

7

IMPLEMENTATION

This chapter addresses implementation of the SCP. It is to be used by MOA departments and other agencies in developing their work programs and it also provides direction related to project review and comment. It does so in four sections:

Section A – Review of Key Economic Challenges

This briefly places implementation into the context of current economic conditions in Anchorage that will influence the pace of plan implementation. Subsequent sections of this chapter take those facts into consideration.

Section B – Implementation Strategy

This section describes broad strategies that apply to plan implementation. Many of these relate to stimulating private sector development.

Section C – Action Plan

Table 7.1 in this section lists specific actions to implement the plan, grouping them into short and long-term timing categories. The table then indicates which of these actions are regulatory, or are related to funding.

Section D – Implementation by Chapter

Table 7.2 in this section re-frames implementation information that appears throughout the plan and follows the format of the preceding chapters, in which actions are grouped under goals and policy categories. The policy statements are abbreviated versions of those published in the preceding chapters. Action items are then listed for each policy statement. These are extracted from text in the preceding chapters, and from text in Section C. This format facilitates use by individual governmental departments and agencies.

The list of actions in Tables 7.1 and 7.2 are the result of the Spenard Corridor planning effort. They recognize that similar actions are identified in other plans. For example, in Table 7.2 in Section D, Policy 3.3, (relating to adaptive reuse), includes a series of actions, including Action #1, to amend development codes to allow for adaptive reuse. This cross-references to 2040 LUP Action 2-7, to adopt and apply an adaptive reuse ordinance. Carrying out actions not fully addressed in other plans, such as in Table 7.1 under the column, “Regulatory,” an action to adopt design guidelines as part of the Spenard Corridor Overlay Zone, appears and such actions will require further identification of resources, agencies, and timing.

Repetition of Action Items in this Chapter

Note that some repetition in action items exists between Table 7.1 in Section C and Table 7.2 in Section D, but some items appear only in one or the other table. Because these tables organize action items in different ways (Section C by the type of action and Section D by chapter topic), they both can serve readers when developing specific work programs and funding mechanisms. Table 7.2 provides details and guidance for the more generalized actions listed in Table 7.1.

Within Table 7.2 itself, repetition of action items also occurs. There are several places where an action item is repeated among different Policy statements. The repetition is intentional because some of this language comes from the body of the plan text itself under various Policy statements. This reflects the multi-disciplinary, non-silo aspect of the plan elements. Because Table 7.2 is organized by chapter (and therefore to some extent by discipline), one department may only read one section and could otherwise miss seeing an action item if it were only in one location. The repetition also helps identify where one action can help to accomplish several objectives as described in various Policy statements.

A. Review of Key Economic Challenges

Anchorage has limited demand and high construction costs, which create challenges for land development. This means that market and financial feasibility will be the driving determinant of development. Therefore, some of the development called for in the Plan may not occur until the market matures. The implementation strategy also recognizes the unique opportunity that exists for Spenard to be an authentic and walkable urban place. Working toward this vision and showing results on the ground over time will increase the viability of investment in the Plan Area. This Corridor Plan provides a clear foundation on which the Municipality, private investors and others in the community can encourage Spenard to reach its full potential.

B. Implementation Strategy

This section provides a 9-point strategy for achieving the objectives identified in previous chapters. It is broad and flexible since the future of the market, availability of public funding and locations of investment activity are unknown. It provides implementation principles that apply to all implementation efforts. The following nine strategy elements coordinate with implementation strategies of the 2040 LUP, WADP and applicable functional plans.

I. Prepare for a 30+ Year Build-out

Creating three unique transit-oriented Districts along the Spenard Corridor will be a long-term process. The market can only support a limited amount of development and the short-term financial feasibility of some development types is challenging. The Municipality and the private sector should take an incremental, long-term approach to implementation and be prepared to adjust to changing opportunities and conditions.

2. Reduce Key Redevelopment Barriers

Major barriers to redevelopment in Spenard include fragmented land ownership and the limited financial feasibility of certain building types.

Address Fragmented Ownership Patterns

Land assembly is a risk for developers. If a developer has purchased only part of the land needed for a project, holdout owners can drive up cost of the remaining parcels. This could result in developer inaction or development of low intensity uses. To mitigate this barrier, the Municipality should pursue a wide range of programs to help assemble properties for development. These could include a land bank, programs that permit the Municipality to take an active role in the assembly of properties or incentive programs that encourage land assembly.

- » Establish a Land Bank (NGO). Successful plans can engender speculation on land. When that happens, it can hinder development for years, and so a land bank can offer a significant aid to redevelopment and infill. A land bank is usually a quasi-public, non-profit corporation set up to receive funding from agencies, donations, foundation grants, and other sources for the purpose of buying and holding land in order to pursue public purposes such as area or neighborhood revitalization and infill. Setting up a land bank can be done through existing community development entities or other quasi-public entities that have received non-profit status and have a governing structure that includes persons with legal, financial and real estate experience. A land bank, as a non-profit entity, also shields the city from liability for undeveloped properties.
- » Create an Active Role for the Municipality in Land Assembly. Anchorage can begin the process of land assembly immediately. The Municipality can use the mapping already completed that illustrates building to land value ratios to begin a program of identifying critical infill sites and parcels to be assembled (this is discussed further below). As sites are identified and catalogued, the Municipality can begin to work through a representative to discuss options with land owners to join together or to set terms for acquisition by locating willing developers and matching them with groups of owners.
- » Incentivize Land Assembly. Explore the potential to reward land assembly through regulatory relief (such as granting density or height bonuses) or providing infrastructure improvements to make assembly and site development more feasible.

