plan</li> </ul>	
	86 Encourage public/private collaboration for acquisition, development, and maintenance of recreational spaces, parks, sports fields, public use facilities, and trails.	<ul style="list-style-type: none"> <li>☛ Public/Private Partnerships</li> <li>- Public Facilities Site Selection Criteria</li> </ul>	<ul style="list-style-type: none"> <li>- Capital Improvement Program Process</li> <li>- Park, Greenbelt, and Recreation Facility Plan</li> </ul>
Education & Culture	87 Support the life-long learning needs of community residents through a variety of formal and informal educational opportunities.	<ul style="list-style-type: none"> <li>☛ <u>Functional Plans including:</u> <ol style="list-style-type: none"> <li>1. Long-Range School Facilities Plan</li> <li>2. Areawide Library Plan</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>☛ Level of Service Standards</li> <li>- Open Space Public Access Guide</li> <li>- Neighborhood or District Plans</li> </ul>

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Education & Culture	<p><b>88</b> Provide opportunities for integrating arts and culture in developments throughout the community.</p>	<ul style="list-style-type: none"> <li>⊕ Percent for Art</li> <li>⊕ Public Focus Centers</li> </ul>	<ul style="list-style-type: none"> <li>- Central Business District Plan</li> <li>- Design Standards</li> </ul>
	<p><b>89</b> Encourage the year-round use of public schools as neighborhood and community centers.</p>	<ul style="list-style-type: none"> <li>- Neighborhood or District Plans</li> <li>- Public/Private Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Public Focus Centers</li> </ul>

## Implementation Policies and Strategies

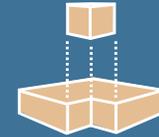


- Plan implementation progress is monitored for effectiveness and relevancy as the land use, transportation, and environmental issues affecting the future of Anchorage become increasingly regional rather than local in scope.
- Adjustments to organizational roles, department functions, and governing plans are made as necessary.

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Implementation	<p><b>90</b> The ANCHORAGE 2020–ANCHORAGE BOWL COMPREHENSIVE PLAN and adopted level of service standards shall be used to guide municipal capital improvements programming.</p>	<ul style="list-style-type: none"> <li>☛ Level of Service Standards</li> <li>☛ Capital Improvement Program Process</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Progress Report</li> </ul>
	<p><b>91</b> Monitor progress toward ANCHORAGE 2020 implementation and adjust priorities as warranted.</p>	<ul style="list-style-type: none"> <li>☛ Annual Progress Report</li> </ul>	<ul style="list-style-type: none"> <li>- Capital Improvement Program Process</li> </ul>
	<p><b>92</b> Synchronize long-range municipal land use plans, transportation plans, and land management plans of local, state, and federal agencies with ANCHORAGE 2020.</p>	<ul style="list-style-type: none"> <li>☛ Functional Plans</li> <li>☛ Neighborhood or District Plans</li> </ul>	
	<p><b>93</b> The Planning Department shall construct and carry out a work program that will systematically address implementation of ANCHORAGE 2020. The work plan will include a schedule and milestones.</p>	<ul style="list-style-type: none"> <li>☛ Work Program</li> <li>- Annual Progress Report</li> </ul>	

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Implementation	94 Conduct a comprehensive revision of Title 21, Land Use Regulations.	✦ Land Use Regulation Repeal and Re-enactment	
	95 Title 21, Land Use Regulations shall be enforced to the greatest extent possible based in conjunction with policies stated in ANCHORAGE 2020.	✦ Land Use Enforcement Fees	
	96 Review and evaluate municipal department organizational roles and functions as they relate to implementation of ANCHORAGE 2020 policies and strategies.	✦ Annual Progress Report	
	97 Every three years from plan adoption, an independent Citizens' Committee appointed by the Mayor and confirmed by the Assembly shall report to the community on the progress toward implementation of Plan goals and objectives.		

## Implementation Strategies



## Implementation Strategies

**Accessory Units** – With this strategy the Land Use Code is revised to allow accessory dwelling units (sometimes referred to as in-law apartments) as an alternative affordable housing type with single-family homes in selected zoning districts. Design standards for accessory units will be developed before such units are allowed.

**Adequate Public Facilities Ordinance** – Develop an Adequate Public Facilities Ordinance as a tool to manage the timing of land acquisition and development as a means of promoting orderly growth. It is used in conjunction with Level of Service (LOS) and the Urban/Rural Services Boundary. The approval of development is tied to or conditioned on the availability and adequacy of public facilities. The goal is to encourage efficient development, thereby reducing costs to the public for infrastructure improvements. A map of existing and planned infrastructure will be required.

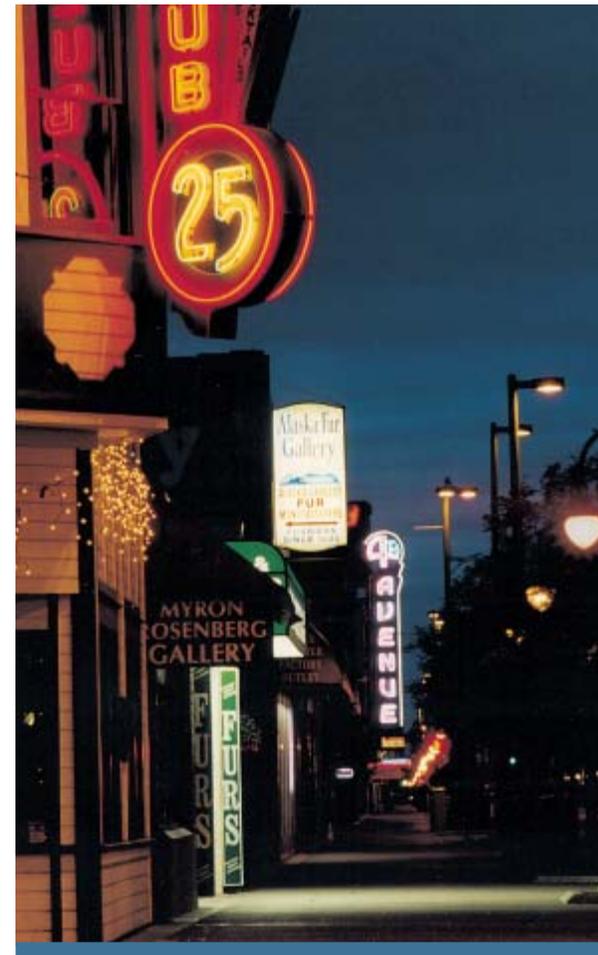
**Affordable Housing** – The objective of this strategy is to remove regulatory impediments that increase housing costs without a clear and convincing public benefit. However, it is not designed to result in the addition of structures that are insensitive to community design expectations or are of reduced quality and shorter building life. Implementation will include

changes in zoning and subdivision regulations, and perhaps local amendments to building codes. Design standards for affordable housing will be developed before additional units are encouraged.

**Air Emissions** – In an effort to address safety and health hazards of toxic air emissions, this strategy directs the identification and measurement of indoor and outdoor sources of toxic air emissions. It also calls for the development of methods to reduce exposures and emission levels. This strategy will be implemented through Department of Health and Human Services programs.

