




This is the worksheet staff used to track what was added, amended, or removed

Greyed out text was carried over

Struck-out text was amended or deleted



2020 Policy Type	Item Number	2020 Policy #	Carry over?	REPLACE WITH	Other final wording?
General Land use	1.	1. The Land Use Policy Map shall guide land use decisions until such time as other strategies are adopted that provide more specific guidance. Per page 16 of the 2040 LUP (Actions 1.1-1.8): "Related Anchorage 2020 Policies: 1, 2, 90, 91, 92, 93, 96, 97, and 98."	→	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>	
	2.	2. 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. [Per page 16 of the 2040 LUP (Actions 1.1-1.8): "Related Anchorage 2020 Policies: 1, 2, 90, 91, 92, 93, 96, 97, and 98.]	→	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>	
	3.	3. 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	→	<p>New Metrics/Tracking Policy #1: Adopt level of service standards for different types of municipal services.</p> <p>New Metrics/Tracking Policy #2: Establish clear metrics for tracking outputs and outcomes for projects and initiatives.</p>	
	4.	4. The Zoning Map shall ultimately be amended to be consistent with the adopted Neighborhood or District Plan Maps. [In 2040 1.4: "(Supersedes Anchorage 2020: Policy 4)"]	Delete Per 2040 LUP 1.4 →	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p>	





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				<p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>	
	5.	<p>5. Rezones and variances shall be compatible in scale with adjacent uses and consistent with the goals and policies of ANCHORAGE 2020.</p>		<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>	
	6.	<p>6. Areas designated for specific uses on the Zoning Map shall be protected from encroachment by incompatible land uses.</p>		<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>	
	7.	<p>7. Avoid incompatible uses adjoining one another.</p>		<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>	






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Residential	8.	8. 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>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions</p>	
	9.	9. 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>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	
	10.	10. 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>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	
	11.	11. 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>Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.</p>	
	12.	12. New higher density residential development, including that within Transit-Supportive Development Corridors, shall be accompanied by the following: a) Building and site design standards; b) Access to multi-modal transportation, to include transit, and safe pedestrian facilities; and, c) Adequate public or private open space, parks or other public recreational facilities located on-site or in close proximity to the residential developments.	→	<p>Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.</p>	

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	13.	13. New rural residential subdivisions shall be designed to: a) Maintain the rural character of the area; b) Link to existing adjacent road and trail systems; c) Protect, maintain, or avoid sensitive environmental areas (wetlands, steep slopes, drainageways, unsuitable soils, geohazard areas); and, d) Incorporate wildland fire safety design standards.	→	Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	14.	14. 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.	→	New Land Use Policy #1: Reduce barriers to infill and adaptive reuse. New Land Use Policy #2: Ensure that the Municipality maintains enough zoning capacity for residential development across the Bowl. New Land Use Policy #3: Ensure that the Municipality maintains adequate zoned capacity for industrial uses.	
	15.	15. Accessory housing units shall be allowed in certain residential zones.	→ TD: Update the policy as we still want to promote ADUs.	Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan. Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary. Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions	
	16.	16. 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.	→	New Housing Variety Policy: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	
	17.	17. Provide incentives for lot consolidation in infill/redevelopment areas in order to improve the design and compatibility of multi-family housing.	→	New Housing Variety Policy: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	New Housing Variety Policy: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.
Commercial	18. Strengthen the Central Business District's role as the	18. 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			

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	regional center for commerce, services, finance, arts and culture, government offices, and medium- to high-density residential development.				
	19.	19. Locate municipal, state, and federal administrative offices in the Central Business District.			
	20.	20. 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.	→	New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.	
	21.	21. 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: a) New commercial development shall occur primarily within Major Employment Centers, Redevelopment/Mixed-Use Areas, Town Centers, and Neighborhood Commercial Centers. b) In order to use existing commercial land more efficiently, redevelopment, conversion, and reuse of underused commercial areas shall be encouraged. c) Rezoning of property to commercial use is only permitted when designated in an adopted plan. d) Architectural and site design standards shall improve the function, appearance, and land use efficiency of new commercial developments. e) New strip commercial development is strongly discouraged.	→	New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.	
	22.	22. Provide locational standards and criteria for retail sales/service of alcoholic beverages.	→		

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	23.	<p>23. 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: a) Concentrations of medium to high density office development with employment densities of more than 50 employees per acre; b) Promotion of compact, mixed commercial/office development where businesses are close enough to walk between; c) New buildings oriented to the street with parking located in parking structures or to the side or behind the buildings; d) Creation or enhancement of public focal points such as plazas or parks, including public art; e) Residential development as an ancillary use; and, f) A pedestrian-oriented environment including expanded sidewalks, crosswalks, street furniture, bus shelters, and landscaping.</p>		<p>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	
	24.	<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: a) Generally 1/2 to 1 mile in diameter; 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; c) Public facilities including but not limited to: indoor recreational facilities, parks, branch libraries, ice skating arenas, schools, post office, and transit facilities; 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; e) An enhanced pedestrian environment with good connections within and between the core and surrounding residential development; and, f) Distinctive public spaces and public art that create a sense of place.</p>		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	








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	25.	<p>25. 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: a) Small-scale, attractive, non-obtrusive and convenient shopping and services for residential areas. 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. 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>		<p>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	
Industrial	26.	<p>26. Key industrial lands, such as the Industrial Reserves designated on the Land Use Policy Map, shall be preserved for industrial purposes.</p>			
	27.	<p>27. Commercial/light industrial parks: a) Shall integrate safe and efficient customer and freight access to and from the industrial site; b) May include complementary uses that are compatible with surrounding uses and areas; and, c) Shall include design features such as pedestrian facilities, landscaping, and compatible signage.</p>			
	28.	<p>28. 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. 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. b) Future airport-related industrial uses should be located to provide efficient transportation</p>			

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		links to and from the Airport with minimal impacts to residential neighborhoods.			
Transportation	29.	29. ANCHORAGE 2020 goals, policies, strategies, and maps shall guide development of the Long-Range Transportation Plan (LRTP) for the location of road improvements and new alignments.	The OSHP does this. (Remove)		
	30.	30. Transportation and land use policies and programs shall include: a) Multi-modal and intermodal access, including commuter rail and transit service; b) Pedestrian-to-transit linkages; c) Efficient and safe freight movement; d) Congestion management and roadway improvements; e) Optimal use of parking; f) Minimization of individual and cumulative air quality impacts; g) Minimizing impacts on neighborhoods; and, h) Adequate snow storage.			
	31.	31. Provide safe and efficient freight routes that minimize impacts on neighborhoods.			
	32.	32. Congestion management techniques shall be applied to maximize efficient use of the existing road system.			
	33.	33. The Municipality shall improve public transportation service between residential areas and employment, medical, educational, and recreational centers.			
	34.	<p>34. Transit Supportive Development Corridors, as identified on the Land Use Policy Map, shall be characterized as follows:</p> <p>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.</p> <p>b) New commercial development within these corridors is oriented to the street with parking on the side or rear of the building when possible.</p> <p>c) A goal for bus service within these corridors is 15-minute headways during peak</p>		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan,</p>	

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		<p>hours and 30-minute headways during non-peak periods.</p> <p>d) A pedestrian-oriented environment is created, including: expanded sidewalks, crosswalks, street furniture, bus shelters and landscaping.</p> <p>e) Additional traffic lanes are not considered along these corridors unless there is no feasible alternative to solve a significant congestion problem.</p>		<p>Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	
Transportation Design & Maintenance	35.	<p>35. Major new residential, commercial, industrial, and institutional developments shall be assessed for traffic impacts such as congestion and air pollution.</p>	→	<p>New Metrics/Tracking Policy #1: Adopt level of service standards for different types of municipal services.</p> <p>New Metrics/Tracking Policy #2: Establish clear metrics for tracking outputs and outcomes for projects and initiatives.</p>	
	36.	<p>36. New transportation projects and significant project upgrades shall accommodate new trail sections and easements identified in the Areawide Trails Plan.</p>	→		
	37.	<p>37. Design, construct, and maintain roadways or rights-of-way to accommodate pedestrians, bicyclists, transit users, the disabled ,automobiles, and trucks where appropriate.</p>	→		
	38.	<p>38. Design, construct, and maintain roadways or rights-of-way to promote and enhance physical connectivity within and between neighborhoods.</p>	→		
Air Quality	39.	<p>39. Monitor air quality to ensure compliance with federal standards and establish incentives to improve air quality.</p>	→		
	40.	<p>40. Assess and mitigate adverse air quality impacts of major public land use and transportation decisions.</p>	→		





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General Design & Environment	41.	41. Land use regulations shall include new design requirements that are responsive to Anchorage's climate and natural setting.	→	Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	42.	42. Northern city design concepts shall guide the design of all public facility projects, including parks and roads.	→		
	43.	43. Plans for major commercial, institutional, and industrial developments, including large retail establishments, are subject to site plan review.	→		
	44.	44. Design and build public improvements for long-term use.	→		
	45.	45. Connect local activity centers, such as neighborhood schools and community centers with parks, sports fields, greenbelts, and trails, where feasible.	→		
	46.	46. The unique appeal of individual residential neighborhoods shall be protected and enhanced in accordance with applicable goals, policies, and strategies.	→	Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	47.	47. Provide distinctive public landmarks and other public places in neighborhoods.			
	48.	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.	→	Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	49.	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.	→		Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.

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	50.	50. Healthy, mature trees and forested areas shall be retained as much as possible.			
	51.	51. The Municipality shall define Anchorage's historic buildings and sites and develop a conservation strategy.			
	52.	52. Site and design residential development to enhance the residential streetscape and diminish the prominence of garages and paved parking areas.		Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	53.	53. Design, construct, and maintain roads to retain or enhance scenic views and improve the general appearance of the road corridor.			
	54.	54. Design and construct neighborhood roads and walkways to ensure safe pedestrian movement and neighborhood connectivity, and to discourage high-speed, cut-through traffic.			
	55.	55. Provide pedestrian and trail connections within and between residential subdivisions in new plats, including replats.			
Housing	56.	56. ANCHORAGE 2020 goals, policies, and strategies shall guide development of the Housing & Community Development Consolidated Plan in terms of the location and density of housing development.		New Coordination/Long Range Planning Policy #1: Connect future density with planned areas of future infrastructure development. Maximize return on public investment. New Coordination/Long Range Planning Policy #2: Support Anchorage's non-governmental, semi-governmental, healthcare, and educational institutions.	