Address Market Feasibility to Allow Phased Development

To achieve long-term implementation, promote and allow phased development where part of a site is built and the remaining portions are constructed when the market matures. Clear intent of later phase additions that meet the intent of the Corridor Plan must be demonstrated. The project must be fully designed and shared with neighborhood groups, such as Spenard Community Council, although at no more than a concept level. This approach holds the developer to a shared objective, but allows an interim project that is viable. In most cases, the unbuilt portion of the property would serve as surface parking in the near term with an understanding that it would be developed later. This will allow high intensity projects to take place over time, and can enable them to start in the near term with currently feasible partial projects.

3. Target Feasible Development as the Market Matures

Some development prototypes that would clearly meet the vision of this Plan face feasibility challenges because current rents are not sufficient to justify the cost of construction. Vertical mixed-use projects are particularly challenging. Without subsidies or other financial incentives, this type of development is unlikely to be built in the near to mid-term. As such, the Municipality should seek redevelopment projects that are currently feasible and that can ultimately increase the viability of other more costly products over time. Specific private investment targets that are feasible to build today are discussed below.

The goal of this plan is not to promote special development types, but rather to provide a program for increasing the transit readiness of the Spenard corridor. Vertical mixed-use buildings are desirable at transit nodes, but are also one of the more expensive types of residential construction due to requirements for duplicative interior building circulation, fire separation and concrete podium construction. In the current market, patient capital willing to accept below market returns in the near term will be required to realize a catalytic project containing these types of buildings. The Municipality will need to partner in the effort in the near-term. While this is recommended, the Municipality should also prioritize efforts to attract those development prototypes that are both feasible and meet the Plan's objectives, as described below.

If apartments are built as standalone projects in wood frame, they can achieve feasibility. This indicates that wood frame multi-family construction on sites off of Spenard Road with less expensive land are feasible in the short term. As such, multi-family infill should be an early priority. Over time, this type of investment will increase retail and service demand locally and help support the Plan's objectives to create vibrant, transit-oriented nodes of development. This will enable the later feasibility of vertical mixed use.

Horizontal Mixed Use

Where street-front retail is desired, horizontal mixed-use is currently a feasible solution. Horizontal mixed-use developments are those where residential and non-residential uses are integrated on a single site, but not in the same building. Horizontal mixed use can be constructed at a lower cost, while still providing density in surrounding areas where vertical mixed use will remain difficult to achieve without subsidies. The existing market for residential land use would allow development in the area to start now, with the ability to add street-front retail/service use later. Or, alternately, if the more viable use is a stand-alone retail shop, placement of the retail project to allow eventual infill residential is possible. As long as the potential to add the later use is maintained, the flexibility of allowing incremental horizontal mixed use should encourage development as the market matures on the Corridor.

Commercial Mixed Use

Commercial mixed-use buildings with ground floor retail and upper floor office space may be feasible in the near- to mid-term. While increasing housing units is key, employment uses also support transit and provide daytime vibrancy to Spenard.

Lower Rise Vertical Mixed Use

Low-rise vertical mixed-use buildings may be feasible at times.. These have a concrete masonry ground floor and slab foundation and Type 5 wood construction above. Such projects have been developed on Spenard Road. While this Plan envisions development of larger and more intensive vertical mixed-use in the long term, this lower cost product can add units incrementally and provide active ground floor uses that engage Spenard Road and other key public spaces and streets.

Stand-alone Commercial

Single-use, one-story commercial buildings can still effectively meet many of the objectives desired for the Plan Area, such as helping to establish walkable streets, providing retail amenities and enhancing the area as a destination for business and entertainment. As discussed above, when these projects are pursued, long-term site and construction phasing concepts should seek to establish more intensive and transit supportive projects in later phases.

Adaptive Reuse

Not all private investment in Spenard should be focused on new construction. There are significant opportunities to reuse existing commercial buildings for new land uses that better support the Plan's goals for the Corridor. For example, a vacant building that housed an auto-mechanic shop could be reconfigured to house a coffee shop or an art gallery. This type of investment should be encouraged and supported by the Municipality, particularly since these smaller, older buildings can help maintain the eclectic and authentic feel of the area as newer development occurs on other sites. Supporting this type of investment may require enhancing flexibility in the zoning code to remove barriers to adaptive reuse, such as required parking.

Building Renovations and Improvements

The Municipality should support property owners that want to invest in renovations or site improvements to existing properties. Enhancing landscaping, consolidating vehicular access, reconfiguring parking, redesigning façades, fixing deteriorated building elements and adding new outdoor seating areas are all examples of renovations that would further the Plan's objectives. Consider the potential to set up programs at the Municipality or in partnerships with Spenard non-profits that encourage and reward property owners that want to invest in their property. Financial assistance, low interest loans and other similar mechanisms are all possibilities.

4. Build Spenard's Market Incrementally

The Plan Area does not currently have sufficient residential densities to support a true transit-oriented corridor and, as discussed above, the market will not currently support some of the desired building types without subsidies or financial assistance. As such, implementation efforts should help to continually build market demand for development, business and housing in the area.

Increase Residential Densities in the Plan Area to Attract Desired Uses and Development

The density at which transit becomes efficient is not staggeringly high—just 12 to 16 units per gross acre. The ability to reach density levels required to achieve sufficient ridership depends on the mix of land uses, existing residential density, and the amount of vacant land or underutilized parcels that can be redeveloped. Figure 7.1 is an illustration

of residential unit density per acre in Anchorage by census block from the 2015 American Community Survey.

The lightest yellow areas represent densities of less than 1 unit per acre. The category (in a darker yellow) represents densities of between 1 and 4 units per acre. The tan areas reflect areas of 4 to 9 units per acre and the orange areas are reflect areas of 9 to 17 or more units per gross acre.