**Air Quality Education** – This strategy is an educational program administered by the Department of Health and Human Services and designed to improve community awareness about the impacts of individual actions on air quality. For example, a program could result in promotion of the use of engine block heaters to reduce “cold starts.” Implementation will mean development of an education program.

**Air Quality Impact Update** – Municipal staff will evaluate anticipated air quality impacts as part of the *Long-Range Transportation Plan*. Adjustments to air quality standards, regulations, and implementation measures will follow.



### Alternative Commuter Transportation –

Although convenient, the use of single-occupant vehicles is the least efficient means of commuter transportation. Through the *Long-Range Transportation Plan*, the Municipality will encourage the development of alternative forms of reasonably convenient and affordable commuter transportation to reduce community dependence on automobiles during “rush hours.”

**Anchorage Coastal Management Plan –** As a tool to managing wetlands and coastal resources, the *Anchorage Coastal Management Plan* needs to be revised to include new management and protection systems as identified in the policies in **ANCHORAGE 2020**. Implementation of this strategy will be accomplished with assistance from the Alaska Coastal Management Program.

### Anchorage Coastal Wildlife Refuge

**Extension –** To further protect important wildlife habitat and public access to Anchorage’s intertidal zone, the concept of expanding the State Coastal Refuge Boundary from Point Woronzof to Ship Creek needs to be evaluated and balanced against other community needs. Implementation will require action by the State Legislature to extend the boundary and memoranda of understanding and management agreements among affected state agencies and the Municipality.

### Anchorage Wetlands Management Plan –

The *Anchorage Wetlands Management Plan* is the main municipal tool that directs the management, development, and protection of Anchorage’s wetlands. The Municipality shall continue to administer the General Permits for projects in “C” wetlands, and Table 2 Management Strategies will guide projects in all wetland areas.

**Annual Progress Report –** The objective of this strategy is to provide a method to assess the Plan’s effectiveness. Municipal staff and relevant board

and commission members will collectively develop a system of quantifiable indicators to measure and guide the progress made toward implementation and achievement of Comprehensive Plan Goals. The annual capital improvement program process will be adapted to incorporate items in response to the results of each year’s set of indicators.

### Capital Improvement Program Process –

This strategy calls for revision of the municipal capital improvement program to:

- Improve coordination among capital improvement programs of the Municipality, Anchorage School District, Anchorage Metropolitan Area Transportation Study, and Anchorage Water and Wastewater Utility, and possible extension of the time horizon from six to ten years; and,
- Assign higher priorities to projects that 1) are necessary to bring an area up to an adopted municipal level of service standard; 2) are timed to support the provision of another public facility project; and 3) meet policies of and/or occur in priority areas identified in **ANCHORAGE 2020**.

Implementation of this strategy may involve amendments to existing procedures and possible memoranda of agreement among the participating entities.

**Central Business District Plan –** In order to promote the Central Business District (CBD) as Anchorage’s center of business, government, and culture, and as a Major Employment Center, this strategy calls for the development of a new CBD Plan. The Plan is intended to shape the space-use composition and economic vitality of the downtown area by including the following:

- Promote diversity of use;
- Emphasize compactness;
- Foster intensity;

- Provide for a range of modes of accessibility to, from, and within the CBD;
- Create functional linkages between developments; and
- Build a positive identity.

**Coastal Access –** To improve access to the coastal areas in the Bowl, both the North and South Extensions of the Coastal Trail need to be finalized. Both extensions will provide direct coastal access. Additional public access points to Anchorage’s coastal areas should be provided wherever practicable. Implementation will require community input and funding prioritization for acquisition, design, and construction.

**Conservation Easements –** One method to encourage preservation of open space is for a property owner to sell property rights to a third-party conservator rather than a government agency. The objective is to allow the property owner to donate or receive some compensation for the property without the property being lost to private ownership. Implementation of this strategy will require the solicitation of local or national organizations that routinely acquire these types of property rights. This strategy may require municipal agency coordination between such organizations and potential sellers of property rights.



### Coordination with the Alaska Department of Transportation and Public Facilities

**(DOT/PF)** – The purpose of this strategy is to improve the coordination process and procedures for road planning, maintenance, and design between the Municipality of Anchorage and the State of Alaska Department of Transportation and Public Facilities.

**Design for Wildlife** – This strategy responds to the reality that continued development in the Bowl will increasingly impact wildlife and the community must prepare for conflicts. This strategy guides municipal staff to evaluate and, where feasible, modify road, trail, and other facility design standards to incorporate ways of reducing wildlife conflicts. Title 21 could also be modified, such as including a requirement for bear-deterrent trash receptacles on the Hillside.

**Design Standards** – This strategy responds to the need to be more efficient with land use, the impor-



Effective Northern Design Technique:  
Terraced Buildings - Wind deflects away from pedestrian areas  
- Sun shines on north side pedestrian area



Ineffective Northern Design Technique:  
Vertical Buildings - Wind drafts effect pedestrian areas  
- Winter sun doesn't reach the street level

tance of design in the economic success of urban areas, as well as the community's desire to be more attractive, comfortable year-round, and reflective of our natural setting. It seeks to improve the appearance and function of developments, including their ability to respond to the specific northern city conditions of Anchorage, such as sun angles, length of days, wind, cold, snow, and rain. This strategy calls for the creation of site and building design guidelines and standards. The design standards and guidelines would consider such things as building scale and massing, roof lines, windows, entries, pedestrian access, parking lot design, storm water run-off, building placement and orientation, natural light, wind, landscaping, indoor and outdoor lighting, public spaces, and outdoor furniture. Once developed, some design standards or guidelines may apply to all developments, some may relate to specific overlay districts or planning areas, some may apply to certain types of developments, and others could be part of development incentive strategies. Implementation will require consensus on the standards and where they should apply. Review procedures would be developed to ensure that proposed designs comply with the standards.

**Development Impact Assessment** – This strategy defines a fair and equitable system to pay for public infrastructure costs and to mitigate potential environmental impacts of the new development. Proposed projects are evaluated for the demand they create on public facilities and services, as well as the impact they may have on the natural environment and adjacent land uses. Mitigating measures may include development impact fees or conditions of approval. Standards for conducting these assessments will be developed. Such assessments may encompass other strategies, such as Traffic Impact Assessments.



**Development Rights-Purchase** – One way to promote preservation of open space or other important assets is for a property owner to sell development rights to a government agency. The objective is to allow the property owner to retain the benefit of private ownership without the benefits of developing it, or the burden of a high tax valuation. The community gains benefits from retaining the asset without the cost of purchasing the property outright. The property would retain a reduced property tax value, but would be left on the tax rolls. Implementation of this strategy will require the establishment of a funding source, or land bank, and procedures.

**Development Rights-Transfer** – One way to promote the preservation of open space or other important assets is for a property owner to buy or sell development rights to or from another property owner. The concept of Transfer of Development Rights is that certain development permissions have economic value to someone other than just the property owner. These permissions, or rights, are salable commodities to others for use on their property. Typical rights would be building height, gross leaseable area, parking requirements, or number of dwelling units. Implementation of this strategy will require the cre-

ation of a system where property owners may sell their development rights to another property owner to use. A development right sold removes that right from the selling property and grants the receiving property the development right. The system will require sophisticated record keeping.