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	57.	57. Encourage the maintenance and upkeep of existing housing in order to extend its useful life and neighborhood stability.	→		
	58.	58. Encourage more affordable housing, including home ownership opportunities for low-income residents.	→		
	59.	59. Recognize mobile home parks, co-ops, and common ownership interests as viable, affordable housing choices and neighborhood lifestyle options.	→		
	60.	60. Design attractive affordable housing that is suited to its environs.	→		
	61.	61. Promote the availability of supportive housing opportunities for the homeless and for persons with special needs.	→	New Housing Variety Policy: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	
	62.	62. Distribute throughout the Municipality residential facilities that are supported by government agencies and operated for health, social services, or correctional purposes.	→	<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>New Coordination/Long Range Planning Policy #1: Connect future</p>	

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				density with planned areas of future infrastructure development. Maximize return on public investment. New Coordination/Long Range Planning Policy #2: Support Anchorage's non-governmental, semi-governmental, healthcare, and educational institutions.	
Open Space	63.	63. 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.			
	64.	64. 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.	→	New Natural Protections/ Design Policy: Protect and restore the natural environment as development occurs (including in the coastal zone, wetlands, or in relation to other unique natural features).	
	65.	65. 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.	→		
	66.	66. Fish, wildlife, and habitat protection methods shall be addressed in land use planning, design, and development processes.	→		
	67.	67. Critical fish and wildlife habitats, high-value wetlands, and riparian corridors shall be protected as natural open spaces, wherever possible.	→		
	Water Resources	68.	68. Water resources and land use planning shall be integrated through the development of watershed plans for Anchorage streams.	→	
69.		69. 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 Anchorage Wetlands Management Plan.	→		

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	70.	70. The ecological and drainage functions of Anchorage's aquatic resources shall be protected and, where appropriate, restored.			
	71.	71. Utilize wetlands to manage drainage and improve water quality, where appropriate.			
	72.	72. The Municipality shall minimize the incidence of new developments for human occupancy in high natural hazard areas.			
Level of Service	73.	73. Public facilities and services shall meet adopted level of service standards.		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p>	
	74.	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.		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan,</p>	

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				Assembly policy documents, other agency documents, or other statements of community priorities.	
	75.	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.			
	76.	76. Optimize existing transportation and utility infrastructure before extending these facilities to undeveloped areas.		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p>	
	77.	77. Fiscal Policy— The Municipality shall develop and implement equitable funding mechanisms for providing appropriate levels of public services and facilities. a) Adopt level of service standards for use as the basis for infrastructure priorities and funding. 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>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p>	
	78.	78. Design municipal facilities frequented by the public, particularly schools, to accommodate year-round multi-purpose activities.			

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	79.	79. Site selection criteria for government facilities frequented by the public shall consider: a) Compatibility with nearby uses; b) Pedestrian and transit accessibility; c) Suitability to environmental conditions; d) Availability of utility infrastructure; e) Ability to enhance neighborhoods; f) Financial feasibility; and, g) Continual operations and maintenance impacts.	→		
Utilities	80.	80. Utilities shall be located and designed with balanced regard for the environment, energy conservation, reliability, visual impacts, natural hazard survivability, and cost.		→	
	81.	81. Prioritize snow removal to maximize pedestrian movement and safety.		→	
	82.	82. Identify cost-effective and land-conserving methods for snow removal, storage, and disposal.		→	
	83.	83. The Municipality shall support and encourage recycling and resource recovery.		→	
Parks, Trails, & Recreation	84.	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.		→	
	85.	85. Municipal land acquired for or converted to long-term or permanent park or recreational uses shall be officially dedicated as parkland.		→	
	86.	86. Encourage public/private collaboration for acquisition, development, and maintenance of recreational spaces, parks, sports fields, public use facilities, and trails.		→	




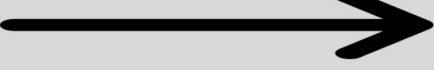




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Education & Culture	87.	87. Support the life-long learning needs of community residents through a variety of formal and informal educational opportunities.		→	
	88.	88. Provide opportunities for integrating arts and culture in developments throughout the community.		→	
	89.	89. Encourage the year-round use of public schools as neighborhood and community centers.		→	
Implementation	90.	90. The ANCHORAGE 2020 ANCHORAGE BOWL COMPREHENSIVE PLAN and adopted level of service standards shall be used to guide municipal capital improvements programming.	→	<p>New Metrics/Tracking Policy #1: Adopt level of service standards for different types of municipal services.</p> <p>New Metrics/Tracking Policy #2: Establish clear metrics for tracking outputs and outcomes for projects and initiatives.</p>	
	91.	91. Monitor progress toward ANCHORAGE 2020 implementation and adjust priorities as warranted.	→	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions</p>	
	92.	92. Synchronize long range municipal land use plans, transportation plans, and land management plans of local, state, and federal agencies with ANCHORAGE 2020.	→	<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p>	








2020 Policy Type	Item Number	2020 Policy #	Carry over?	REPLACE WITH	Other final wording?
				<p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>Also</p> <p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions</p>	
	93.	93. 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.	Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.		
	94.	94. Conduct a comprehensive revision of Title 21, Land Use Regulations.	→	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions</p>	
	95.	95. Title 21, Land Use Regulations shall be enforced to the greatest extent possible based in conjunction with policies stated in ANCHORAGE 2020.	→	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the</p>	


2020 Policy Type	Item Number	2020 Policy #	Carry over?	REPLACE WITH	Other final wording?
				<p>comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions</p>	
	96.	96. Review and evaluate municipal department organizational roles and functions as they relate to implementation of ANCHORAGE 2020 policies and strategies.	→	<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions</p>	
	97.	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.	→	<p>New Public Outreach Policy #1: Ensure that public processes are fair, predictable, and transparent.</p> <p>New Public Outreach Policy #2: Continue to improve public outreach processes and the provision of information.</p> <p>New Coordination/Long Range Planning Policy #1: Connect future density with planned areas of future infrastructure development. Maximize return on public investment.</p> <p>New Coordination/Long Range Planning Policy #2: Support Anchorage's non-governmental, semi-governmental, healthcare, and educational institutions.</p>	
	98.	98. Develop a comprehensive process to address natural and man-made emergencies and disasters to which Anchorage may be vulnerable. Results of this process should include: a) a system of coordination between agencies and a partnership of public and private sectors to ensure an efficient, community-wide response; b) emergency operations plans; and, c) long-term disaster	→		

2020 Policy Type	Item Number	2020 Policy #	Carry over?	REPLACE WITH	Other final wording?
		mitigation efforts through land use, transportation and public facilities planning.			
	99.	99. Incorporate crime prevention and other public safety needs into the design of residential and commercial areas, individual buildings, and public facilities. Use design standards to improve natural surveillance, residents sense of ownership and control of the neighborhood, and overall public safety through appropriate environmental design.	→	Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	100.	100. Adopt level of service standards for crime prevention, emergency services, and other public safety delivery systems, in order to achieve community goals for a safe living and working environment		→	




Item Number	2020 Strategy	Ideas to consider	Proposed language from staff (starting point for discussion)		Should this be discussed by the Commission as a group?
101.	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.	→	Encourage the use of small forms of housing to facilitate infill development and stability for residents.		
102.	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.	→	Comprehensive Planning: Align CIP investments with Comprehensive Plans. Consider both capital costs and long term maintenance costs		
103.	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	→	"Income restricted housing: Pursue strategies for the MOA to assist with production of non-market housing.		




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104.	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.				
105.	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.				
106.	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.				
107.	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				
108.	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.				
109.	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.				
110.	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.				
111.	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.				




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112.	<p>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.</p>				
113.	<p>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.</p>				
114.	<p>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.</p>				
115.	<p>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</p>				
116.	<p>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</p>				
117.	<p>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.</p>				
118.	<p>Design Standards – This strategy responds to the need to be more efficient with land use, the importance 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</p>		<p>"Design Standards: Use design standards based on objective criteria to solve definable problems. Ensure that design criteria can be tied to health, safety, or welfare."</p>		

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	<p>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.</p>				
119.	<p>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.</p>		<p>"Infrastructure Planning: Look at projects holistically and ensure that any proposed impact fees or requirements are objectively defensible and align with long term development or mode share goals"</p>		
120.	<p>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.</p>	<p>Delete this language. This strategy has shown little value in Anchorage.</p>	<p>X</p>		
121.	<p>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 leasable area, parking requirements, or number of dwelling units. Implementation of this strategy will require the creation of a system where property owners may sell their development rights</p>	<p>Delete this language. This strategy has shown little value in Anchorage.</p>	<p>X</p>		


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	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.				
122.	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.	Delete this language, item is complete.	X		
123.	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.	→	→		
124.	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.	Delete or update this language. Impact assessments can be inequitable or unscientific. This may be appropriate for public facilities but not necessarily private development.	*Use comprehensive Planning above"		
125.	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				
126.	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.			→	



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127.	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.				
128.	Groundwater Monitoring – The On-Site Water & Wastewater Program in the Development Services Department will continue to monitor ground- water conditions for areas of the Bowl with septic systems and wells, and identify problem areas and implementation measures to address contamination areas and sources				
129.	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.		"Heritage Land Bank- The Heritage Land Bank shall pursue land management and disposal in line with the Comprehensive Plan and policy direction of the MOA. This could include more involved preparation (replatting, rezoning) of land for redevelopment."		
130.	Hillside District Plan— The Hillside area (to be defined and mapped) must be analyzed on a district planning level to address unique environmental features 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.	Delete this language, item is complete.	X		
131.	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.	Delete or update this language, item generally run out of the Anchorage Health Department.	X		


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132.	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.	Delete, as the Health Department regularly consults with the Planning Department on CDBG action plans and consolidated plans.	X		
133.	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.	Delete or update this language. Impact assessments can be inequitable or unscientific. This may be appropriate for public facilities but not necessarily private development.	*Use Comprehensive Planning Goal above*		
134.	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.				
135.	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.	Delete this language. Inclusionary zoning can be a desegregation tool but is not an effective housing production tool.	X		
136.	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.				
137.	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.				

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138.	Land Use Enforcement Fees —This strategy transfers the cost of enforcement of active zoning variances, special limitations, conditional use permits, nonconforming 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.	Delete this language.	X		
139.	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	Delete this language, as it is already proposed as a policy above.	X		
140.	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.	Delete this language, as the item is complete and ongoing updates can be achieved through the policy above.	X		
141.	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.				
142.	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 vegetation 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.				
143.	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.				
144.	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,	Delete or update this language. Impact assessments can be	*Use Comprehensive Planning item above*		


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	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.	inequitable or unscientific. This may be appropriate for public facilities but not necessarily private development.			
145.	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.	Delete this language. Site plan reviews have proven to be major obstacles to development and innovation.	X		
146.	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.	Update this language to apply to public projects or large scale commercial only.	" Conduct Market Impact Assessments for public projects or large scale commercial or industrial projects."		
147.	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.	Recommend delete	X		
148.	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.	Recommend delete	X		
149.	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	Delete this language, or amend it to apply only to projects with certain types	X		



Item Number	2020 Strategy	Ideas to consider	Proposed language from staff (starting point for discussion)		Should this be discussed by the Commission as a group?
	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.	of public funding. Minimum densities have not proven effective when tried in the MOA.			
150.	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, 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.	Simplify this language.	"Mixed Use – Encourage creative mixed-use development in appropriate areas."		
151.	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.	Update this language	" Mobile dwelling units and flexibility in lot sizes— Facilitate creativity in addressing the housing needs of all levels of the population, including small forms of modular or manufactured housing. Reduce code barriers to new housing types and innovation."		
152.	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.				
153.	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.				
154.	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 include land use and residential intensity maps, which will guide subsequent action on rezonings, plats, and capital improvement programming and design.		"Neighborhood or District Plans – Provide for the creation of Neighborhood or District Plans where desired and where funding is available. These plans should be for policy guidance and help refine, rather than supplant, the Comprehensive Plan. "		
155.	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 program. Implementation will require formal adoption of guidelines and procedures by the Planning and Zoning Commission or the Assembly.				
156.	Neighborhood Project Team— Neighborhood project teams (NPT) comprised of neighborhood residents will be formed, as needed, to review residential, commercial, industrial, institutional,	Delete this language	X		

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	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.				
157.	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	Delete this language.	X		
158.	Open Space Public Access Guide – In conjunction with the rewrite of the Anchorage Park 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.				
159.	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. 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 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.		"Overlay Zone – Under this strategy, 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. 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."		
160.	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.				
161.	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.				
162.	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		"ROW Management— Manage the Right of Way to address any impacts from vehicle storage in public property or needs for snow storage on public property. Actively manage curb space when necessary."		