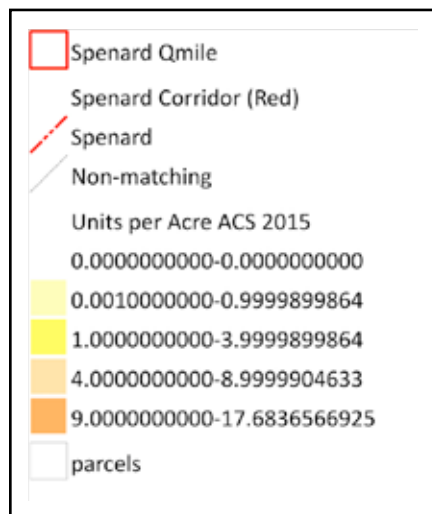
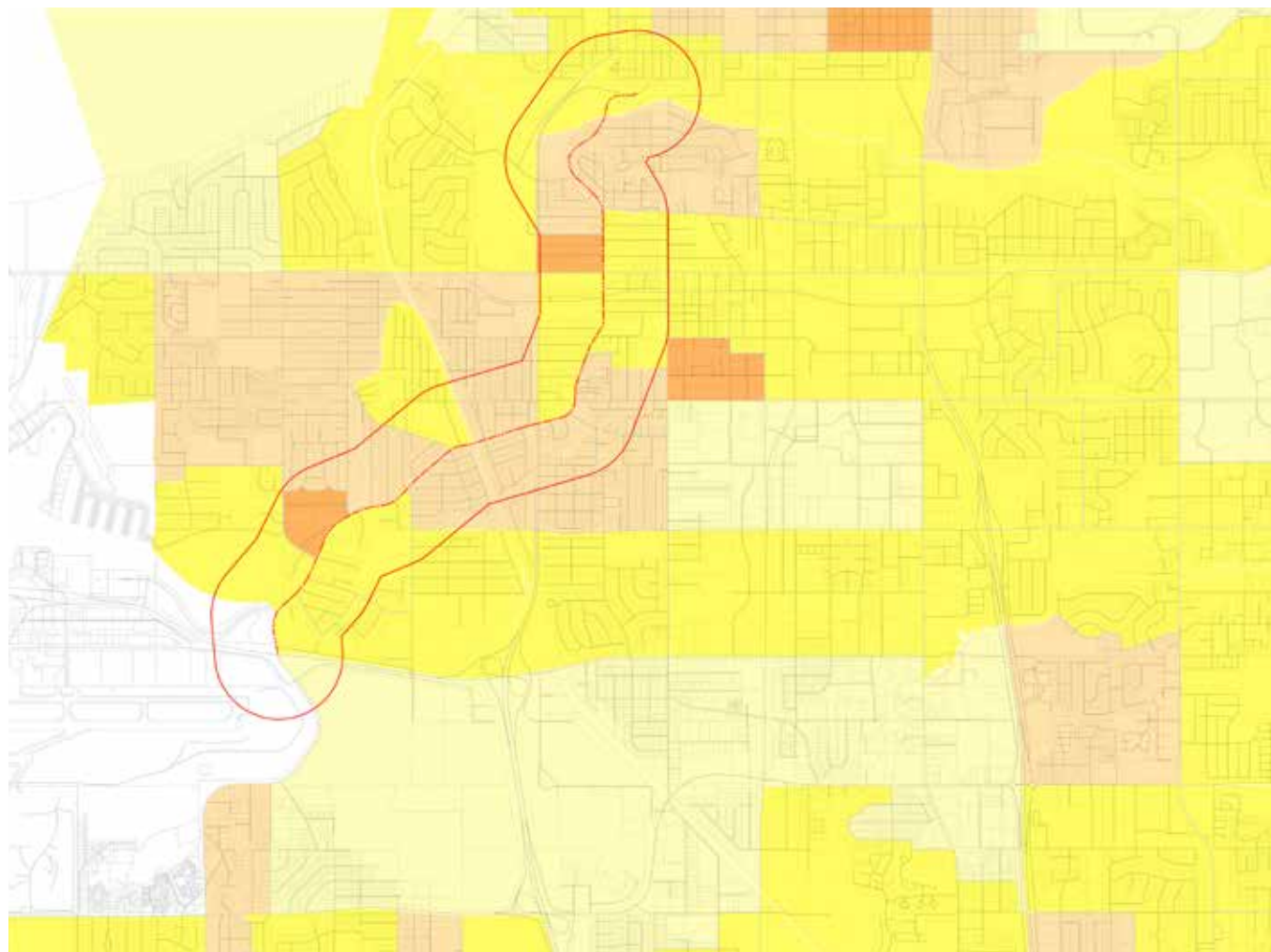


Figure 7.1 Residential Unit Density Per Acre (Qmile = quarter mile buffer around Spenard)

This illustrates that transit-supportive density is not just possible on Spenard Road, but is already there in scattered census blocks. Spenard has the largest concentration of somewhat higher density in the city. Spenard Road has areas of medium and low density. Increasing density in some of the currently lower density areas is possible by adding standalone multi-family development whose occupants can then sustain markets for retail and services.

Enhance Access, Visibility and Wayfinding

Increasing density in and of itself will not alone build the market in Spenard. The key will be walking and cycling and nearby amenities that ensure the viability of the retail and service uses along the corridor.

A Complete Streets approach can happen on a calmed arterial such as Spenard Road. Multi-modal access means that all modes are addressed in the street design, so that walking and cycling offer viable modes of access for customers as well as automobile access. Every increase in mode share increases business exposure, adding more potential customers. Combined with slower auto speed (which increases visibility for smaller shops) and visible amenities for pedestrians that invite stopping, the need for extremely high traffic counts diminishes and speed ceases to be an issue as long as there is still throughput. This transformation is necessary to build a market for the development prototypes envisioned in this Plan.

Invest in Infrastructure and Public Amenities

Improvements to streets, parks, bicycle facilities, pedestrian facilities and utility infrastructure can all play a role in building the market for development and investment in Spenard. Public improvements should be strategic. Prioritize improvements that have benefits beyond a single property or street. Target improvements that boost residential demand, attract businesses and spur development.