**East Anchorage District Plan** – Like other areas of Anchorage, East Anchorage will benefit from a district planning effort. A tailored plan that looks at the area’s unique residential/commercial mix and transportation issues will be developed, together with implementation strategies that suit the area’s character.

**Fire Safety Design Standards** – Wildland fire hazards on our hillsides have been raised as both a community safety issue and a land use planning issue. Defensible space standards or perimeter and internal fire breaks, as they relate to subdivision design, zoning, and building placement on lots, should be required of all new development. The Anchorage Fire Department is in the process of developing fire standards that could be incorporated into planning standards. A wildland-urban interface zone where improvements intermix with wildland fuels may be appropriate as an overlay zone to address defensible space concerns. New development in the zone would be designed to allow defensible space around structures and otherwise mitigate potential hazards to life and property.

**Fiscal Impact Analysis** – This strategy is a quantitative comparison of the projected long-term public capital improvement, maintenance, and operational costs for a proposed development with the corresponding revenue the development will generate. This strategy would be used to establish criteria for applying mitigation tools.

**Functional Plans** – These are plans that study and recommend future needs for specific public facilities and services.

Functional plans include the following examples:

- Areawide Trails Plan
- Long-Range Transportation Plan
- Transit Development Plan
- Utility Corridor Plan
- Anchorage Park, Greenbelt and Recreation Facility Plan
- Underground Utilities Implementation Plan
- Areawide Library Plan

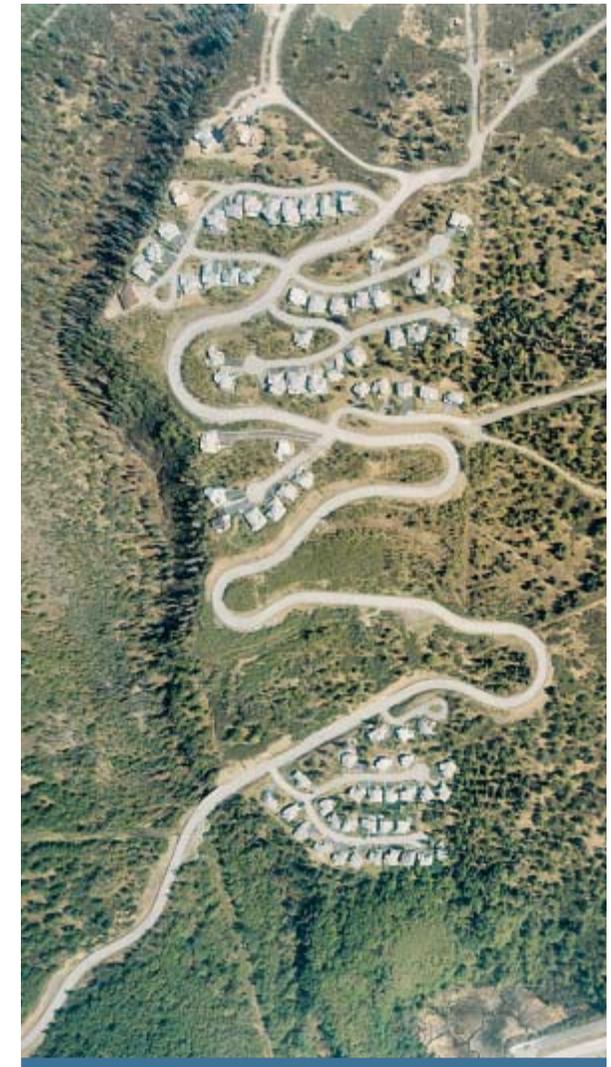
**Geohazards Management** – With Anchorage’s diminishing land supply, development over the life of this plan will emphasize redevelopment and place increasing pressure on remaining vacant lands. Some of the residual parcels and redevelopment target areas lie within identified geohazard zones. The Municipality and the development community should address these geohazards in order to minimize risk and damage potentials. Data and mapping updates are fundamental to addressing geohazards, especially seismic hazard zones and avalanche areas. The need for new and/or revised policies for regulatory development guidelines in Anchorage’s geohazard areas should also be evaluated.

**Greenbelt Acquisition Program** – Through the capital improvements program and other funding mechanisms, the Municipality will initiate a greenbelt acquisition program for all major stream corridors in the Bowl.

**Groundwater Monitoring** – The On-Site Water & Wastewater Program in the Development Services Department will continue to monitor groundwater conditions for areas of the Bowl with septic systems and wells, and identify problem areas and implementation measures to address contamination areas and sources.

**Heritage Land Bank** – Through adoption of ANCHORAGE 2020 and key implementation measures, such as adopted level of service standards and district plans, the Heritage Land Bank will have specific guidance for making land management decisions.

**Hillside District Plan** – The Hillside area (to be defined and mapped) must be analyzed on a district planning level to address unique environmental fea-



tures that will be considered. A district plan will be developed, together with implementation strategies, which suits the character of the area. The district plan will cover a wide range of issues including:

- Levels of service for public facilities and services;
- Delineation of an Urban/Rural Boundary;
- Management of wastewater disposal and water supply;
- Areawide drainage;
- Transportation;
- Land Use (residential density and distribution, commercial, public facilities, and open space);
- Wildfire hazard mitigation; and
- Public safety access.

#### **Housing & Community Development**

**Consolidated Plan** – The U.S. Department of Housing and Urban Development (HUD) requires a *Housing & Community Development Consolidated Plan* for the Municipality to receive funds under three major HUD programs. The Plan contains a detailed assessment of Anchorage’s affordable housing and community development needs and establishes general priorities for the use of federal resources to address those needs. It is reviewed annually to determine if any significant changes need to be made, and if such changes warrant amending the Plan’s goals and priorities. The Municipality undergoes a public planning process at least every five years to create a new *Housing & Community Development Consolidated Plan*.

**Housing Policy Update** – In order to provide a more comprehensive framework of long-range housing policies for the Municipality, an update of Comprehensive Plan Housing Policies and Strategies will coincide with the periodic updates of the *Housing & Community Development Consolidated Plan*.

**Impact Fees** – The concept behind this strategy is that new development will pay its own way with

Impact Fees. New development contributes to a more equitable funding of associated capital costs of shared public facilities such as schools and parks, which reduces the burden on other residents for such improvements. This strategy is used in many local governments in the Lower 48. Implementation of this strategy will require amending subdivision regulations and the creation of impact fee collection procedures. Impact fees may be assigned to building construction or with subdivision approval, or both. This strategy requires Level of Service Standards to be adopted.

**Impervious Surface Mapping** – As part of the data input for developing watershed plans, this strategy directs the Office of Planning, Development, and Public Works to produce maps of impervious surfaces for each watershed. This new land use layer will be used in interpreting and modeling watershed hydrology and water resources management.

**Inclusionary Zoning** – The intent of this strategy is to create regulations that increase housing choice (both rental and owner-occupied) by providing incentives to construct more diverse and economical housing to meet the needs of low- and moderate-income families. It may require a minimum percentage of housing for low- and moderate-income homes in new housing developments and in conversions of apartments to condominiums.

**Infill, Redevelopment, and Reinvestment Incentives** – The intent of this strategy is to create economic incentives for development in areas where land values are high and public services are installed or available, but where existing structures are beyond their economic life or the property is vacant. Incentives could include tax increment financing, development rights – transfer, reduced development fees, reduced parking requirements, and allowing mixed-use and mixed-density development. Implementation may

result in the creation of a Development Authority or Redevelopment Agency.