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	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.				
163.	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 maintenance needs, and develop priorities for capital and operating investments.				
164.	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.				
165.	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.				
166.	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.				
167.	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.				
168.	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.				
169.	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				
170.	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.				
171.	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.				
172.	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 standards would be prepared by either the public and/or private sector				
173.	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				
174.	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		"Additional Rezone Processes —Create new rezone processes for area-wide rezones, or rezones which implement the Comprehensive Plan."		

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	rezonings. Implementation of this strategy will require amendment to the rezoning process in the zoning ordinance				
175.	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.				
176.	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.				
177.	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.				
178.	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.	Delete or update, as this item has been completed.	X		
179.	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.	→	"Small Lot Housing and Small Forms of Housing— Reduce barriers to smaller types of housing. This could include lot size reform, reduced setbacks, or reforming other restrictive standards."		
180.	Snow Removal – The objective of this strategy is to return to property owners the responsibility 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.				
181.	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				
182.	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				
183.	Street Connectivity Standards – The objective of this strategy is to amend the municipal sub- division regulations to ensure a continuous network of streets and pathways. The use of cul-de-sacs, deadend 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				
184.	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.				
185.	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 Criteria Manual should be revised and expanded to address impervious surfaces, roadway design, and drainage to better address run-off quality and quantity.				
186.	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.				


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187.	<p>Synchronize Zoning with Land Use Maps – The objective of this strategy is to have areawide 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</p>		<p>“Synchronize Zoning with Future Land Use Map Provide processes that facilitate alignment between zoning and the future land use map. ”</p>		
188.	<p>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.)</p>				
189.	<p>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</p>	Delete this language.	X		
190.	<p>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.</p>	Use ROW management instead.	X		
191.	<p>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.</p>				
192.	<p>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.</p>				


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193.	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.				
194.	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.)				
195.	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.				
196.	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.	Delete this language, this item has been completed.	X		
197.	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.				
198.	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				
199.	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.				
200.	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.				
201.	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.		MOVE TO ACTIONS		
202.	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	Delete this language, as this is just the process.	X		


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	<p>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.</p>			


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203.	<p>Strategy 1: Phasing of Growth and Investment Phasing of new development and public infrastructure is integral to how the Plan is implemented. While this Plan guides growth to 2040, not all of that growth will occur everywhere all at once. Phasing and prioritization of limited public investments within key locations will help achieve community goals for housing and job growth. The Municipality will balance its priorities to phase growth and infrastructure investments over time. Phasing allows flexibility in how growth or public service upgrades occur. Phasing applies specifically to growth-supporting features of this Plan, such that only one or two Transit-supportive Development and Greenway supported Development corridors may receive attention at any given time. The general order of phasing priority appears on the Actions Map. If growth is slower than expected, phasing allows the city to make substantial progress in at least some mixed-use Centers, Transit-supportive Development corridors, or new Greenway corridors. The number of areas seeing improvement will be in synch with the rate of economic and population growth. The strategy is to develop and implement phasing mechanisms and apply them across the various infrastructure entities.</p>		<p>“Strategy 1: Phasing of Growth and Investment: Make investments in targeted areas over time.”</p>	
204.	<p>Strategy 2: Reinvestment Focus Areas One important phasing mechanism is the identification of Reinvestment Focus Areas (RFAs). RFAs direct infrastructure investments, incentives, and other actions to catalyze infill and redevelopment in strategic areas. This will spur new compact housing and business investment within targeted urban centers, mixed-use corridors, industrial employment areas, and older neighborhoods. Investment in infrastructure may include a combination of streetscapes, sidewalks, drainage systems, utilities, parks, schools, and civic amenities, etc. These can be coordinated with incentives, such as tax abatement, land assemblage incentives, or permit review assistance. Targeted reinvestment in older neighborhoods and commercial areas will enhance quality of life and improve a neighborhood’s ability to attract and retain residents and businesses. This</p>		<p>“Strategy 2: Reinvestment Focus Areas Focus reinvestment and multiple projects in the same area to leverage investment.”</p>	


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	<p>strategy focuses public redevelopment efforts on a few neighborhoods or districts each year. It maintains these priorities until infrastructure or services are in place that support private investment. The focus then moves to another area in a phased manner. Selection of RFAs should follow criteria that begin with factors 1 through 11 at the end of Section 1.3, Areas of Growth and Change (pages 26-27). In particular, RFAs exhibit the following characteristics to a high degree:</p> <ul style="list-style-type: none"> • Close proximity to major employment centers. • Walkable to area shopping and attractions. • Development ready sites. • Potential for additional housing. • Interested land owners. • Sufficient infrastructure capacity with cost effective public investment. • Avoids natural hazards or big constraints. In conformance with these criteria, RFAs should be areas of anticipated growth on Map 1-2, Areas of Growth and Change, and of compact housing or mixed use on the 2040 Land Use Plan Map. <p>In addition, an RFA demonstrates need, opportunity, and local support. It is in need of public sector assistance to catalyze private sector reinvestment. It is also an area of opportunity expected to give the greatest return on the public investment and incentives—producing more new housing, yielding greater economic development, and creating great places where people want to live, work, and play.</p> <p>This Plan identifies RFAs for a near term focus of implementation and candidate RFAs for future prioritization. During the 2040 LUP planning process, three RFAs rose to the top as initial priorities for implementation. The priority RFAs are depicted in dark purple on the Actions Map at the end of Section 3:</p> <ol style="list-style-type: none"> 1. South Downtown Residential Mixed use 2. Central Spenard 3. West Fairview / Third Addition <p>RFA implementation will require a new formal selection and approval process by the Assembly that would incorporate procedures and responsible parties for taking actions. This should include a development feasibility screening process to confirm the basic infrastructure exists or can be provided to support the focused development. It should also include a review against the other criteria in this section. This new municipal process will provide policy, staffing, and budget directives to guide RFA implementation and funding. Additional RFAs were identified that could become top priorities as phasing progresses. These candidate RFAs are depicted in light purple on the Actions Map:</p> <ul style="list-style-type: none"> • Boniface / Riviera • Bragaw / Northern Lights • Denali Street Area / Fish Creek • East Creekside Town Center • Fireweed / Northern Lights • Ship Creek Mixed use (PCD zone area) • South of Dowling / Seward Industrial 			

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	<ul style="list-style-type: none"> • South UMED Residential/Mixed-use • Spenard Town Center <p>This Plan retains flexibility for the Municipality to add, remove, shift, or re-prioritize the RFAs. The list of RFAs above and their locations and boundaries depicted on the Actions Map are flexible.</p> <p>This Plan also allows for encouraging redevelopment/ reinvestment on sites outside of RFAs in response to future land use needs, opportunities, market demands, and emerging trends.</p> <p>Once the Assembly adopts a new formal RFA selection and approval process, RFAs would be implemented through small area implementation plans (Strategy 11) and other strategic actions, such as an infrastructure inventory, Return on Investment (ROI) analysis, and incentive identification. Development agreements, targeted area rezonings, and other strategies in this section are applicable in RFAs. In some cases, the Municipality would sponsor traffic impact modeling or other analyses as part of feasibility determinations or for clarification of planned housing densities, other uses, or streets and access.</p>			
205.	<p>Strategy 3: Provision and Financing of Infrastructure</p> <p>This strategy identifies ways to finance and provide infrastructure improvements. It seeks to coordinate infrastructure planning and prioritize infrastructure investments that yield the greatest return. Infrastructure improvements retain or expand the capacity of streets, public parking, pedestrian facilities, public transit, schools, water and wastewater facilities, and other public infrastructure. These improvements are necessary to provide more housing and jobs in areas designated for infill and redevelopment. Assisting in the financing or provision of new infrastructure needs to be balanced with current infrastructure maintenance and safety obligations. As the Municipality and its partner agencies move forward, it is important that an ROI analysis on infrastructure investment options be performed to prioritize proposed projects. Preparing an asset inventory of existing infrastructure conditions and capacity in areas intended for growth or revitalization is necessary to inform long-term capital improvement programming. Infrastructure Finance Strategies</p> <p>The following funding methods are viable considerations for the Municipality:</p> <p>Revenue Bonds: Municipal revenue bonds can be secured by user fees from a project financed by the bonds, or from a special tax approved by voters. For example, parking garages and water and sewer systems are generally at least partially supported by user fees. The Anchorage Community Development Authority (ACDA) is a public corporation with the authority to sell, issue, retire, or service bonds for the purpose of paying for a municipal facility. The ACDA can bond for parking facilities to serve a designated Reinvestment Focus Area.</p> <p>Intergovernmental Grants are available to help restore natural features, build transit corridors, develop and maintain housing, and make public health-related pedestrian improvements. Examples include EPA funds and HUD grants. Area-specific taxes provide</p>		<p>“Strategy 3: Provision and Financing of Infrastructure: Build infrastructure in a way that maximizes long term efficiency and value.”</p>	