5. Target a Walkable Land Use Mix

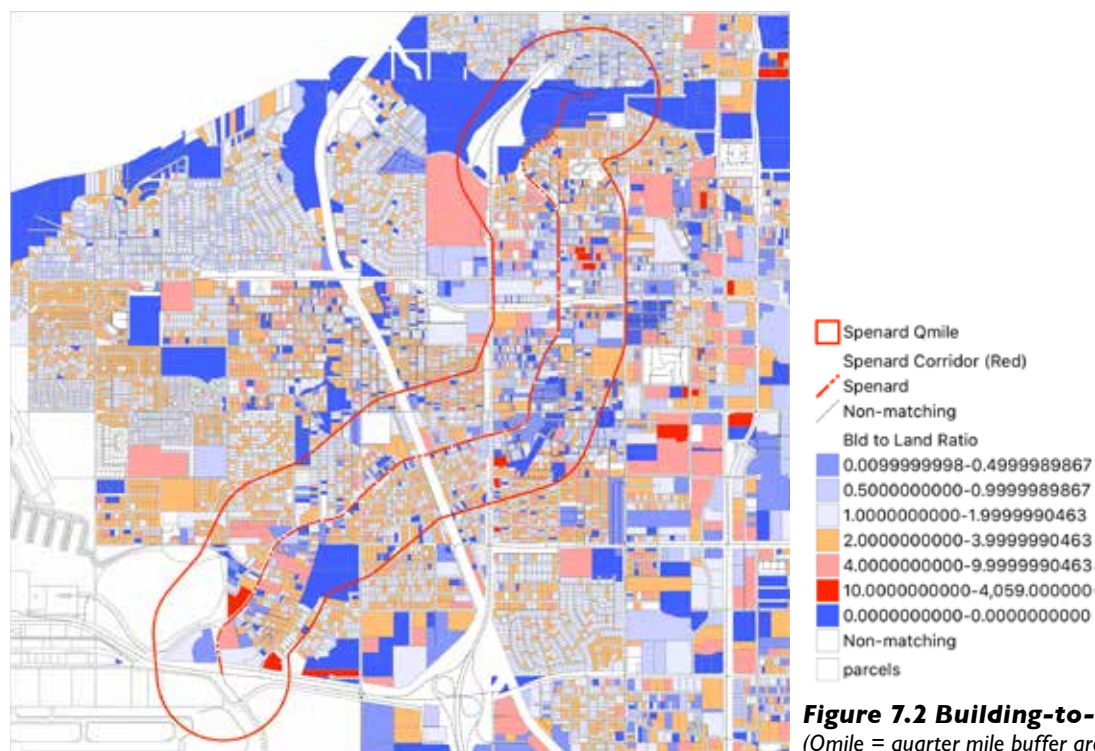
The uses at a destination are what drive pedestrian activity. Whether people will walk to a destination is dependent on what they expect to find there. Increasing foot traffic depends upon the mix of uses. For Spenard Road, a useful early step in implementation is to talk to property owners about retail and service mix, armed with data about which mixes draw foot traffic. This information can be utilized to actively search out tenants to occupy the destination that are consistent with the Plan's goals for walkability and vibrancy.

6. Target Properties that are Ripe for Redevelopment

As discussed above, achieving a transit-oriented corridor will require adequate density, which in turn will require redevelopment and land assembly. To understand where redevelopment is more likely, the building-to-land value ratio can help guide efforts. Figure 7.2 illustrates parcels where the building value is lowest in comparison to the land value.

The areas in blue are parcels with low building-to-land value ratios. Parcels with healthy commercial land uses usually have improvements that are more than three times the land value. As a means of comparison, single-family residences are usually more than twice the land value.

Parcels where the improvements are less than twice the value of the land may be redevelopment opportunities. Promoting redevelopment with increased density on lower value parcels surrounding Spenard Road on lower value parcels is a key implementation action. This is particularly important given the high development costs faced in Anchorage.



7. Incentivize Development

In many ways, this Plan incentivizes development in and of itself. It establishes a clear community vision for individual projects and the Plan Area as a whole, providing certainty for those looking to invest.

The Spenard Corridor Plan has a number of objectives that, if accomplished, will directly incentivize investment. These include transportation Improvements; concentrations of employment, housing, retail and cultural uses; the potential for workforce housing; and, business development and retention. With these indirect incentives in mind, this section outlines more direct incentives that should be considered in implementation of the Plan.

Streamline Development Review

All development must navigate the approvals process. Anything that speeds the process and adds certainty will speed up implementation by offering savings in time and money and risk. The Municipality should consider designating a staff member to coordinate city responses to development proposals, so that public works, fire and police services and planning are all on the same page.

Increasing certainty may not require additional personnel or positions. It is possible as a mode of operation to assign a person on each project who will ensure that coordination occurs. The basic idea, however it can be accomplished, is to be pro-active in making the process of approvals faster and less burdensome.

Provide Strategic Financial Incentives

Direct financial incentives carry risk for cities wishing to attract new employment and residents. According to the Council of Development Finance Agencies (CDFA), a national compendium of best practice for implementation, a well-considered process starts by defining goals as is done in the Corridor Plan, and then analyzes and sets acceptable parameters for:

- » Cost vs. Return. Incentives need to have a return, and the return expected needs to be defined based upon criteria that include value created, but also return from new taxes, new sales, new employment created, and employment retained. Value created can be considered successful if in a typical range of two to ten times expenditure.