**Land Clearing Standards** – Natural vegetation is highly valued by the community, but is usually removed by development. By instituting a land-clearing ordinance, it will be possible to provide incentives for retaining existing vegetation, preventing its unnecessary removal. New developments would require a land-clearing permit prior to removal of any vegetation on a site.

**Land Use Enforcement Fees** – This strategy transfers the cost of enforcement of active zoning variances, special limitations, conditional use permits, non-conforming rights, and certain plat restrictions to the property owners. The property owners would pay a fee for an annual inspection to verify continued compliance. The annual fee would also have the bonus of reminding property owners of the special rules regarding their property. Implementation will require amendments to the zoning ordinance and adoption of an annual fee schedule by the Assembly.

**Land Use Regulation Amendment** – The objective of this strategy is to undertake specific revisions of chapters, sections, subsections, or paragraphs of Title 21, the land use regulations, as needed to resolve regulatory objectives or deficiencies. Implementation of this strategy will require initiation of amendments through the code amendment process, with proper public notice.

**Land Use Regulation Repeal and Re-enactment** – The objective of this strategy is to undertake a complete and comprehensive revision of all chapters of Title 21. The result of such a revision would be an up-to-date land use regulation that would include the best land use management techniques from around the United States. Implementation of this strategy will require substantial funding for planning and

legal consultant contracts over several years.

**Landscape Design Criteria Manual** – This strategy is designed to improve the quality and longevity of landscape installations and maintenance practices. By improving and expanding the landscape section of the *Design Criteria Manual* to include all types of development, appropriate installation and maintenance will improve throughout Anchorage. The landscaping standards will reference these criteria.

**Landscape Ordinance** – Existing landscaping standards have created some unattractive and ineffective landscapes throughout Anchorage. Trees and shrubs are often short-lived, easily damaged, unattractive, and difficult to maintain. Very little existing veg-

etation is retained, and developers often have problems with the inflexibility of the ordinance. This strategy provides for revisions to the landscape requirements in the land use regulations. Revisions will include a clear definition of landscape requirements, maintenance requirements, incentives for retaining existing vegetation, wider planting beds, incentives for using native species, tips for avoiding wildlife conflicts, and flexible requirements.

**Large Retail Establishment Ordinance** – This strategy involves the preparation of an ordinance which would require proposed large retail establishments, to be defined in the ordinance, to undergo design and site plan review prior to development.



### Typical Development Using Current (1990s) Standards for Parking and Landscaping



Narrow planting beds result in poor quality landscaping with low aesthetic impact.

Landscape maintenance and snow removal is more difficult and costly.

Excessive, little-used pavement.

### Development with New Parking /Landscape Standards



Natural vegetation, retained in lieu of landscaping, is less expensive to maintain.

Less pavement overall.

Larger landscape beds have more visual impact and are more efficient for maintenance and snow removal.

**Level of Service Standards** – Without agreed-upon performance measures, the community has no way of knowing if the services and facilities provided by the Municipality are insufficient, adequate, or excessive. The concept behind this strategy is to establish minimum standards for various public services and facilities including, for example, the amount of neighborhood or community park acreage by population, or library books per resident. With such standards in place, municipal resources would be more fairly allocated to meet identified shortfalls. Implementation of this strategy will require the development of service standards and its adoption by the Assembly. Many such levels of service are based on national standards.

**Major Project Site Plan Review** – Title 21 will be revised to require public hearing site plan review, including exterior building design, approval for major commercial, institutional, and industrial developments, as those terms will be defined in the ordinance revision.

**Market Impact Assessment** – Market impact assessments help public decision-makers to realistically assess long-term risk (costs) to the community resulting from a particular project. An assessment typically examines whether there is sufficient long-term demand for the proposed project, how much of the existing market demand is the project likely to capture and for how long, what are the major sources of market risk and how can such risks be reduced. Targeted uses for such market impact assessments would be large-scale commercial, residential, and industrial developments. Implementation of this strategy will require development of standards and threshold requirements for when a market impact assessment might be required.

**Midtown District Plan** – A Midtown District Plan is recommended as a tool for addressing the unique combination of commercial and residential land

uses evolving in the Midtown area. Revisions to land use and design standards will be necessary to promote the Midtown area as a major employment center surrounded by an area of potential redevelopment/mixed use, as depicted on the Land Use Policy Map. Specific needs, such as pedestrian access, reduced surface parking, transit facilities, traffic patterns, landscaping, architectural design, signage, open space, public spaces, and public art, should all be addressed in this Plan.

**Minimum Commercial Intensity** – Minimum commercial intensity standards create more intense commercial land use. The standards do this by limiting the floor area of a development. Limiting floor area can result in the exclusion of certain retail formats, such as large retail establishments, from particular commercial zones. Minimum commercial intensity standards can also be used to encourage office uses that are typically more intense land uses than retail uses.

**Minimum Residential Density** – The objective of this strategy is to prevent the loss of increasingly scarce residential land to lower density uses (or too few dwelling units per acre). The strategy would require multi-family properties to develop at a specified minimum number of housing units per acre to make efficient use of existing public services and facilities. Implementation will require amendment of multi-family zoning district regulations to eliminate low-density housing. Design standards for minimum residential density development will be developed before this strategy takes effect.

**Mixed Use** – Zoning district regulations will be changed to allow for and encourage mixed-use development to include residential, commercial office, and/or retail uses within the same structure or on the same parcel. Mixed use is a development concept that can include the development of a tract of land, building(s), or structure(s) with a variety of different,



New/Downtown/Midtown  
Mixed-Use Development



complementary and integrated uses in a compact urban form. Such areas are designed with a pedestrian focus. They are intended to reduce dependency on the automobile and to create a sense of place.

**Mobile Home Parks** – Mobile home park design and development standards will be upgraded and amended, as needed, for those mobile home parks that are properly located and viable for continued use. Alternative forms of ownership and mobile home park management are potential options.

**Natural Open Space Acquisition** – Once the Municipality has mapped important natural open spaces in the Bowl and adopted new level of service