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	<p>ways to finance capital improvements that provide a special benefit to the properties within the area boundary. These include:</p> <ul style="list-style-type: none"> • Local Improvement District (LID). LID formation can lead to the finance of road or utility infrastructure through the sale of bonds and the retirement of those bonds via annual payments by the property owners within the district. This enables public utilities to deliver infrastructure to targeted development areas. • Business Improvement Districts (BID). BIDs are designated areas in which property and business owners vote and approve to tax themselves to collectively fund services, maintenance, or improvements in a district. • Tax Increment Finance (TIF) Districts. TIFs are discussed in Strategy 4. • Payment in lieu of taxes (PILOTs). PILOTs are agreements with institutions not subject to local property tax, such as universities or nonprofit medical centers that could contribute funds for municipal services through an agreement. <p>Systematic Off-site Improvements Requirements can provide a more flexible and predictable formula for determining basic off-site improvement requirements for developments. Reforms could create or enhance fee-in-lieu programs versus the current requirement to build off-site improvements.</p> <p>Efficient Shared Facilities</p> <p>In addition to creative financing for additional infrastructure, more efficient and shared use of infrastructure and facilities is also a key strategy. This includes shared parking facilities and parking districts. The Municipality may encourage or participate in shared parking facilities among multiple businesses, including shared surface lots, shared parking structures, smaller common parking aisles between businesses, reconfiguration of on-site parking layout to more efficient shared parking areas, and managed on-street parking. Shared use of public facilities can also occur. For example, the Anchorage School District could establish a facility sharing and maintenance partnership with the municipal Parks and Recreation Department. The infrastructure strategies above use special agreements and partnering mechanisms. In particular, Development Agreements commit the Municipality to provide infrastructure and lock in the development standards, providing certainty for all parties and enabling larger projects to be financially feasible.</p>			
206.	<p>Strategy 4: Financial and Taxation Incentives</p> <p>Developers and other private businesses interested in creating new projects are generally confronted with a lengthy, capital-intensive process that may need public-sector participation on several fronts. Sometimes market conditions, lending requirements, and other issues leave “gaps” in the private financing necessary to move a project forward. Strategic public financing tools can be invaluable to fill those gaps. Because the interests of the private-sector and governmental entities are aligned in terms of urban revitalization, housing, economic development, and job creation, private businesses and the public sector can successfully partner toward efficient, strategic development. These partnerships may utilize public resources, such as public land, bonding capability, permit assistance, and other tools, as catalysts for desired types of private-sector</p>		<p>Strategy 4: Financial and Taxation Incentives: Use financial and taxation incentives to facilitate desired development or redevelopment.</p>	






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	<p>investment and development. This strategy requires creativity and an understanding of the existing financing tools and techniques available. Classic public financing and economic development tools (such as those listed on pages 69 and 70), as well as new and innovative funding mechanisms, can leverage desired projects that are difficult to finance without public-sector involvement. Financial and taxation assistance will be needed to spur the kinds of growth in some of the locations that the 2040 LUP envisions. For example:</p> <ul style="list-style-type: none"> • Improve the existing state statute regarding deteriorated properties and economic development status to simplify the administration and application of tax abatement. Tax abatement will be used in Anchorage with an emphasis on incentivizing new housing. • Amend state law to allow the use of Tax Increment Financing (TIF). TIF is another means of encouraging private investment in deteriorating areas by allowing local governments to use future property tax revenues to finance the current infrastructure costs needed to attract development. • Form public-private partnerships to advance projects, by: leveraging access to development project grants that require public entity participation; providing permit application assistance or waiver of fees; or using local or state properties deemed excess to public need as catalytic development sites. • Pursue funding sources to assist site assessment and cleanup of contaminated (brownfield) sites to return parcels to development-ready condition. • Evaluate “land-based” taxation as a means to encourage properties with low-density uses, such as commercial parking lots or ministorage, to redevelop to higher-intensity uses in designated policy areas where usable land is at a premium. 			
207.	<p>Strategy 5: Development Permitting Assistance This Plan recommends several improvements to the municipal development permit review process. The first improvement creates a “Project Review Management Service.” This service would help applicants navigate the permit review process if their proposals meet certain criteria. It would be available to development proposals that achieve certain objectives of the Comprehensive Plan, such as workforce housing, compact housing types, adaptive reuse of older structures, or industrial “traded sector” businesses. It could serve projects with challenging site conditions (e.g., floodplain, slope, or wetlands), complex reviews, or phased permits. It would serve proposed rezonings that implement the Land Use Plan Map. (See Strategy 6.) Under the Project Review Management Service, a project manager would be assigned to a project’s review process. The service would assist the applicant in understanding municipal requirements and identifying issues up front, helping them to submit complete applications, and avoid delays. It also facilitates interagency reviews. Strategy 5 could also prioritize development application processing in designated Centers, such as Downtown, and in the RFAs. To carry out Strategy 5, the Municipality will need to determine and provide the necessary resources, weigh the costs for delivery, and determine impacts to existing permit processes. Strategy 6 that follows focuses on permitting assistance in rezonings.</p>		<p>Strategy 5: Development Permitting Assistance Simplify processes for permitting and permit center users.</p>	

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208.	<p>Strategy 6: Targeted Area Rezoning The 2040 LUP does not recommend a Bowl-wide rezoning to bring the municipal zoning map into compliance with the Land Use Plan Map. Instead, where existing zoning does not align with the Land Use Plan Map designation, the Municipality can initiate targeted rezonings for specific areas. It can also reduce barriers to individual rezonings that property owners may bring forward as they determine they are ready to develop, and as the need arises. The Municipality can expedite implementation of the Plan in priority areas by initiating “targeted area” rezonings with the support of the property owners. For example, a targeted area rezoning to residential mixed-use could enable desired types of development in Reinvestment Focus Areas where there are multiple property owners. Some RFAs may need platting assistance. This strategy may extend to targeted area re-plats as facilitated subdivision platting assistance for housing development in RFAs. In other cases, the Municipality may facilitate rezonings of industrial land to non-industrial because industrial is not consistent with how the area has developed. The following are justifications for a Targeted Area Rezone:</p> <ol style="list-style-type: none"> 1. An area specified in Title 21 for additional analysis and potential rezoning. 2. 2040 LUP land use designation and existing zoning are inconsistent, especially within RFAs and Centers. 3. Rezone can further catalyze reinvestment and redevelopment in an area that has received recent public investments. <p>Strategy 6 also includes ways to reduce barriers to proposed rezonings that conform to the Land Use Plan Map, such as:</p> <ul style="list-style-type: none"> • Assist applicants navigating the rezoning process as described in Strategy 5 (Development Permitting Assistance). • Reduce entitlement application and permit fees through a municipal ordinance. • Amend the Title 21 rezoning process to reduce unnecessary barriers while retaining the integrity of the public process. This would include eliminating the requirement for approval by an Assembly supermajority if a protest is filed against a rezoning that is consistent with the land use plan. Figure 3-2 cross-references the 2040 LUP land use designations and their corresponding potential implementation zoning districts. It reflects and summarizes the assignment of zoning districts in Section 2. 		<p>Strategy 6: Targeted Area Rezoning Use new rezoning tools to implement the Comprehensive Plan or meet other community objectives.</p>	
209.	<p>Strategy 7: New Zoning Districts/Overlay Zones Other adopted Comprehensive Plan elements recommend making Title 21 more versatile and responsive to contemporary land use trends. They recommended innovative zoning districts designed to grow the city through compact development in the city’s centers, compatible development in existing neighborhoods, and growing key economic sectors. Examples include the West Anchorage District Plan’s recommended airport zoning, and the Anchorage Downtown Comprehensive Plan’s recommendation for new zoning districts to address Central Business District (CBD) revitalization and mixed-use housing. Other neighborhood and district plans call for new overlay zones to encourage pedestrian-oriented mixed-use and neighborhood infill. The Actions Checklist (Figure 3-5) includes the creation of a number of these innovative zoning tools.</p>	<p>Delete this strategy.</p>	<p>X</p>	

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210.	<p>Strategy 8: Preservation and Re-use of Older Buildings Older and historic buildings are an important component of distinctive, authentic, and economically diverse places. Older buildings, as second and third-generation spaces, provide affordable options for start-up businesses and entrepreneurs. Rehabilitation of existing buildings typically triggers requirements to meet current codes. However, current codes can inadvertently stymie reinvestment in older buildings in existing urban districts. “Adaptive reuse” is a transitional step to main street or town center mixed-use redevelopment. Adaptive reuse provisions that support rehabilitation and reuse can jump-start local business investment, attract new businesses that serve the neighborhood, generate more revenue, and be a catalyst for larger redevelopment to come later. It supports an incremental approach, phasing, and a “blended” build-out that includes older buildings, not just new buildings, and that reflects individual owners’ objectives and redevelopment capacities. It is a little grittier and more varied than classic mixed-use redevelopments in larger cities but is tailored for Alaskan conditions.</p>		<p>Strategy 7: Preservation and Re-use of Older Buildings. Streamline processes to encourage the use and reuse of older buildings.</p>	
211.	<p>Strategy 9: Infill Housing Development Regulations This strategy supports amending Title 21 and other regulations to allow infill housing of many types, and include design standards and address neighborhood compatibility. It includes expanding provisions for innovative housing types, such as small lot housing, accessory dwellings, and townhouses. It also includes increasing flexibility in some site development standards that may be obstacles to compact, walkable housing in policy priority areas. Examples include allowing parking reductions by right, reducing traffic mitigation requirements, and reducing internal site drive aisle minimum width requirements near Downtown in traditional urban neighborhoods such as Fairview. Such reforms might also apply in Transit-supportive Development corridors. It could include more flexible on-site water, sewer, or stormwater engineering design criteria for infill housing. It also includes exploring compatible ways to allow additional units on small to medium sized lots near Town and City Centers as well as other housing priority areas. For example, an additional dwelling on a lot or an additional story may be allowed if it meets compatibility standards for building massing and scale, design, lot coverage, setbacks, and access. New small lot housing regulations, such as unit lot subdivisions, can promote efficient use of residential land in a form that is compatible with the neighborhood. The Actions Checklist (Fig. 3-5) includes a series of code amendments to foster innovative infill housing projects that can fit into the neighborhood context. This Plan intends that this series of reforms include a public planning process. Additionally, various manufactured home parks may undergo ownership changes or redevelopment during the life of this Plan. The Municipality recognizes that manufactured home parks provide viable, affordable housing choices and neighborhood lifestyle options. This Plan seeks to mitigate the potential loss of manufactured home parks and displacement of residents through deliberate adoption of public policies, actions, and mitigation strategies.</p>	<p>Simplify this strategy.</p>	<p>Strategy 8: Infill Housing Development Regulations: Amend zoning, building, and offsite requirements to facilitate housing and redevelopment in infill areas.</p>	
212.	<p>Strategy 10: Traded Sectors Industrial Site Availability and Readiness</p>	<p>Simplify this language</p>	<p>Strategy 9: Traded Sectors Industrial Site Availability and Readiness Facilitate continued use and development of Anchorage’s industrial base.</p>	