- » Shared costs. Agencies and landowners must individually invest in meeting the code for landscaping, access, parking, sidewalks, and multimodal use. Each investor can only work within the boundaries of their own property to provide these improvements. It is possible for shared investment to occur between adjacent owners and road agencies. This may reduce landowner time and expense if the features above were shared-use spaces, perhaps through easements and/or shared investment. With new codes and incentives, landowners could share expenses for greater customer and public benefit.
- » Acceptable Project Risk. As with other endeavors, offering incentives entails risk. Risks are specific to project types. For private sector space, the developer expects to mitigate financial risk, operating risk and market risk, while the city in offering an incentive faces the possibility of project failure by the developer. Transportation projects do not face private sector risk, but do face the risk of cost over-runs and failure to meet schedules, possibly impeding other projects, causing local market disruption and causing financial outlays by the city to meet unforeseen contingencies. There is also the risk of a business failing or leaving before the incentive period (as in a 25-year TIF bonding) is complete, perhaps leaving an empty facility that may or may not be reusable, and leaving continued financing payments without a source of revenue.
- » Project Types. The variety of project types in the corridor plan range from transportation improvements to open space, mixed use districts and standalone housing both single and multifamily. In some cases, grants and incentives for implementation could overlap, and in others are separate. Putting together a package that addresses each project type can allow layering of sources and entity types that can mesh to enhance desired trends and speed the expected timeline for improvements.
- » Goals for Program Results. It is important to define desired program results in regard to a number of factors such as: time-lines of projects; format for development to mitigate city risk; goals for timing of returns and tax revenues; expectations for private sector recipients of incentives such as employment or sales goals; defined exit strategies that avoid premature surprises, for private and public entities in projects where the city holds a financial stake such as TIF, city land ownership, or projects in which the city guarantees provision of future goods paid for by the public, such as infrastructure.
- » Monitoring Results. All incentive and grant programs need to be monitored to address and mitigate risks as they occur, to ensure compliance by other parties receiving incentives, and to improve the ability of the city for future implementation by close evaluation of the successes and challenges found in existing programs

Provide Regulatory Relief for Projects that Meet the Corridor Vision

Regulatory incentives are another key opportunity for Spenard. The Plan itself uses the term “mixed use” to indicate a zone of flexibility of use rather than specifying vertical mixed use. It is possible now to build horizontal mixed use to start the process of change, but it will require a creative approach to mixing land uses and building types and materials. That has been one of the hallmarks of the Corridor. It can be encouraged with legislative action that increases flexibility related to site design, provided the project meets the objectives of the Plan.

A full diagnosis and amendment to the zoning governing development and project review in Spenard should be undertaken, with the ultimate result a specialized zoning overlay with standards and processes tailored to meet the unique challenges faced in Spenard. In addition to removing barriers to investment, such a zoning overlay would ensure that land use requirements were directly in-line with the vision established in this Plan.

Examples of redevelopment barriers include requirements for lot size, setbacks, landscaping, easement and parking. Minimum parking ratios are a leftover from suburban traffic engineering of the 1960s. They have codified automobile-only planning and over-parking to the extent that many places appear to be wide open parking lots instead of urban places for people to enjoy. To address this, this Plan recommends legislating parking maximums instead of minimums, and letting developers and the market determine whether or not parking is needed for a site. This is a high priority zoning action which could occur in coordination with a more comprehensive zoning overlay as discussed above or it could be done sooner with a more targeted zoning amendment.

Promote Public-Private Partnerships (PPP)

Incentives can be targeted to specific projects through public-private partnerships. Under a typical public-private partnership, the Municipality would provide city services, road networks and parks, as well as access to programs and financial assistance for a desired project based on an understanding of the ultimate programming and character of the building. Because incentives can mitigate development risk and financial risk, and thereby lower development cost, the likelihood of project success increases.

Partners may vary depending upon asset type, from builders and contractors to facility operators, or investment funds including Community Development Financial Institutions and Community Development Entities such as non-profit community development corporations. Partnerships by the public can range from simple requests for proposal, contracts for design-build, leasebacks of the resulting structures, and full-on financing where the private sector undertakes design, building and operations.

If the Municipality pursues a strategy of land banking, options may be available as to the manner and means for development. The Municipality can partner as a master developer, as a landowner soliciting development services, or as an enabler through provision of funding and infrastructure with development agreements regarding performance required by the private sector. Safeguards for risk should be incorporated into any agreement.

8. Encourage Tax Increment Financing (TIF)

Alaska has passed legislation allowing tax increment financing (TIF), but it has seldom been used. TIF is a means of gaining public funding for a plan that benefits the public. Under a TIF, the Municipality “freezes” the tax base (i.e. takes a snapshot of current taxable values in an area). As the area changes, the amount of tax generated by new development and by rising property values can be used for funding public improvements within the designated TIF district while the “frozen” base still goes to the general fund and all of the other funds such as fire and school districts. As the area matures over time, the TIF funding can be bonded and used for street improvements, sidewalks, landscaping and other similar features to set the stage for future development. The Plan Area is the very type of place that can benefit from this economic revitalization tool. Redevelopment along the Corridor, if implemented, could provide sufficient additions to public revenue. This could help fund improvements such as public parking.

9. Explore Special Assessment Districts

As a unified home rule municipality, the Municipality of Anchorage has the authority to add special assessment districts without going to a public vote as it would need to do for creating a services (police and fire for instance) district. However, a more typical special district would be a business improvement district like the Downtown Improvement District (DID) in Anchorage. This model may work in parts of Spenard, particularly where high concentrations of commercial are present. Where there is a critical mass, there may be sufficient benefit to business owners such that a business improvements district is appealing. This would need to occur through conversation and time. Other special assessment districts where businesses and property owners can pool resources for mutually beneficial results should also be considered, such as parking districts, landscape districts or other similar mechanisms. The Municipality should work with property owners and businesses to understand the potential tools available, consider their potential benefits and ultimately explore actions to establish them.