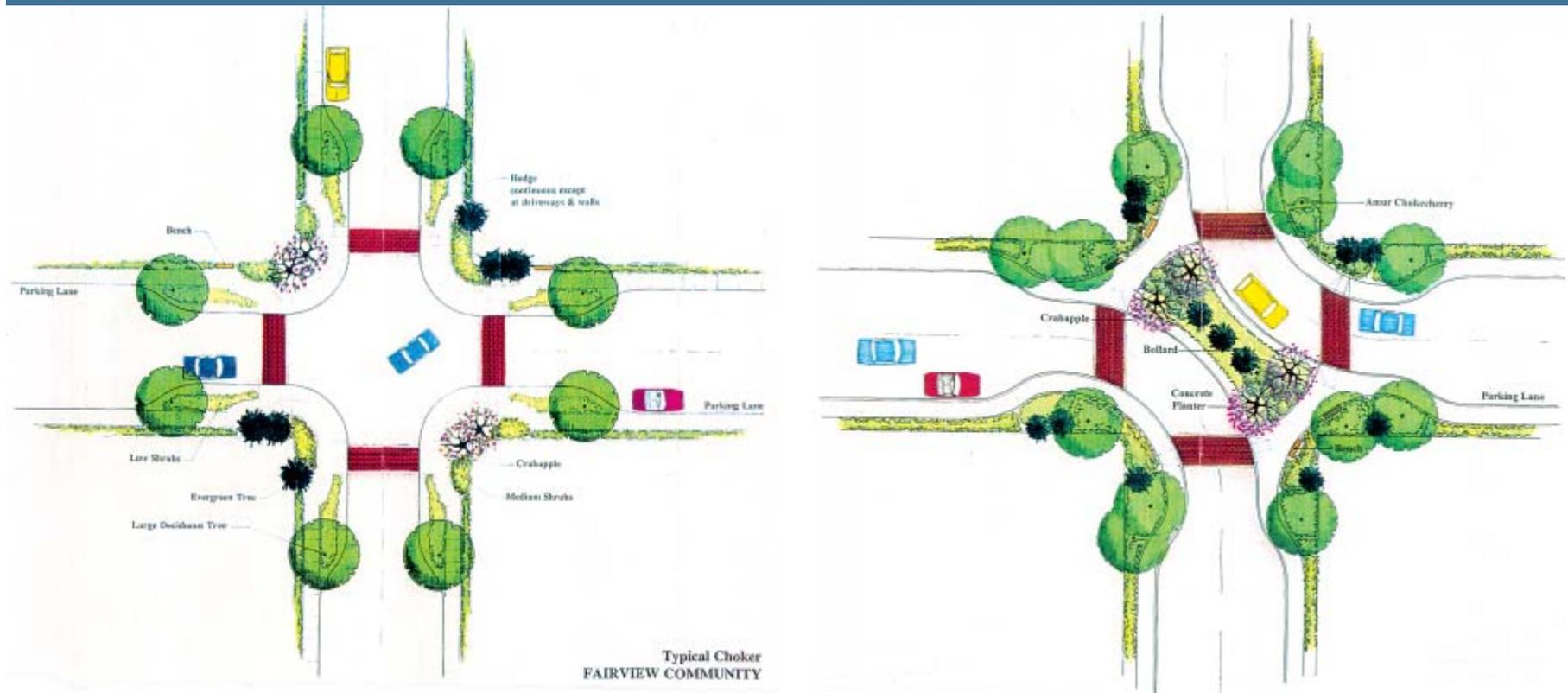
standards, a new set of policies and procedures for natural open space acquisition will need to be created. Important components of this acquisition program will include a prioritization and tracking process, internal department policies and procedures, funding sources, and fair and predictable compensation. Park bond packages, the annual capital improvement program process, and new federal programs are likely funding methods.

**Natural Open Space Standards** – Natural open space standards will be developed and presented in the revised *Park, Greenbelt and Recreation Facility Plan*. This strategy also calls for revisions and additions to

the Land Use Regulations (Title 21) that include new standards for natural open space management. Code changes would focus on natural open space retention methods and standards in the subdivision and platting sections.

**Neighborhood or District Plans** – This strategy calls for the preparation of more detailed studies or plans for defined neighborhoods or districts. It is the next level of comprehensive planning. Implementation of the strategy will require a long-term effort in local area planning with appropriate resources, such as a planner, to aid the neighborhood. It will also require neighborhood commitment to the effort. Each plan will

#### Traffic Calming



include land use and residential intensity maps, which will guide subsequent action on rezonings, plats, and capital improvement programming and design.

**Neighborhood Park/Open Space Priority System** – This strategy will develop guidelines for formal identification of local park and open space priorities by neighborhoods. With such guidelines, a neighborhood can evaluate and rank its park and open space needs. It should be used in tandem with level of service standards and the capital improvement pro-

**Neighborhood Revitalization** – A Neighborhood Revitalization Strategy emphasizes measurable, comprehensive economic revitalization of a neighborhood resulting in: a measurable increase in employment opportunities for low- to moderate-income residents and a measurable overall neighborhood revitalization. Refer to the *Housing & Community Development Consolidated Plan*.

**Open Space Public Access Guide** – In conjunction with the rewrite of the *Anchorage Park,*

Overlay zones may be used to promote a design theme for an area, to provide incentives to promote a wanted type of development or redevelopment, or to add restrictions to prevent development that is not wanted in the location. An overlay zone may be permanent or temporary, depending on the specific zone objective. An example would be an overlay zone applied to a transit route that allows increases in residential density and reductions in parking requirements, based on

Northern City Design

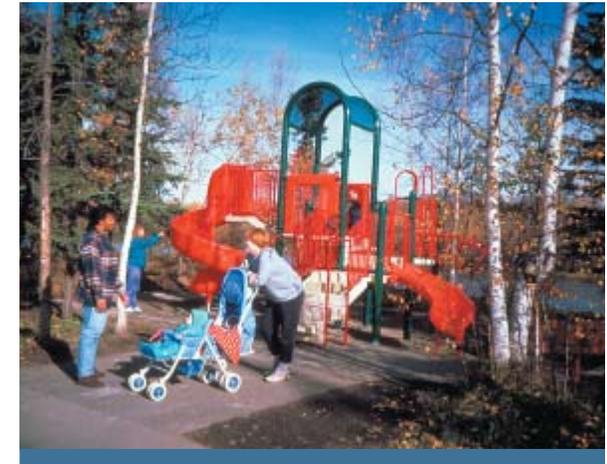


gram. Implementation will require formal adoption of guidelines and procedures by the Planning and Zoning Commission or the Assembly.

**Neighborhood Project Team** – Neighborhood project teams (NPT) comprised of neighborhood residents will be formed, as needed, to review residential, commercial, industrial, institutional, and transportation projects in individual neighborhoods. The boundaries for “neighborhoods” and the NPTs will be defined in cooperation with input from the Federation of Community Councils.

*Greenbelt and Recreation Facility Plan*, an inventory of all municipal parks and open space locations shall be developed. The compendium will include descriptions of each site and clear directions to all public access points. This document would identify necessary new access locations.

**Overlay Zone** – Under this strategy, new land use regulations would be enacted to create unique zoning districts for specific land use regulatory incentives or restrictions. These overlay regulations apply in addition to underlying zoning district regulations.



the assumption that easy access to bus service will reduce the need for families to use as many cars. Implementation will mean amendments to the zoning ordinance and application of overlay zones on the zoning maps. The overlay zones will be identified in subsequent district or neighborhood plans.

**Park Improvement District Process** – This strategy will lead to revision of the process that allows neighborhoods or subareas to acquire private property for neighborhood or community parks. These revisions will simplify the process and make it easier for

property owners to purchase open space for public use. Use of the PID can accelerate the purchase of properties identified in the capital improvement program or park plans. Implementation will mean revision to the relevant policies, procedures, and assessment rules.

**Park, Greenbelt and Recreation Facility Plan** – The 1985 Parks Plan needs to be revised to establish standards, management methods, and acquisition priorities and methods for all new park and open space areas. New recreation facility needs will be addressed in the plan along with siting and acquisition strategies. In addition, this plan will formalize policies and standards for natural open space areas. This will also lead to the revision of Cultural and Recreational Services’ policies and procedures.