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	<p>This strategy attracts and retains targeted industrial “traded sector” businesses, which provide well-documented economic benefits in Anchorage. It helps these uses find suitable sites and overcome obstacles to industrial development feasibility on these industrially zoned lands. The strategy begins with identification of geographic clusters of key industrial uses and traded sectors, along with their supporting supply chain sectors. Outreach to these businesses then helps to identify their characteristic site needs. This informs an enhanced industrial land inventory and property database which assists municipal and business decision-making to better meet the needs of traded sectors.</p> <p>For example, the improved information and public-private relationships can lead to more targeted, effective land use policies and decisions regarding key industrial areas. Better land use data also provides the foundation for evolving an industrial development readiness program as the second stage of Strategy 10. Such a program includes (a) fiscal tools and (b) a “development-ready” site program to facilitate industrial development and redevelopment. These help overcome expensive obstacles to industrial development feasibility. Fiscal tools include tax increment financing, property tax abatements, industrial bonds, and property acquisition and sale. They can also include enhanced programs by which utilities may pay for up-front costs of extension and be repaid over time.</p> <p>The “development-ready” site program will provide advance due diligence that “certifies” an industrial site is fully served with infrastructure, utilities, and has all potential development issues documented. This information can enable a user to begin construction within a defined time frame. As more of the development inventory consists of redevelopment sites, most vacated industrial sites will have uncertainty about contamination issues. Many will qualify as brownfield sites for federal programs and funding for remediation if necessary.</p>			
213.	<p>Small-area Implementation Plans Special Study Areas are locations where additional analysis is needed to refine the land use designation boundaries and local implementation actions. Some areas have been identified through adopted neighborhood and district plans. Others will help implement RFAs. Some will be study areas for transportation and infrastructure improvements, such as secondary street and sidewalk connections that are needed to support planned growth. In particular, they would focus on where changes are needed to the overall network within the Special Study Area, including the smaller local connectors. It is a level of planning beyond identifying improvements to just one street or arterial, yet is more local in focus than the entire city transportation network. Examples include the northern Muldoon Road corridor, Fairview’s Gambell/Ingra Street corridor, and the 3500 Tudor Road Master Plan redevelopment area, as well as along the Tudor Road corridor in general between Lake Otis Parkway and Elmore Road. These and other examples are depicted on the Actions Map.</p> <p>Until new land use designations are adopted from Special Study Areas, existing land use policies and regulations apply to these areas. Small-area Implementation Plans are a tool to evaluate, propose, and help carry out land use or residential density changes to priority areas of the Bowl. These plans can resolve conflicts related to development and growth and direct private and public investment. The plans cover several geographic scales—large parcels, a small neighborhood, or part of a street corridor. Small area Implementation Plans encompass a specific</p>	<p>Recommend deleting this section</p>	<p>X</p>	





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	<p>boundary that has a cohesive set of existing or desired future characteristics. This type of planning works as a partnership between the Municipality, residents, businesses, builders, and developers and includes a public process. Small-area Implementation Plans are not intended to be Comprehensive Plan amendments. Rather than becoming a part of the Comprehensive Plan, they serve as master plan processes similar to Area or Development Master Plans for Girdwood or Institutional Master Plans procedure for UMED in Title 21. This master plan approach best suits the need for carrying out land use determinations on this scale. In the context of the 2040 LUP, these plans are identified as key tools for implementing the Plan's land use changes and new planning concepts.</p>			
214.	<p>Strategy 12: Systematic Monitoring and Amendment of this Plan Planning is a process that continues beyond the production of a document. It includes monitoring urban conditions, collecting data on changes over time, and making adjustments to a plan as the need arises. Comprehensive Plan amendments are a public process. Like the rest of the Comprehensive Plan, the 2040 LUP is a "living document." It should be updated based on performance indicators and new information as the city evolves and responds to new circumstances. Monitoring and periodic assessment of the Comprehensive Plan is how the Municipality and public can best measure progress, successes, and challenges in achieving its goals. Performance measures monitor progress toward achieving community goals and provide a basis for periodic plan updates or improvements. This Strategy requires the creation of new performance measures. (See Actions Checklist, Action 1-2.) Development of a key indicators list will provide measurable data and insight about progress on key land use issues (e.g., housing production and affordability) that are addressed by this Plan. Regular reports on these indicators can help the public and elected officials judge the effectiveness of the Plan and the Municipality's Strategies and Actions to implement it. The Planning Department is the agency responsible for periodic assessment of the progress being made toward achieving the goals and policies of the Comprehensive Plan. The Municipality may also consider Land Use Plan Map amendments concurrently with associated development proposals. A rezoning that deviates from the 2040 LUP may be appropriate if it demonstrates community-wide benefits or responds to new issues, needs, or opportunities not addressed in the Comprehensive Plan. Such a rezoning should demonstrate consistency with the Goals and Policies of 2040 LUP, and should not set precedents or pose long-term effects that run contrary to the Plan. Land use decisions, such as rezonings, facility site selections, and area-specific plans, that deviate from the Land Use Plan Map should be accompanied by a concurrent amendment to the Anchorage 2040 Land Use Plan. This is essential for the Comprehensive Plan to remain current and effective as a policy guide. It maintains alignment between land use decisions and Comprehensive Plan elements and addresses potential impacts on other parts the community.</p>	Simplify this language	<p>Strategy 10: Systematic Monitoring and Amendment of this Plan Track and monitor the implementation of this plan. Seek trackable outcomes, and clear connections between problems and solutions.</p>	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)
<p>Goal 1 Plan for Growth and Livability Anchorage achieves residential and commercial growth, which improves community resiliency and citizens' quality of life as it supports their vision for the future expressed in the Comprehensive Plan</p>	215.	<p>LUP 1.1. Use the <i>Anchorage 2040 Land Use Plan</i> in concert with area-specific plans as a framework to guide decisions on future development patterns, land uses, and allocation of growth.</p>		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>
	216.	<p>LUP 1.2. Employ land use and development strategies for the Anchorage Bowl to accommodate the forecast number of additional residents, households, and jobs through 2040. (Supersedes <i>Anchorage 2020: Policy 3</i>)</p>		<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>
	217.	<p>LUP 1.3. Coordinate area-specific plans and updates so that collectively these maintain or improve Anchorage's capacity to accommodate housing, employment needs, and achieve its goals for growth.</p>		<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>
	218.	<p>LUP 1.4. Use the <i>2040 LUP</i> and area-specific plans in conjunction with other elements of the <i>Comprehensive Plan</i> to determine appropriate zoning in the Bowl, and evaluate proposed changes to land use regulations. (Supersedes <i>Anchorage 2020: Policy 4</i>)</p>		<p>Department Direction Policy #1: Title 21 shall comply with state and federal laws and implement the Comprehensive Plan.</p> <p>Department Direction Policy #2: Monitor implementation of the comprehensive plan and update the plan as necessary.</p> <p>Department Direction Policy #3: Planning and Land use decisions should be based on current best practices, and should focus on clearly defined problems with trackable solutions.</p>
	219.	<p>LUP 1.5. Align Anchorage's land use, transportation, and infrastructure planning, design guidelines, and investments. Account for existing infrastructure and transportation system capacity and planned facility investments when determining areas of growth. Link capital improvement priorities with the elements of the <i>Comprehensive Plan</i>, including the <i>2040 LUP</i> and area-specific plans.</p>		<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>New Land Use Policy #1: Reduce barriers to infill and adaptive reuse.</p> <p>New Land Use Policy #2: Ensure that the Municipality maintains enough zoning capacity for residential development across the Bowl.</p>



2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
				New Land Use Policy #3: Ensure that the Municipality maintains adequate zoned capacity for industrial uses.	
	220.	LUP 1.6. Ensure that municipal incentives, investments, and other land use decisions guide growth in housing, employment, and other uses to minimize risks to life safety and property in hazardous areas.	→	Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets. Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development. Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.	
	221.	LUP 1.7. Pursue strategies and actions to acquire additional lands within the Municipality and facilitate land assembly by the Municipality to create parcels large enough to be economically feasible for development.	→	Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets. Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development. Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.	
	222.	LUP 1.8. Engage Anchorage residents, businesses, and property owners in a predictable and transparent process leading to the adoption of plans that guide growth. Engage affected communities when making long-term land use decisions, with particular attention to communities that are historically underrepresented.	→	New Public Outreach Policy #1: Ensure that public processes are fair, predictable, and transparent. New Public Outreach Policy #2: Continue to improve public outreach processes and the provision of information.	
	223.	Action 1-1 Update, maintain, and publish a land use and buildable lands inventory database, development and demographic trends data, and environmental conditions data.	→		
	224.	Action 1-2 Identify key indicators of progress on issues addressed by the 2040 LUP, monitor progress, and report to the Planning and Zoning Commission on the progress and indicators on a regular basis. Integrate progress monitoring of other <i>Comprehensive Plan</i> elements that impact land use and growth, including functional plans (e.g., 2040 MTP, Bike Plan, Fair Housing Plan) and area-specific plans.	→		
	225.	Action 1-3 Use Actions 1-1 and 1-2 to inform regular updates and improvements to this Plan, including its implementation Actions.	Redundant, delete.		

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	226.	Action 1-4 Initiate a complete revision of the <i>Anchorage 2020–Anchorage Bowl Comprehensive Plan</i> .	→	"Initiate a complete revision and combination of Anchorage 2020 and the 2040 LUP into a single document."	
Goal 2 Infill and Redevelopment Infill and redevelopment meet the housing and employment needs of residents and businesses in Anchorage.	227.	LUP 2.1. Identify and invest in areas best positioned to absorb growth meeting housing and employment needs.	Update this language.	New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.	
	228.	LUP 2.2. Coordinate redevelopment incentives and public infrastructure investments with development entitlements to enhance walkability and quality of life, and encourage the market to add new residences, shops, and workplaces.	→	Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets. Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development. Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities. New Coordination/Long Range Planning Policy #1: Connect future density with planned areas of future infrastructure development. Maximize return on public investment. New Coordination/Long Range Planning Policy #2: Support Anchorage's non-governmental, semi-governmental, healthcare, and educational institutions.	
	229.	LUP 2.3. Remove barriers to desired infill development and incorporate flexibility in development requirements to promote adaptive reuse of older buildings and compact infill/redevelopment, including that which reflects traditional urban neighborhood design contexts.	→	New Land Use Policy #1: Reduce barriers to infill and adaptive reuse. New Land Use Policy #2: Ensure that the Municipality maintains enough zoning capacity for residential development across the Bowl. New Land Use Policy #3: Ensure that the Municipality maintains adequate zoned capacity for industrial uses.	
	230.				
	231.				
	232.	Action 2-1 Revise state laws to expand municipal tax incentive tools for economic development, and adopt local economic development tools, including improved tax abatement, tax increment financing (TIF), bonding capacity, and other programs to catalyze growth and redevelopment that advances policy objectives for housing, development, and neighborhood compatibility.			
	233.	Action 2-2 Coordinate with agencies and partners to establish criteria, responsibilities, and the public-private partnership framework for the Reinvestment Focus Areas (RFAs). Identify a range of public investments, fiscal incentives, and other tools, and how they may be			