C. Action Plan

This section identifies an action plan for the Municipality to follow in implementation of this Plan. Actions are identified as near-term, mid-term and long-term, however it should be noted that some action items are and should be ongoing and occur throughout Plan implementation process. Action items are grouped within the following categories:

- » Administrative. Organizational initiatives, outreach, marketing, planning, design, studies and other similar efforts.
- » Regulatory. Regulatory or procedural changes, such as zoning code changes or policy changes.
- » Financial. Programs or specific initiatives aimed at funding or incentivizing investment.
- » Capital Improvements. Physical construction of public facilities, street improvements, infrastructure upgrades or other efforts.

Please note that the timing indicated below should only be used as a guide. The exact timing of opportunities for strategic actions in many cases will be in response to future opportunities that are not currently known.

Table 7.1 identifies the action items for each category.

7 Implementation

	Administrative	Regulatory	Financial	Capital Improvements
<p>Immediate (0-2 years)</p> <p><i>Ongoing efforts are shown in italics</i></p>	<ul style="list-style-type: none"> » Distribute the Plan to all MOA departments and set a recurring meeting schedule to discuss implementation progress » Establish a Plan Implementation Task Force of Spenard stakeholders to aid in implementation » Create a short Spenard Corridor Plan brochure » Establish a developer recruitment strategy » Establish a business recruitment strategy » Initiate Spenard Road Mid-section Design Studies » Initiate street design efforts for other key Active Transportation segments (see Figure 3.5) » Conduct traffic calming studies » Conduct site specific charrettes and site studies to promote development on opportunity sites » Investigate Land Banking » Prepare an infrastructure analysis and action plan » Convene a Spenard property owners working group » Consistently pursue a catalyst mixed use project with a significant housing component » Prepare Fish Creek daylighting feasibility study » Explore bike share program » <i>Initiate discussions with Alaska Railroad Company about trail opportunities</i> » <i>Coordinate with ADOT&PF to determine feasibility of crossing improvements on ADOT&PF owned parcels</i> 	<ul style="list-style-type: none"> » Adopt the Spenard Corridor Plan » Create a Spenard Design Overlay Zone district to reflect Plan vision » Evaluate development review processes to streamline » Establish detailed design guidelines and a design review process to promote creative design solutions and flexibility, while still ensuring that Plan objectives are met » Analyze code for barriers to adaptive reuse and address them » <i>Institute transit facility design guidelines</i> 	<ul style="list-style-type: none"> » <i>Set aside General Fund monies for Spenard Corridor Plan implementation</i> » <i>Seek grants for more detailed planning and physical infrastructure improvements</i> » Explore with primary property owners the potential for Public Private partnerships or other mechanisms to spur investment » Explore the potential for a Business Improvement District (BID) » Explore the potential for other special districts (parking district, TIF district, public facilities district, etc.) » Explore financing opportunities for transit improvements (grants, etc.) 	<ul style="list-style-type: none"> » <i>Bus stop improvements</i> » As streets in the Plan Area are reconstructed, storm drain installation should be considered.

Table 7.1 Action Plan

<p>Mid-term (2-15 years)</p>	<ul style="list-style-type: none"> » Develop a process and guide for partnering with local property owners and operators for large scale public-private redevelopment efforts » Set up an annual Spenard arts competition » Prepare Spenard-specific snow management plan » Form a formal communication conduit with local schools, community groups, arts groups and other organizations to collaborate in Plan implementation » Prepare a detailed parking management strategy 		<ul style="list-style-type: none"> » Identify incentive mechanisms » Set up a revolving loan or other funding program for building renovations or other property improvements that meet the Plan's vision » Investigate TIF financing for parking, pedestrian amenities and site preparation » Establish special districts 	<ul style="list-style-type: none"> » Construct Spenard mid-section improvements » Construct Spenard gateway features » Invest in a public parking in support of Plan objectives » <i>Implement street design improvements</i> » <i>Implement public infrastructure improvements</i> » Implement transit stop improvements, including the construction of transit hubs
<p>Long Term (16-30 years)</p>	<ul style="list-style-type: none"> » Update the Spenard Corridor Plan, including reevaluation of this implementation strategy 	<ul style="list-style-type: none"> » Re-evaluate and amend Spenard Design Overlay Zone to reflect changes in market, emerging building trends and other factors 		<ul style="list-style-type: none"> » Construct public parking structures

Table 7.1 Action Plan (continued)

D. Implementation By Chapter

The table below is intended to provide implementation guidance by identifying action items related to the policy statements in the body of the document. The format of the table is based on an individual policy statement. Action items facilitate approaches to meet the policy, and the following cells identify responsible agencies, a general timeframe, and if funding is required to implement.

Table 7.2 also identifies the agencies and partners most likely to carry out each Action. Where more than one implementer is identified, the first to be listed is the lead agency, with subsequent participants in a supporting role. As each Action is implemented, other agencies and stakeholders also will be consulted to provide their input and advice.

Note that some repetition occurs in the action items as they appear under different chapter headings. This is because many of them cross over more than one chapter in their scope.

Please note that under Time Frame, “S” refers to short-term, “M” to medium-term and “L” to long-term.