**Parking Standards** – The objective of this strategy is to proceed with a comprehensive examination of existing land use regulations dealing with parking ratios, placement of parking on the site, and other

related parking design issues. Amendments would be designed to improve land use efficiency and appearance. Implementation will require evaluation of the parking standards and amendments to the land use regulations. When people refer to “ugly sprawl,” much of the problem is surface parking. In an effort to become more efficient in the use of land, more favorable to pedestrians and transit, and more attractive overall, this strategy seeks to encourage alternatives to surface parking such as parking garages. Implementation may involve shared parking agreements, maximum parking provisions, additional design requirements, tax breaks, and other incentives for reducing surface parking.

**Pedestrian Access Plan** – This is a functional plan that ensures pedestrian investments are consistent with other functional plans such as the *Long-Range Transportation Plan*. The Pedestrian Access Plan will evaluate pedestrian access, assess capital and main-

tenance needs, and develop priorities for capital and operating investments.

**Percent for Art** – The 1% for Art Program is part of the Anchorage Municipal Code. It requires public facility projects to budget at least 1% for public art. Since the community places value on public art, the intent of this strategy is to protect and maintain the public art program.

**Point Source Management** – This concept focuses on point sources of air quality emissions that may not be currently identified or regulated. The strategy would direct staff to monitor, delineate, and develop management guidelines and techniques for unique point sources of pollutants in the Bowl. (An example would be areas where distinct topography or proximity to known sources cause high emission concentrations.) Evaluation of the feasibility of new standards or management techniques for commercial and industrial sites would also be included.



**Public Facilities Design Standards** – Public facilities speak to the pride and standards of a community. Designs for public facilities currently undergo review by two commissions, but there are no special standards outlined or defined for these developments. As a result, commission reviews can be unpredictable or inconsistent. This strategy offers a tool for commissions to review all public facilities fairly and consistently, and provides guidance for the design of public facilities. It will require that public facilities set exemplary design standards. These standards would address design issues such as building scale and design, site design, landscaping, pedestrian amenities, public art, parking facilities, and site circulation.

**Public Facilities Land Acquisition Program** – Once the Municipality has assessed the long-term need for public facilities of all types, the policies and procedures for public facilities land acquisition will need to be updated. Park bond packages and the annual capital improvement program process are likely funding methods.

**Public Facilities Site Selection Criteria** – This strategy involves the revision of site selection criteria for public facilities to assign extra points for sites that:

- Are large enough so they can be made compatible with surrounding current and projected land uses;
- Are large enough to accommodate future additions or another planned public facility;
- Are located near a transit route, where applicable;
- Have existing or planned walkways connecting the facility to transit stops and surrounding residential areas, where applicable;
- Are in compliance with environmental features; and,
- Can achieve cost savings through co-location of the public facility with a private facility and/or other co-management agreements.

**Public Focus Centers** – As a means of enhancing a neighborhood’s unique identity and cohesion, the Municipality would work with neighborhoods or other geographic subareas to identify public focus centers. Activities, public or neighborhood functions, and/or public amenities could define such centers. Examples from other cities include neighborhood parks, squares, recreation centers, clock towers, or festivals. This strategy requires assistance to be provided by municipal staff.

**Public-Private Partnerships** – The objective of this strategy is to encourage the public and private sectors to work together to provide cost-effective services and facilities for use by the general public. Possible partnerships include the co-location of public and private facilities within one building; or the use of non-profit organizations to help construct and/or monitor activities at certain facilities, such as sports fields.

**Redevelopment Authority** – The objective of this strategy is to explore establishment of a Redevelopment Authority. Such an agency would be a partner with community organizations, agencies, and the Municipality of Anchorage to generate, stimulate, and manage growth, and fight urban blight. It could have the legal authority, ongoing funding, and mission to rebuild neighborhoods, business areas and to consolidate ownership and re-platting of paper plats into lot layouts for subdivision or reuse.

**Redevelopment Plan** – A redevelopment plan is a tool that can be used as an overlay zone, or used separately as a district plan for small areas. Specific infill sites where growth should occur are identified so that a small builder can easily find available sites. Districts where infill is appropriate should be targeted. Precise plans for these areas with specific infill stan-

dards would be prepared by either the public and/or private sector.

**Regional Planning** – Mechanisms for regional cooperation and planning to address important land use, commerce, transportation, and environmental issues should be explored. A formal organizational framework for regional cooperation with the Municipality, the Kenai-Peninsula and Matanuska-Susitna Boroughs, and the State of Alaska should be established. Regional planning area boundaries, organizational roles, and responsibilities will need to be assigned for such a concept to work effectively. This regional focus is particularly relevant to future expansions of the Ted Stevens Anchorage International Airport, the Port of Anchorage, and the Alaska Railroad, and to increased rail transit, cargo transport land uses, and highways.

**Regulatory Rezones** – The concept of this strategy is to change the rezoning process from a legislative one involving the Assembly and the Planning and Zoning Commission to a regulatory process with the Planning and Zoning Commission as the final authority for some types of rezones, similar to the present conditional use permit process. This is a trend in the Lower 48 for small area rezonings. Implementation of this strategy will require amendment to the rezoning process in the zoning ordinance.

**Residential Street Standards** – The objective of this strategy is to update residential street design minimums and maximums, use traffic-calming devices, review pavement width, and include pedestrian systems in the normal streetscape. Implementation of this strategy will require amendment of the subdivision regulations, the Public Works *Design Criteria Manual*, snow removal procedures, and may require acquisition of appropriately sized fire and snow removal equipment.

**Ship Creek/Waterfront District Plan** – Ship Creek has long been a focal point for planning, including the recent *Ship Creek Master Plan* and the *Port of Anchorage Master Plan*. Linkage of these two planning efforts and existing and planned commercial, industrial, and transportation-related land uses in the area is vital.

**Sign Ordinance** – In order to reduce sign clutter and prevent signs from dominating the appearance of the community, this strategy provides for new sign regulations in the land use code (Title 21). The regulations will address sign type, placement, size, quantity, enforcement, overlay districts, and other aspects of sign

standards and regulations. Through the use of overlay zones for signage regulations, individual districts or neighborhoods have the ability to develop their own unique appearance and identity.

**Slope Development Guidelines** – The objective of this strategy is to create enforceable design guidelines for development on slopes. The guidelines would provide instructions on how to adapt structure and lot design for sloped environments. Implementation will require amendment of the subdivision regulations, zoning ordinance, and production of a slope design manual.