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
		coordinated. Create a formal RFA selection and approval process that serves as the policy and procedure guide and funding/action directive for RFAs.			
	234.	Action 2-3 Implement the formal RFA selection and approval process from Action 2-2 and initiate action on the priority RFAs as established in Section 3.2 of this Plan.	Delete this language as this item is complete.	X	
	235.	Action 2-4 Identify and implement appropriate ways to modify, simplify, or waive procedural requirements and application fees for certain permit reviews, while maintaining the integrity of those review processes, for projects in Reinvestment Focus Areas and for proposed rezonings that conform to and implement the 2040 LUP.	→		
	236.	Action 2-5 Create a Project Review Management Service to help applicants navigate the permitting process for 2040 LUP priority projects, such as compact housing and adaptive reuse of older buildings, and developments in Reinvestment Focus Areas.	Update this language.	"Create a Project Review Management Service to help applicants navigate the permitting process for 2040 LUP priority projects."	
	237.	Action 2-6 Amend Title 21 to create a medium-density residential district that allows mixed-use commercial in an integrated neighborhood setting. Require projects to prioritize residential use and meet or exceed an established minimum housing density. Promote mixed-use development that is compatible with the surrounding neighborhood. Direct this district to locations next to Centers or Corridors.	Delete or amend this language.	X	
	238.	Action 2-7 Adopt and apply an adaptive reuse ordinance to promote reuse of older structures, consistent with life safety standards.	→		
	239.	Action 2-8 Analyze and recommend amendments to the Land Use Plan Map changing public and institutional lands to a residential designation that permits compact mixed housing to be developed in the future.	→	"Analyze and recommend amendments to the Land Use Plan Map to track where the map may not be meeting current needs. Adjust projections or housing allocations to more desirable areas as needed."	
	240.	Action 2-9 Explore the potential of expanding Anchorage's use of "Transfer of Development Rights" (TDR) as a tool to assist plan implementation including supporting Action 4-18 and other Actions that may benefit.	Delete this language. This has not proven to be a usable tool in Anchorage.	X	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	241.	Action 2-10 Host a joint workshop with the housing finance and mortgaging lenders and AHFC regarding implementation of the 2040 LUP. Provide a workshop report with findings and conclusions regarding potential lending programs and practices that could coordinate with municipal policies and regulations to reduce housing costs and promote new housing choices.			
	242.	Action 2-11 Amend Title 21 to create a Small-area Implementation Plan master planning procedure, which details what it does, where it is to be applied, approval criteria, and how one is to be adopted.	Delete this language. The item was completed, and this has not proven to be a usable tool in Anchorage.	X	
	243.	Action 2-12 Reform the system for requiring off-site public infrastructure improvements to be more flexible and enhance certainty in the development approval process. Flexibility may include a lower level-of-service (LOS) standard for off-site transportation improvements in delineated Reinvestment Focus Areas where alternative transportation modes such as transit and pedestrian access exist. Retain the objective to provide adequate public facilities.		Offsite Infrastructure: "Reform the system for requiring off-site public infrastructure improvements to be more flexible and enhance certainty in the development approval process. Flexibility may include a lower level-of-service (LOS) standard for off-site transportation improvements in delineated Reinvestment Focus Areas where alternative transportation modes such as transit and pedestrian access exist. Ensure that any offsite requirements are objective, defensible, and inline with mode share targets."	
Goal 3 Centers and Corridors Mixed-use, walkable commercial centers and corridors thrive within their neighborhood context, offer housing affordable to a range of incomes, and enable business growth.	244.	LUP 3.1. Target and coordinate investment in the built environment and green infrastructure in and around centers and corridors that are most able to absorb housing and employment growth.		Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets. Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development. Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.	New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.
	245.	LUP 3.2. Promote the development of main street, transit-oriented, and mixed-use corridors that help meet the city's needs for retail, services, jobs, and housing; and that support these uses and adjoining neighborhoods with access to multiple modes of travel and attractive pedestrian environments.		New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	246.	Action 3-1 Amend Title 21 to simplify zoning regulations for mixed-use projects relative to commercial or other projects.	→	"Amend Title 21 to simplify zoning regulations for mixed-use projects."	
	247.	Action 3-2 Amend Title 21 to reformat the B-2A, B-2B, and B-2C Downtown zoning district regulations from the old Title 21 to include in current Title 21, in a simpler "form-based code" style of district. Primarily refresh existing regulations to a more transparent format. Incorporate only limited substantive revisions, anticipating that Action 3-9 will help implement the <i>Downtown Comprehensive Plan</i> .	Delete this language. This item already complete.	X	
	248.	Action 3-3 Adopt a seismic hazard mitigation overlay zone.	→		
	249.	Action 3-4 Establish financial and zoning incentives for housing projects to meet or exceed a minimum housing density in Town Centers, City Centers, and high-frequency public transit corridors.	Update this language.	"Establish financial and zoning incentives for housing projects to encourage high density housing in Town Centers, City Centers, and public transit corridors."	
	250.	Action 3-5 Revise the Title 21 Commercial Center Overlay zoning district to more effectively implement and apply to Neighborhood Centers, Town Centers, and Main Street Corridors.	Delete this language. Overlays have not been widely used but the TSDO may implement this.	X	
	251.	Action 3-6 Conduct a limited, expedited Small-area Implementation Plan for Northway Town Center area including Alaska Regional Hospital, municipal properties, and the Penland Manufactured Home Community, possibly as part of a near-term amendment to the 2040 LUP. Consult with residents, property owners, employers, and community councils to help determine appropriate land use designations consistent with the <i>Comprehensive Plan</i> and recommend amendments to the 2040 LUP.	Delete this language.	X	
	252.	Action 3-7 Facilitate a set of Targeted Area Rezoning in the designated Town Center areas of Northway, Huffman, Creekside, Tudor/UMED, and/or Jewel Lake Town Centers, as a prerequisite to encouraging commercial and mixed-use development in these centers.	→		

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	253.	Action 3-8 Amend the Title 21 Conditional Use provisions to create a process and review criteria for how and where new small-scale commercial uses might be permitted within neighborhoods in certain residential zoning districts. Consider including a provision that the areas appropriate for small commercial be highlighted first by an Area-specific Plan or Small-area Implementation Plan.	Update or delete this language. May be possible to use "Allow mixed use development where appropriate" as listed above.	See above X	
	254.	Action 3-9 Complete a comprehensive update to the downtown zoning regulations, establishing new DT districts, as part of a targeted plan review and update to the <i>Downtown Comprehensive Plan</i> with an analytical report of issues and conditions.	Delete this language—already complete.	X	
Goal 4 Neighborhood Housing Anchorage's neighborhoods provide a range of places to live, meeting the housing needs of residents at all income levels, household sizes, interests, ages, abilities, and races and ethnicities.	255.	LUP 4.1. Provide sufficient land to meet the diverse housing needs of Anchorage's citizens, where the integrity of the residential neighborhood area is protected from expanding commercial corridors or non-neighborhood employment activities.	Update this language.	New Housing Variety Policy #1: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	
	256.	LUP 4.2. Allow and encourage innovative compact housing types and a variety of housing options that respond to changing preferences.	Update this language.	New Housing Variety Policy #1: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	
	257.	LUP 4.3. Promote balanced neighborhoods with diverse infill housing, and provide opportunities for development of affordable and accessible housing that avoids creating areas of concentrated low-income housing.	Update this language.	New Housing Variety Policy #1: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	
	258.	LUP 4.4. Encourage property owners to preserve, rehabilitate, or redevelop properties in ways that minimize housing displacement and maintain affordability, health, and safety for residents.		New Housing Variety Policy #1: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles. New Housing Variety Policy #2: Encourage and facilitate the redevelopment and rehabilitation of existing properties.	
	259.	LUP 4.5. Consider actions that will affirmatively further fair housing and avoid having the effect of housing discrimination in decisions regarding land use, allocation of housing opportunities, and zoning map or land use regulation amendments.		New Housing Variety Policy #1: Shape regulations to allow for a full spectrum of housing types for all income levels and lifestyles.	
	260.	Action 4-1 Expand regulatory user guidance/assistance materials for residential uses, including for ADUs, and other desired use types.	Delete this language, item complete. Or keep it and say "continue to provide".	X	





2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	261.	Action 4-2 Facilitate a Targeted Area Rezoning in the vicinity of Central Spenard Reinvestment Focus Area, with coordinated targeted area re-platting assistance or small area plans on some portions, and expansion of the Midtown Deteriorated Properties Tax Abatement designated area as shown on the Actions Map to specifically incentivize housing.	→	"Facilitate Targeted Area Rezones in Spenard and Midtown to incentivize housing."	
	262.	Action 4-3 Amend Title 21 to allow parking reductions by right for residential uses; offer greater reductions in RFAs and other key development areas.	Delete this language.	X	
	263.	Action 4-4 Amend Title 21 to allow compact housing on R-2M or R-3 zoned lots near designated Centers. May include increased height or allowed units per lot, subject to additional urban design and neighborhood compatibility standards, such as for building massing and scale, lot coverage, setbacks, and vehicle access. Determine appropriate measures through a public process including collaboration with neighborhoods and stakeholders.	Update this language.	" Amend Title 21 to allow more compact housing in infill areas with proximity or access to goods and services."	
	264.	Action 4-5 Review site and utility engineering design criteria for infill housing and explore amendments to standards and procedures to reduce infrastructure costs while preserving safety and engineering objectives.	→		
	265.	Action 4-6 Amend Title 21 and other regulations for internal site circulation for vehicles, parking courtyards, and private lanes for compact infill housing.	Delete this language as this item will be addressed through the site access code change.	X	
	266.	Action 4-7 Amend Title 21 to ease restrictions that currently deter construction of accessory dwelling units (ADUs). Determine appropriate measures through a meaningful, collaborative public process and include development standards for neighborhood compatibility.	→	"Continue to monitor and improve code related to ADUS."	
	267.	Action 4-8 Evaluate and monitor barriers to fair housing in Anchorage, and establish goals and actions to overcome those barriers.	→		