Chapter 2: Vision and Overarching Goals						
Goal 1: Support Transit and Increase Ridership						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.1: Buildings, spaces and facilities whose users benefit from and support transit service should be promoted.	1. Facilitate private development that will increase transit ridership. 2. Evaluate development review processes to streamline.	MOA Planning MOA Transit		X		
Goal 2: Recognize Spenard as a Destination						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.2: Expand Spenard’s roll as a citywide destination and market it as a destination district.	1. Support branding of Spenard as a special destination.	MOA Office of Economic & Community Development (OECD)	X			
Policy 2.3: Promote preservation of historic resources in the area as landmarks that contribute to its distinct identity.	1. Analyze code for barriers to adaptive reuse and address them.	MOA Planning		X		
Goal 3: Celebrate the Culture of Spenard and Anchorage						
Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.4: Create spaces that educate, inform and provide experiences that reinforce Spenard as a cultural destination.	1. Study opportunities to include cultural events in public spaces.	MOA OECD OMOA Parks and Recreation		X		

Table 7.2 Implementation by Chapter (continued)

<p>Policy 2.5: Private development projects and public facilities should accommodate activities that foster cultural awareness, celebrate history and facilitate creating new cultural experiences.</p>	<p>I. Promote development on opportunity sites that include cultural venues and features.</p>	<p>MOA OECD MOA Planning</p>		<p>×</p>		
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Goal 4: Enhance and Protect Neighborhoods Surrounding Spenard Road

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p>Policy 2.6: Access to abutting residential neighborhoods should be enhanced with improved pedestrian and bicycle systems.</p>	<p>I. Develop active and secondary networks that connect residents to open spaces, community facilities, employment centers, retail opportunities and other destinations</p>	<p>MOA Planning MOA Parks and Rec MOA Project Mgmt & Engineering (PM&E)</p>			<p>×</p>	<p>\$</p>
<p>Policy 2.7: Non-residential development along the corridors should be sited and designed to sensitively transition to adjacent single-family properties.</p>	<p>I. Review regulations to assure they will help reduce operational impacts of noise and odor. 2. Apply design requirements that will minimize the presence of looming walls that impact privacy 3. Develop design guidelines to ensure adequate solar access to sensitive properties</p>	<p>MOA Planning</p>		<p>×</p>		

Goal 5: Create Great Public Streets

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p>Policy 2.8: Walkability should be maximized along all public streets.</p>	<p>I. Maximize the amount of right-of-way dedicated to non-motorized travel modes.</p>	<p>MOA Planning MOA Traffic MOA (PM&E) ADOT&PF</p>		<p>×</p>		
<p>Policy 2.9: Traffic calming measures should be employed where appropriate to slow traffic and make walking more comfortable.</p>	<p>I. Perform a study to develop adequate street sections for new development along the Spenard corridor.</p>	<p>MOA Traffic MOA PM&E MOA M&O</p>		<p>×</p>		<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

7 Implementation

Policy 2.10: Design private developments to engage and activate adjoining public sidewalks.	I. Apply guidelines that help implement desired street edge character typologies.	MOA Planning MOA Traffic MOA M&O ADOT&PF		X		
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Goal 6: Pursue the Development of Activity Nodes

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.11: Encourage development that can, or has an opportunity to, create nodes of activity along the Corridor.	I. Facilitate private development near designated activity nodes that include active street edges.	MOA Planning		X		

Goal 7: Connect Spenard to Greater Anchorage

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.12: Efficient multi-modal transportation systems in the Spenard Corridor (bicycle, pedestrian, transit, freight and motor vehicles) should enhance Anchorage's regional circulation network	I. Pursue connections from the Spenard network to regional systems.	MOA Planning MOA Parks and Rec MOA Transit MOA PM&E MOA Traffic		X		\$

Goal 8: Create a Safe Pedestrian and Bike Network

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.13: Provide a safe, clear and interconnected pedestrian and bicycle circulation system that is integrated with public transit.	I. Pursue connections from the Spenard network to regional systems.	MOA Planning MOA Parks and Rec MOA Transit MOA PM&E MOA Traffic		X		
Policy 2.14: A separated sidewalk should be provided with a landscaping buffer whenever possible.	I. Study the potential to apply recommended street typologies that incorporate landscape buffers.	MOA Planning MOA Traffic MOA PM&E	X			
Policy 2.15: Pedestrian and bicyclist safety should also be supported.	1. Adequate lighting and uses that contribute to "eyes on the street" should be utilized. 2. Follow other principles of Crime Prevention Through Environmental Design (CPTED)	MOA Planning MOA PM&E MOA Traffic MOA M&O		X		\$

Table 7.2 Implementation by Chapter (continued)

Goal 9: Integrate Fish Creek (Ch'atanaltsegh Liq'aka Betnu) as a Centerpiece for Spenard

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.16: The parks and green areas along Fish Creek should be enhanced and activated with pedestrian facilities whenever possible.	1. New open spaces should be created when opportunities arise. Study the potential to develop new open spaces as indicated on Figure 3.8. 2. Plan for new streetscape amenities in existing parks and open spaces.	MOA Parks and Rec MOA Planning MOA PM&E			X	\$
Policy 2.17: Pursue region-wide improvement and daylighting of Fish Creek.	1. Follow the 2040 LUP and Assembly Resolution 2018-277. 2. Conduct a feasibility study.	MOA Planning MOA PM&E	X			\$

Goal 10: Accommodate Safe and Balanced Roadway Access

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.18: The circulation system should be designed to minimize conflicts with pedestrians, bicycles and vehicles.	1. Study the potential for intersections improvements at key intersections and gateways.	MOA Traffic MOA PM&E ADOT&PF		X		\$
Policy 2.19: Vehicular infrastructure should be designed to slow traffic speeds, and accommodate transportation network company (TNC) pickup and freight delivery where appropriate.	1. Promote the provision of loading facilities in new development, as required by code.	MOA Traffic MOA Planning MOA M&O		X		

Goal 11: Accommodate and Manage Parking

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.20: Create shared "pools" of parking to meet demand.	1. Study the feasibility of establishing parking district.	MOA Planning MOA OECD MOA Traffic		X		\$

Table 7.2 Implementation by Chapter (continued)

7 Implementation

Policy 2.21: Parking management solutions should be considered to create efficiencies for property owners, business owners, residents and visitors.	I. Apply codes that permit sharing parking among abutting properties.	MOA Planning MOA Traffic	X			
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Goal 12: Design for Anchorage