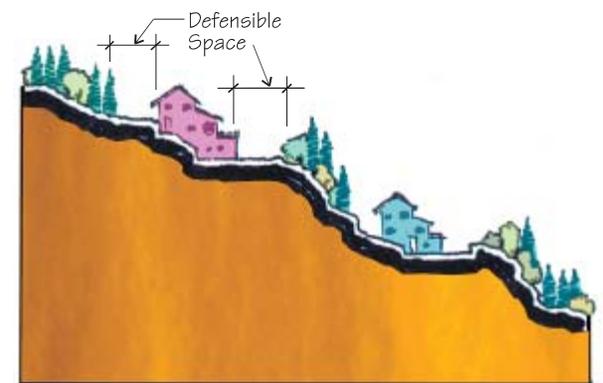
### Slope Development Guidelines

#### Hillside Development – **Not Appropriate**



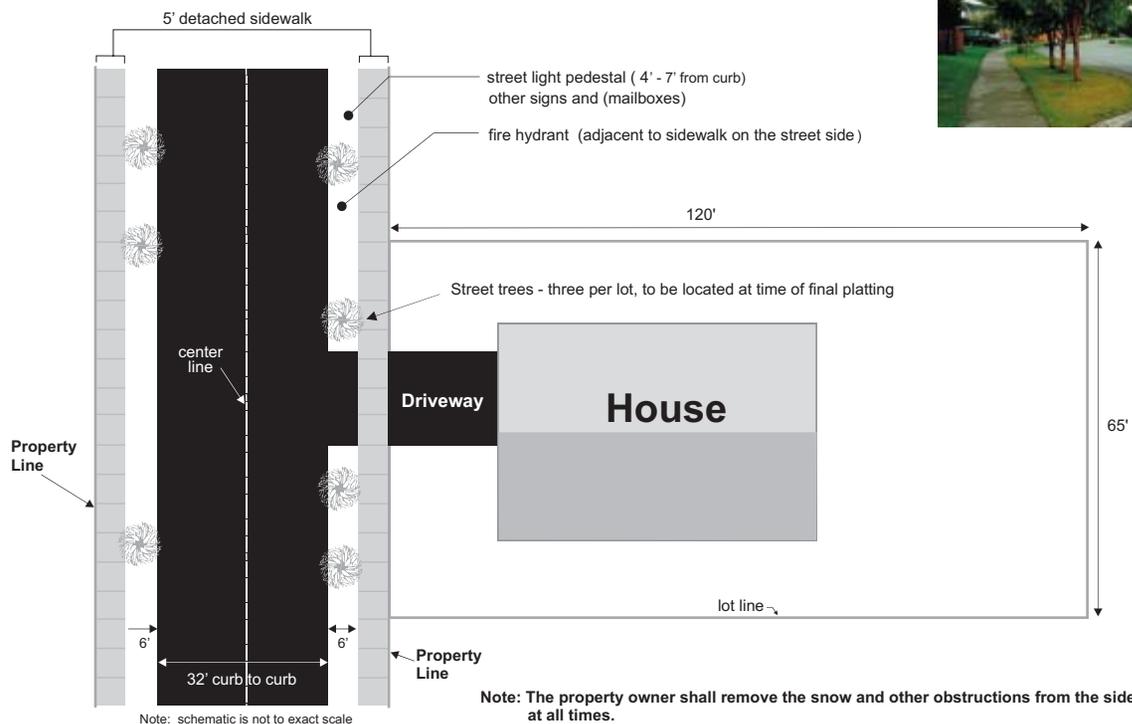
Excessive clearing and grading along with overly conspicuous architecture cause erosion and icing problems, and impact the appearance and character of the Hillside District.

#### Hillside Development – **Appropriate**



Topographically sensitive architecture and minimum grading allow Hillside developments to blend in with the natural landscape and cause very little erosion.

### Residential Streetscape



**Small-Lot Housing** – The objective of this strategy is to substantially modify the cluster housing or townhouse standards to promote efficient use of residential land that conserves sensitive environmental areas and protects or enhances neighborhood quality. The revisions would include minimum site design standards, revised open space definitions and minimum requirements, and building site placement standards. Implementation of this strategy will require amendment of the subdivision regulations, and zoning ordinance.

**Snow Removal** – The objective of this strategy is to return to property owners the responsi-

bility for clearing public pedestrian walkways, trails and sidewalks that border on an owner's property. Implementation of this strategy will require amending the snow removal laws to expand requirement and enforcement beyond the Central Business District into all areas of the Municipality. The strategy could require citizens to assist in snow removal. The alternative is to increase funding for snow removal by either increased taxes for the service or redirecting funding from lower priority services to snow removal.

**Storm Water Treatment** – This strategy calls for the development of a program that evaluates and balances the cost and practicality of using wetlands

or other areas as storm water treatment sites versus traditional piped methods. This evaluation and site identification could be undertaken as part of watershed planning efforts.

**Stream Restoration Projects** – The purpose of this strategy is to promote stream channel and floodplain restoration projects throughout the Bowl. Projects should be done in conjunction with watershed plans.

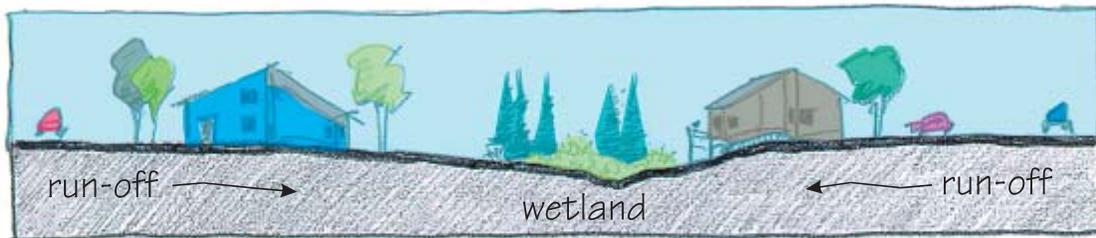
**Street Connectivity Standards** – The objective of this strategy is to amend the municipal subdivision regulations to ensure a continuous network of streets and pathways. The use of cul-de-sacs, dead-end streets, and gated communities generally increase distances that automobiles, pedestrians, and bicyclists must travel to reach their destinations. An adequate number of access points from the subdivision to adjacent higher order streets (arterials, collectors, subcollectors) should also be required to increase the efficiency of the roadway system.

**Street Maintenance Methods** – This strategy addresses implementation of both Air Quality and Water Resources Goals and focuses on street maintenance specific to snow removal and de-icing. The intent is for the Municipality to identify and evaluate alternative de-icing methods and to apply them wherever feasible. Additional items in this strategy include an aggressive approach to roadway surfacing, street sweeping at breakup, and other maintenance methods that address the reduction of non-point sources of water and air pollution associated with roads.

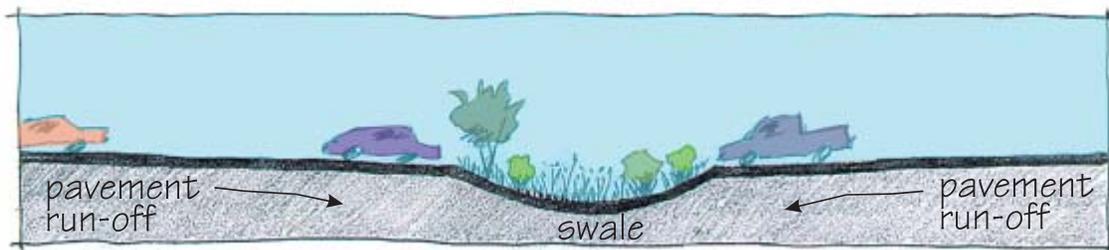
**Streetscape Standards and Guidelines** – This strategy calls for completing the Areawide Streetscape Design Guidelines & Standards document, which will include standards or guidelines for viewshed maintenance, pedestrian and bicycle amenities, and vegetation. The *Design*

#### New Storm Water Treatment Methods

Natural wetland used for runoff .....



Constructed biofiltration swale used for runoff .....