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	268.	Action 4-9 Encourage the construction of accessory dwelling units (ADUs) through a permit review assistance program, applicant guidance materials, improved tracking of ADU development trends, and public information.	Delete this language as this item has been completed and is addressed through #265 above.	X	
	269.	Action 4-10 Amend Title 21 to reduce restrictions that currently deter construction of compact housing types; and expand provisions that allow for compact housing types, including small lot housing, cottage houses with shared courtyards, townhouses, and small-scale garden apartments. Determine appropriate measures through a meaningful, collaborative public process and make subject to site development standards including standards for neighborhood compatibility.	→	"Amend Title 21 to reduce restrictions that currently deter construction of compact housing types. Reduce or eliminate lot size minimums, simplify housing types to allow more forms of small housing that are certified as safe, and encourage incremental addition to the housing stock."	
	270.	Action 4-11 Partner with other agencies to provide public education about the provisions of the Fair Housing Act and municipal laws to developers, landlords, tenants, financial institutions, and homebuyers.	→		
	271.	Action 4-12 Work jointly with the manufactured housing industry/community and affordable housing advocates to develop an affordable housing redevelopment displacement mitigation strategy.	→		
	272.	Action 4-13 Research and pre-approve housing construction plans that specifically promote desired new forms of compact housing development for walkable infill neighborhood contexts. Review existing municipally pre-approved plans to determine forms of housing that may be more appropriate to pre-approve primarily in suburban contexts, and replace those with pre-approved variations more appropriate in urban neighborhood environments.	→		
	273.	Action 4-14 Require minimum densities for new single-family in multifamily zones in areas that are near Town and City Centers and are designated for public infrastructure investment or incentives for housing, such as Reinvestment Focus Areas.	Delete this language. It may be redundant with language in 2020 but also has not proven successful in Anchorage.	X	
	274.	Action 4-15 Prepare a special study/small-area implementation plan for the Tudor Road land use and transportation corridor between Lake Otis Parkway and Elmore Road, including the 3500 Tudor Road mixed-use redevelopment and public facilities campus.	Delete this item or update language to reflect current MOA priorities.	X	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	275.	Action 4-16 Update the 2012 Anchorage Housing Market Analysis including market trends and forecast housing needs.	→		
	276.	Action 4-17 Amend Title 21 to allow small lot subdivisions enabling more forms of small lot housing as an alternative to large multi-unit buildings in multifamily districts.	Delete this language, consolidated with 4-10 above.	X	
	277.	Action 4-18 Adopt a housing impact mitigation program to ensure that any losses of housing units or residential land to rezonings or ROW acquisitions are offset by additions in an appropriate location.	Update this language, or consider deleting due to 2020 policy 14 above.	"Adjust future land use map designations to account for transitions from residential designations to non-residential designations. Focus housing in the areas with high demand and good access to goods and services."	
	278.	Action 4-19 Adopt a low density compact housing district that allows a modest increase in density above the R-2D two-family district, of up to 3 to 4 residential units per structure, while retaining the prevailing lotting pattern and built scale within existing neighborhoods. Avoid lot aggregation of whole blocks or construction of eight-plexes, which is already allowed in the R-2M zone.	Delete this language and use 4-4 above.	X	
Goal 5 Infrastructure-Land Use Coordinated and targeted infrastructure investments catalyze new growth, provide an acceptable return on investment, and equitably improve safety and quality of life.	279.	LUP 5.1. Implement recommended land use patterns and growth in context with existing infrastructure capacity and planned improvements, for utilities, streets, trails, public transit, parks, green infrastructure, and schools.	→	<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly policy documents, other agency documents, or other statements of community priorities.</p> <p>New Metrics/Tracking Policy #1: Adopt level of service standards for different types of municipal services.</p> <p>New Metrics/Tracking Policy #2: Establish clear metrics for tracking outputs and outcomes for projects and initiatives.</p>	
	280.	LUP 5.2. Fund and develop a return on investment (ROI) model to determine municipal prioritization and participation in public and private development projects.	Update this language to just refer to public projects.	<p>New Metrics/Tracking Policy #1: Adopt level of service standards for different types of municipal services.</p> <p>New Metrics/Tracking Policy #2: Establish clear metrics for tracking outputs and outcomes for projects and initiatives.</p>	
	281.	LUP 5.3. Accompany infill development with "placemaking" investments in infrastructure, such as walkable streets, enhanced streetscapes, parks and public spaces, and other services that improve the quality of life in targeted growth areas. Coordinate and prioritize capital improvements to upgrade neighborhoods that have capacity to accommodate	→	<p>Public Investment Policy #1: Coordinate infrastructure investments (including placemaking), CIP Planning, and collaboration with other agencies based on these targets.</p> <p>Public Investment Policy #2: Distribute services such as childcare, elder care, housing services, and transitional services in ways that support efficient land use and planned development.</p> <p>Public Investment Policy #3: Manage municipal land and ROW to achieve community goals and priorities as outlined in guidance such as this plan, Assembly</p>	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
		infill housing near services, centers, public transit, with a walkable street grid and sidewalks.		policy documents, other agency documents, or other statements of community priorities. New Metrics/Tracking Policy #1: Adopt level of service standards for different types of municipal services. New Metrics/Tracking Policy #2: Establish clear metrics for tracking outputs and outcomes for projects and initiatives.	
	282.	LUP 5.4. Incentivize developments to incorporate “low-impact development” techniques, such as reuse or filtration and use of on-site storm water and wastewater, energy efficiency and renewable energy, urban agriculture, and parking and congestion management strategies, and protection of riparian corridors and natural open spaces.	→		
	283.	LUP 5.5. Ensure that adequate public facilities such as schools and fire stations are available when and where they are needed, in an efficient and equitable distribution of services, based on long-term projections for population, student enrollment, and the location of future growth.	→		
	284.	LUP 5.6. Encourage public joint use, co-location, and efficient use of parks, schools, and other compatible public facilities.	→		
	285.	LUP 5.7. Pursue alternative strategies and funding mechanisms to support investment in infrastructure, including street networks, public transit, schools, pedestrian facilities, trail connections, parks, greenways, and maintenance and operations.	→		
	286.	Action 5-1 Refine the criteria used for the review of capital projects to be included in the CIP to promote implementation of the capital priorities identified in the 2040 LUP, functional plans, and neighborhood and district plans.	→		
	287.	Action 5-2 Develop and incorporate a method for estimating and including Return on Investment (ROI) in criteria used to prioritize capital projects and transportation projects in the CIP, TIP, and other programs within RFAs.	→		







2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	288.	Action 5-3 Develop and maintain an updatable asset inventory of the condition and capacity of Anchorage's infrastructure, including water, wastewater, storm water, roads, alleys, sidewalks, public transit, schools, energy utilities, and "green infrastructure" such as parks, wetlands, riparian corridors, and natural drainageways—especially in areas designated for growth. A street inventory includes the identification of needed additional local and collector street connections, intersection and access improvements, and pedestrian connections.	→		
	289.	Action 5-4 Develop an enhanced measure of school facility capacity relative to long-term projections for student enrollment and designated housing growth, as a means to coordinate planning for future school facility needs with land use planning and allocation of growth.	→		
	290.	Action 5-5 Expand existing programs by which AWWU may finance or provide infrastructure ahead of development within the water and wastewater service area, to include reimbursement of AWWU costs.	→		
	291.	Action 5-6 Evaluate parameters and feasibility of a storm water utility, to address management and maintenance of storm water pipe infrastructure and runoff drainage problems.	→		
	292.	Action 5-7 Determine future school site needs under the 2040 LUP and incorporate adequate school capacity, sites, and investment into the Plan.	→		
	293.	Action 5-8 Document the up-front utility infrastructure costs borne by private development that inhibit housing development in Anchorage. With utilities, explore infrastructure finance tools that address up-front infrastructure costs on private development. As part of this effort, undertake a comparison to peer group cities' revenue sources and fee mechanisms.	→		
	294.	Action 5-9 Document the cost of parking structures for high-intensity development in Downtown and Midtown Anchorage that inhibits private development of housing and mixed use. Explore how other cities' parking districts and development authorities have facilitated private development through public-private partnership.	Delete this language.	X	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
<p>Goal 6 Accessible Land Use Anchorage coordinates transportation and land use to provide safe, efficient, and affordable travel choices.</p>	295.	<p>LUP 6.1. Provide sufficient transportation infrastructure to support the growth that the Comprehensive Plan anticipates in Centers, Corridors, other employment areas, and neighborhoods.</p>		<p>New Centers/Corridors Policy: Focus growth in targeted infill areas and along major transportation corridors.</p>	
	296.	<p>LUP 6.2. Provide new or upgraded pedestrian and local/collector street connections in Centers and Commercial Corridors to improve access to and from surrounding neighborhoods.</p>			
	297.	<p>LUP 6.3. Adopt and execute a <i>Complete Streets</i> policy to design streets to serve all users, including pedestrians, transit riders, and bicyclists, and align the design and scale of streets to be compatible with compact, accessible, and walkable land use patterns.</p>			
	298.				
	299.				
	300.				
	301.				
	302.	<p>Action 6-1 Update the Metropolitan Transportation Plan's (MTP) growth allocation model to reflect the 2040 LUP land use designations.</p>			
	303.	<p>Action 6-2 Adopt a policy and municipal street design criteria for "Complete Streets" and urban and mixed-use Street Typologies to serve all users and reflect adjacent land use patterns. Apply these in priority Reinvestment Focus Areas.</p>			
	304.	<p>Action 6-3 Adopt a Transit-supportive Development Corridor/Transit-oriented Development implementation plan.</p>	<p>Delete this language. This item will go direct to implementation in 6-5.</p>	<p>X</p>	
305.	<p>Action 6-4: Adopt a Street Typology map that reflects and integrates existing and future land uses, and a procedure for determining typologies as part of individual street improvement projects.</p>				
306.					

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	307.	Action 6-5 Adopt a Transit-oriented Development (TOD) overlay to support and regulate TOD uses, necessary infill intensities, and related projects.	Consider deleting if the TSDO is adopted.	X	
	308.				
	309.	Action 6-6 Complete the Seward-to-Glenn Highway connection alignment study as identified in the <i>Metropolitan Transportation Plan (MTP)</i> .	→		
	310.	Action 6-7 Facilitate one or a series of Targeted Area Rezoning in housing opportunity areas along public transportation corridors.	→		
	311.	Action 6-8 Develop a phasing and prioritization program for additional local and collector street connections, intersection and access improvements, right-of-way width, and pedestrian connections that are needed to support infill and redevelopment in neighborhoods, centers, and corridors targeted to experience growth and change, including in Special Study Areas identified along Lake Otis and Tudor near the UMED District, along northern Muldoon Road, and other areas shown on the Actions Map.	→		
	312.	Action 6-9 Establish a Framework Agreement between the Municipality and DOT&PF regarding the designation and improvement of streets or street segments where greater emphasis will be placed on multi-modal, "Complete Street" design. Potential ways to achieve these streets will be identified, which may include ownership transfers and other case-by-case solutions.	→		
	313. 314.				
Goal 7 Compatible Land Use Infill development is compatible with the valued characteristics of surrounding properties and neighborhoods.	315.	LUP 7.1. Preserve, accommodate, and contribute to the character, scale, and identity of established neighborhoods as new infill housing and mixed-use development occurs. Protect and restore the natural environment as development occurs in these neighborhoods.	→	New Natural Protections/ Design Policy: Protect and restore the natural environment as development occurs (including in the coastal zone, wetlands, or in relation to other unique natural features). Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	316.	LUP 7.2. Ease the transitions between more intensive uses and adjacent lower density neighborhoods—in terms of the built scale, height, level of activity, and character.	→	Neighborhood Design: Use design guidelines in Title 21 to address public health, safety, and welfare; this includes crime prevention, walkability, and a safe and healthy natural environment.	
	317.				
	318.	Action 7.1 Adopt measures that buffer residential and recreation land uses adjacent to TSAIA that are compatible with FAA policies for airport land and that align with standards and policies in the WADP, as part of the Airport Management Zoning District (Action 10-1).	→		
	319.	Action 7.2 Incorporate neighborhood compatibility standards in compact housing amendments in Actions 3-4, 4-3, 4-4, 4-6, 4-7, and 4-10.	→	"If desired by the community, use neighborhood overlays to create geographically-specific restrictions for specific land use characteristics"	
	320.	Action 7.3 Adopt and apply compatibility criteria in the economic development tools (Action 2-1) and other incentives to ensure consistency with the 2040 LUP and Neighborhood and District Plans, and compatibility with desired neighborhood character while supporting infill and redevelopment.	Delete or update this language as it appears to be redundant.	X	
	321.	Action 7.4 Adopt one or more Traditional Neighborhood Design zoning districts or overlay zones for urban neighborhoods, which reflect adopted plans and incorporate "form-based" regulations. Structure the form-based code to accommodate neighborhood differences and characteristics while staying consistent and simple in format. For example, this action includes helping to implement the "City Center" and "Mixed-use (a.k.a., Main Street) Corridor" land use designations in the Fairview Neighborhood Plan area.	→	"Adopt one or more Traditional Neighborhood Design zoning districts or overlay zones for urban neighborhoods, which reflect adopted plans and incorporate "form-based" regulations. Structure the form-based code to accommodate neighborhood differences and characteristics while staying consistent and simple in format. For example, this action includes helping to implement the "City Center" and "Mixed-use (a.k.a., Main Street) Corridor" land use designations in the Fairview Neighborhood Plan area. Encourage community councils to pursue this strategy through their own proposals."	
	322.	Action 7.5 Facilitate a Targeted Area Rezoning in areas of eastern Downtown and northern and central Fairview currently zoned RO, B-3, and R-4, as a prerequisite to downtown-oriented and mixed-use main street development that is consistent with the Downtown and Fairview Plans and implementing the form-based district from Action 7.4.	Recommend deleting unless there is clarity about which zone this area should be changed to.	X	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	323.	Action 7-6 Adopt a Hillside Conservation Subdivision ordinance following the policy direction in the <i>Hillside District Plan</i> .	Update this language	"Update regulations in rural areas to allow more flexible tools for balancing development on slopes or in higher risk areas with housing needs."	
	324.	Action 7-7 Identify development standards and incentives to mitigate impacts to wildlife near wildlife habitats.	→		
Goal 8 Open Space and Greenways Anchorage maintains, improves, and strategically expands parks, greenbelts, riparian corridors, and trail corridors to enhance land values, public access, neighborhoods, and mixed-use centers.	325.	8-1 \$ Pursue financial resources including state and federal grants and bonding to fund feasibility findings, engineering, acquisition, and restoration projects for creek corridors, high-priority linear Greenway-supported Development designations, and wetlands.	→		
	326.	8-2 Establish a municipal wetlands bank employing conservation easements.	→		
	327.	8-3 Adopt stream protection setbacks in Title 21.	Completed	X	
	328.	8-4 Conduct housekeeping rezone of dedicated parks to PR district, and some T-zoned lands to PLI.	→		
	329.	8-5 Establish a facilities-sharing-and-maintenance partnership between municipal Parks and Recreation and the Anchorage School District.	→		
	330.	8-6 Expand the Anchorage Parks and Recreation Service Area, consistent with the HDP, to include the entire Anchorage Bowl.	→		

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	331.	8-7 \$ Prepare a Small-area Implementation Plan for the block between 100th Avenue, Minnesota Drive, and C Street to integrate the open space and future development in a cohesive land use pattern across the public and private parcels.			
	332.	8-8 \$ Update the Anchorage Bowl parks plan and include analyses of designated infill and redevelopment areas and underserved neighborhoods to pursue methods to resolve park and natural area deficiencies. Address viewshed assessment and protection in the plan.			
	333.	8-9 Determine which municipal parks are not yet dedicated parks for potential consideration to full dedication status.			
	334.	8-10 \$ Conduct valuation and ecological studies of the natural economy of Anchorage's ecosystem to determine current watershed and wetland functions, economic value, and land use development impacts.			
Goal 9 Industrial Land A sufficient, predictable, and strategically located industrial land supply allows Anchorage's industrial employment sectors to thrive, protected from non-industrial uses that might displace them.	335.	LUP 8.1. Ensure all neighborhoods and communities have access to nearby parks and recreational opportunities that support well-being.			
	336.	LUP 8.2. Provide new and improved trails, greenbelts, and other pedestrian facilities as alternative travel ways connecting open spaces, neighborhoods, and centers.			
	337.	LUP 8.3. Provide greenways and trail extensions into designated centers and reinvestment focus areas, to improve their connectivity with the trails system and overcome barriers to neighborhoods.			
	338.	LUP 9.1. Identify and preserve a suitable, predictable supply of industrial land in areas most appropriate for existing and future high-priority industrial uses.			

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)
	339.	LUP 9.2. Limit non-industrial uses that could displace or conflict with existing or potential industrial functions in industrially designated areas, in order to preserve these areas for primarily industrial development and ensure compatibility of adjacent uses and traffic.	Update language to reflect potential Ship Creek Development, refer to PZC for discussion.	New Land Use Policy #1: Reduce barriers to infill and adaptive reuse. New Land Use Policy #2: Ensure that the Municipality maintains enough zoning capacity for residential development across the Bowl. New Land Use Policy #3: Ensure that the Municipality maintains adequate zoned capacity for industrial uses.
	340.	LUP 9.3. Encourage the retention and intensification of industrial uses on existing sites via reuse and redevelopment.	→	
	341.	LUP 9.4. Recognize industrial Traded Sectors as high priority for economic development and industrial land availability, preservation, and infrastructure investment actions.	→	
	342.	Action 9-1 Designate TSAIA land on Raspberry Road for airport/logistics industry use as part of Action 10-1 to create an airport zoning district.	→	
	343.	Action 9-2 Facilitate a Targeted Area Rezoning of selected south "C" Street I-2 zoned lands to B-3, PCD, and I-1 as a prerequisite to implementing industrial use protections in the I-2 district.	→	
	344.	Action 9-3 Facilitate a Targeted Area Rezoning of selected Abbott Town Center I-2 zoned lands to B-3 and I-1 as a prerequisite to implement industrial use protections in the I-2 district.	→	
	345.	Amend Title 21 commercial allowed-use entitlements in the industrial zoning districts in consideration of findings of the 2015 Anchorage Industrial Lands Assessment (ILA). This includes easing restrictions on some non-industrial uses and other supportive uses found in I zones, while increasing limitations on uses found problematic by the ILA. For example, expand allowances for technical/professional service office uses. Clarify industrial sector allowed-use categories in Title 21 to reflect Anchorage industrial land use patterns and business trends.	→	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
	346.	Action 9-5 Carry out the recommendations of the Anchorage Industrial Lands Assessment report (2015) and the 2040 LUP Appendix C: Traded Industry Sectors Analysis report to identify geographic clusters of industrial traded sector uses along with their supply chain sectors. Determine the characteristic site needs of these sectors. Recommend priorities to protect, incentivize, and support these sectors into the future.	→		
	347.	Action 9-6 Facilitate one or a series of Targeted Area Rezoning of commercial and industrial areas that implement the 2040 LUP to provide more consolidated, stable, and appropriately located land supply of commercial and industrial uses.	→		
	348.	Action 9-7 Create an industrial readiness program for industrial traded sector uses, which comprises fiscal incentives and a development-ready site program.	→		
	349.	Action 9-8 Determine methods to upgrade/extend public utilities/roads to targeted industrial lands in Anchorage Bowl.	→		
	350.	Action 9-9 Allow innovative forms of "live-work" industrial mixed use in parts of Downtown, Ship Creek, Fairview, Mountain View, etc.	→ Update this language. Live-work units already exist as home-based occupations, or are regulated through mixed-use provisions or the building code.	"Allow innovative forms of industrial mixed use, including residential, in parts of Downtown, Ship Creek, Fairview, or Mountain View."	
	351.	Action 9-10 Expand brownfield remediation assistance programs for industrial reuse by traded sector firms. Apply for loans and grant incentives to expand brownfield remediation programs	→		
	352.				
Goal 10 Anchor Institutions The community supports its anchor institutions and facilities and recognizes the important local and statewide	353.	LUP 10.1. Encourage and expand partnerships with Anchorage's anchor institutions and facilities to promote and coordinate growth and development compatible with surrounding neighborhoods.	→	New Coordination/Long Range Planning Policy #1: Connect future density with planned areas of future infrastructure development. Maximize return on public investment. New Coordination/Long Range Planning Policy #2: Support Anchorage's non-governmental, semi-governmental, healthcare, and educational institutions.	

2040 Goal	Item Number	2040 Action #	Ideas to Consider	Proposed language from staff (starting point for discussion)	
benefits they provide, while mitigating adverse impacts associated with development and expansion.	354.				
	355.	Action 10-1 Adopt an Airport Management zoning district that combines multiple zoning districts at TSAIA. Incorporate actions 7-1 and 9-1.	→	Adopt an Airport Management zoning district that combines multiple zoning districts at TSAI	
	356.	Action 10-2 Amend Title 21 to allow for implementation of the master-planned, mixed-use "UMED Village" established in Section 3.2 of the <i>UMED District Plan</i>, and to encourage institutional master planning and coordination generally in the PLI District.	→	"Allow more general flexibility for mixed-use in the UMED area."	
	357.	Action 10-3 Develop an airport interface compatibility (AIC) overlay zone for areas next to TSAIA, Merrill Field, and JBER to address noise, runway/aircraft protection zones, public safety, compatibility of land use and intensities of use, and airport special functions. Apply the AIC on areas next to these airports' runways.	→		
	358.	Action 10-4 Resolve land use, ownership, and open space conflicts around TSAIA.			
	359.				
	360.	Action 10-5 Conduct a Targeted Area Rezoning of multifamily and other designated lands within the JBER Accident Potential Zone (APZ) to appropriate residential, commercial, or light industrial districts to guide future development within an APZ.	→		

NEW ITEMS PROPOSED BY STAFF

New Policy Language
<u>New Policies</u>
<ul style="list-style-type: none"> • Clarity: Title 21 regulations should be written to be clear, concise, and understandable to a general population
<ul style="list-style-type: none"> • Cause and effect: Land use regulations should have a clear relationship between an identified problem and a measurable solution.
<ul style="list-style-type: none"> • Transportation is a land use: Treat transportation uses and development in the Right of Way as a land use. Address ROW development using the same tools as development of private property.
<ul style="list-style-type: none"> • Measure the impacts of transportation land uses on adjacent private property, and how transportation investments affect travel behavior.
<ul style="list-style-type: none"> • Local area plans or neighborhood plans shall be used to inform but not supplant the Comprehensive Plan.
<ul style="list-style-type: none"> • Provide mutually beneficial terms in development agreements, ensure certainty to the development community on public private partnership projects.

New Strategy Language	Commissioner Comments
<ul style="list-style-type: none">• Pilot Projects: Encourage the use of pilot projects, test projects, or any temporary-term, trackable implementations for zoning, land use, or transportation that can test new solutions and ideas for viability.	
<ul style="list-style-type: none">• Expanded public outreach: Use new technologies or ways of sharing information to keep the public informed of ongoing processes.	