Intersection with standard Cholor

MOUNTAIN VIEW COMMUNITY

## Streetscape Standards and Guidelines

*Criteria Manual* should be revised and expanded to address impervious surfaces, roadway design, and drainage to better address run-off quality and quantity.

**Surface Drainage Management Plan** – This strategy is an implementation action in direct compliance with the Municipality’s federal National Pollution Discharge Elimination System (NPDES) permit. Once impervious surfaces have been delineated and mapped for each of the Bowl’s watersheds, staff will coordinate development of an impervious Surface Drainage Management Plan. This plan will serve as an umbrella mechanism which allows staff to evaluate alternative land development scenarios and to construct site-specific (i.e., case-by-case) and watershed-wide policies for storm water and water quality management. Particular attention should be given to monitoring pesticide, parking lot, and roadway runoff.

**Synchronize Zoning with Land Use Maps** – The objective of this strategy is to have area-wide rezoning, initiated by the Planning and Zoning Commission, in order to realign the zoning map

with the adopted Generalized Land Use Map and Generalized Residential Intensity Map. Areas that are not zoned in compliance with the Plan’s land use or residential intensity maps will be identified and rezoning will be proposed. When the Plan and the zoning map are in sync, a level playing field for all land use decisions is created. Implementation of this strategy will require a significant community effort in developing and implementing areawide rezoning.

**Tax Increment Financing** – Tax Increment Financing (TIF) is a tool the Municipality can use to stimulate the development of property that may not otherwise be developed, such as blighted areas. Part of the new tax revenue generated by development in a specific area is used to pay off bonds to finance site improvements, infrastructure, and other project costs. TIF usually applies only to the property tax. (This may require changes in state and local law.)

**Town Center Plans** – This strategy involves the development of plans for each of the seven town centers identified on the Land Use Policy Map. At a

minimum, each plan should include:

- Recommendations for the enhancement of the pedestrian circulation system;
- Identification of public improvement opportunities such as parks, creek enhancements, and streetscape improvements;
- Recommendations regarding location, orientation, and type of commercial and residential development; and,
- Recommendations regarding public facility locations such as recreation centers, libraries, post offices, bus stops, etc.

Participants in the town center plans would include, but not be limited to, the Municipality, town center landowners, and local residents. After municipal adoption of each plan, the plan would direct implementation measures, which may include overlay zoning, ordinances, design guidelines, or public projects identified in the municipal capital improvement program.

**Traffic Impact Assessment** – The intent of this strategy is to revise the existing process for conducting traffic impact analysis (TIA) to achieve a more equitable process of paying for traffic improvements. Currently, the purpose of conducting a TIA is to identify and address the traffic impacts of large development projects, and assign design solutions as mitigation. They are only required for projects that are undergoing either a zoning or a platting action. Changes to the process would include the introduction of an impact fee (assessment) and requirements for TIAs to be conducted on most developments.

**Underground Utilities** – Overhead utility wires and posts impact the quality of viewsheds and prevent the healthy growth of street trees. This strategy calls for a funding program and implementation criterion to underground overhead utilities. Undergrounding of areas should be prioritized based on safety, cost feasibility, and viewshed quality.

**University & Medical District Framework Master Plan** – The *University & Medical District Framework Master Plan* is recommended as a tool for addressing the future development of a major employment center, as depicted on the Land Use Policy Map, and surrounding area. This plan will replace the 1983 *Goose Lake Plan*.

**Urban/Rural Services** – This concept distinguishes urban and rural service areas in the Anchorage Bowl, and the difference between the levels of service provided to those areas. Such public facilities and services may include schools, fire protection, police protection, public water and sewer services, storm drainage, parks, and roads. The intent of this strategy is to formalize the different service areas in the Bowl and to match appropriate levels of service with intensity of land use.

**Waterbody Setbacks** – In order to better manage non-point source water pollution, efforts are needed to enhance non-disturbance setbacks of all waterbodies. Revision of the Land Use Regulations (Title 21) and the creation of incentives for landowners are the most likely sources for expanding the setback program. Currently, there are no official lake setbacks, and most creeks carry a 25-foot non-disturbance zone. (Nationwide standards generally cite 100 feet as a minimum distance for effective water quality maintenance.)

**Watershed Planning** – As an implementation action for this plan and the Municipality's federal National Pollution Discharge Elimination System (NPDES) permit, this strategy directs the production of watershed plans for all Anchorage streams. The intent is to link land use decisions with the management of water quantity and quality. Included in these plans will be impervious surface management, floodplain restoration and management, and other watershed-specific management elements.

**West Anchorage District Plan** – This strategy calls for the preparation of a detailed land use plan for the subarea defined on the Land Use Policy Map as the West Anchorage Planning Area. Development of a land use plan will be coordinated by the Municipality and will include involvement by a neighborhood project team and the Airport. Along with a specific framework for making land use recommendations and decisions within this planning subarea, this document will include mechanisms and recommendations for resolving airport impacts to the surrounding community and on transportation activities.

**Wetland Acquisition Priority List** – The Planning Department will coordinate a citywide process to identify, prioritize, and update a list of wetland sites that need formal protection through fee-simple

acquisition or other means. To the extent practicable, these priorities should be addressed through capital improvement program planning and other acquisition methods.

**Wetland Retention Incentives** – As an alternative means of protecting wetland functions, other programs will also be evaluated to facilitate wetland retention, especially in new developments. Such methods could include an incentive program for private landowners, revised subdivision guidelines, and/or revision of relevant sections of the *Design Criteria Manual*.

**Wildlife Habitat Preservation and Coordination** – In order to coordinate wildlife management and protection goals, the Municipality will perform a formal public review of the *Living With Wildlife Plan*, and based on the results of this review may enter into a Memorandum of Agreement with the Alaska Department of Fish and Game. Establishment of a critical wildlife habitat priority list and protection strategies for these areas would then be pursued.

**Wildlife Habitat Standards** – This strategy encourages the establishment and retention of wildlife corridors between remaining large forest tracts, the Chugach Mountains, the coastal zone, and along drainages. To implement the strategy, Title 21 should be modified, where appropriate, to include incentives and guidelines for fish and wildlife habitat conservation. In addition, site selection and site plan review techniques and guidelines to cover wildlife issues in public projects should be revised.

**Work Program** – This strategy directs the municipal Planning Department to systematically address ANCHORAGE 2020 policies and strategies in its annual work program. A key part of the work program will be development of a schedule and milestones.

**Zoning and Platting Review Process** – The concept of this strategy is to modify the regulatory review process for subdivisions, rezonings, conditional uses, and site plans so that community councils and neighborhoods see the proposed zoning and subdivision projects in a more final form. The process would empower planning staff to determine whether or not an application is ready for public hearing, to require that updated packets be routed to reviewing parties, and to delay public hearings as necessary to provide adequate review time. Ideally, with changes in this process, those applications deemed ready would be released for public review and the application would not be altered until after the public hearing.

In addition, procedures for processing new plats with wetlands need to be revised. For significant wetland sites with complex platting and permit issues, landowners should be required to begin coordination with the U.S. Army Corps of Engineers prior to, or concurrent with, preliminary plat submissions. Implementation will require amendment of both the zoning ordinance and subdivision regulations.