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.22: Tailor private development and public improvements to respond to Anchorage's climate and sun exposure patterns.	I. Consider the climatic context when planning improvement projects.	MOA Planning		X		
Policy 2.23: Public spaces and facilities, as well as private development and circulation systems should function well during periods of the year when sunlight is scarce and snow is present.	I. Apply guidelines for Winter City design when reviewing projects. Update the Design Criteria Manual.	MOA Planning MOA PM&E MOA Traffic	X			
Policy 2.24: Snow storage and snow removal should be considered for all Plan Area investments.	I. Apply established requirements for snow management on site and encourage solutions that use these areas as year-round amenities.	MOA PM&E MOA Planning MOA M&O ADOT&PF M&O	X			

Goal 13: Prioritize Sustainability and Resilience

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.25: Consider opportunities to reduce energy consumption, conserve resources and minimize negative environmental impacts.	I. Promote green building principles and LID in all projects.	MOA PM&E MOA Planning		X		
Policy 2.26: Promote adaptive reuse of existing buildings.	I. Review existing codes to remove barriers to adaptive reuse.	MOA Planning MOA OECD		X		

Table 7.2 Implementation by Chapter (continued)

Goal 14: Create a Climate for Investment

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.27: Public investment should be used strategically to catalyze private investments that meet the plan’s goals.	I. Consider developing a development assistance program that includes items identified in Part B of this Chapter.	MOA OECD MOA Planning		X		
Policy 2.28: Ensure investments will further the community goals set forth in the Plan.	I. Partnerships between the private sector and the Municipality should be explored.	MOA OECD MOA Planning	X			
Policy 2.29: Share resources and pool common facilities.	I. Explore public/private partnerships that will stimulate investment in the area.	MOA OECD MOA Planning		X		

Goal 15: Focus on Strategic Economic Development Efforts

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 2.30: Focus on economic development to bring dollars, businesses and buildings consistent with the community vision to Spenard.	I. Develop strategies to capture unmet demand and market to visitors seeking an alternative experience in Anchorage.	MOA OECD		X		
Policy 2.31: Public infrastructure improvements that encourage private sector investment should be prioritized.	I. Review priorities in C.I.P. plans to assure they align with plan recommendations.	MOA Planning MOA PM&E	X			

Chapter 3: Plan Concept / Framework

A. Plan Concept

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
	I. No actions in this section					

Table 7.2 Implementation by Chapter (continued)

B. Framework Policies and Directives

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.1: Establish a network of primary and secondary active transportation connections.	<ol style="list-style-type: none"> 1. Link Spenard with citywide destinations and adjacent neighborhoods 2. Establish an active transportation corridor on Spenard Road. 3. Enhance connectivity through Plan Area neighborhoods. 4. Integrate Fish Creek and the Alaska Railroad right-of-way. 	MOA Planning MOA PM&E MOA Parks and Rec		X		\$
Policy 3.2: Accommodate a wide range of uses throughout the Plan Area that support transit, generate activity and contribute to economic development, housing and placemaking.	<ol style="list-style-type: none"> 1. Review existing codes. 2. Develop amendments to land use regulations to support desired uses. 	MOA Planning	X			
Policy 3.3: Pursue an adaptive reuse program that encourages redevelopment and activation of existing buildings along the corridor.	<ol style="list-style-type: none"> 1. Amend codes and review procedures. 2. Develop an incentive package. 3. Study how to allow for interim uses and phased improvements. 	MOA Planning MOA OECD		X		
Policy 3.4: Promote a variety of innovative housing types in the Spenard corridor.	<ol style="list-style-type: none"> 1. Amend codes and approval processes as necessary to accommodate new use types such as live/work units. 	MOA Planning	X			
Policy 3.5: Promote and support light industrial facilities that combine technology with low-impact fabrication and assembly work.	<ol style="list-style-type: none"> 1. Identify areas of the Spenard corridor where such uses would not abut more sensitive land uses. 	MOA Planning	X			
Policy 3.6: Encourage a mix of uses along the corridor.	<ol style="list-style-type: none"> 1. Study where rezoning may be necessary to accommodate the uses envisioned. 	MOA Planning	X			

Table 7.2 Implementation by Chapter (continued)

<p>Policy 3.7: Encourage small-scale neighborhood-serving commercial uses as generally located on Figures 3.3, 4.5, and 4.9.</p>	<p>1. Facilitate locating these uses just off the Spenard Road corridor when compatible with the context.</p>	<p>MOA Planning</p>	<p>X</p>			
<p>Policy 3.8: Establish a Spenard Overlay Zone to the transit-supportive land use corridor boundaries.</p>	<p>1. The overlay should include land use, development, design, and other related provisions specific to the Spenard planning corridor.</p>	<p>MOA Planning</p>	<p>X</p>			
<p>Policy 3.9: Enhance and support the pedestrian experience by promoting short block lengths.</p>	<p>1. Encourage measures that reduce the distance of excessively long blocks. 2. Facilitate reducing block lengths by introducing a new public street, private "street-like" drive, or multi-use path through a property. 3. Facilitate creation of walkable blocks.</p>	<p>MOA Planning MOA PM&E MOA Traffic</p>		<p>X</p>		
<p>Policy 3.10: Promote parcel development that is efficient and promotes adaptive reuse.</p>	<p>1. Study the potential to reconfigure or vacate existing streets to yield parcels that are more likely to accommodate new development, as indicated on Figure 5.16. 2. Incentivize redevelopment in appropriate areas.</p>	<p>MOA Planning MOA PM&E MOA OECD</p>		<p>X</p>		
<p>Policy 3.11: Promote new development and adaptive reuse projects that work with the neighborhood context to meet the vision for the plan area.</p>	<p>1. Apply the design guidelines in Appendix A to assure appropriate new development and adaptive reuse.</p>	<p>MOA Planning MOA PM&E</p>	<p>X</p>			

Table 7.2 Implementation by Chapter (continued)

C. Open Space Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.12: Connect to Neighboring Open Spaces.	1. Integrate development with surrounding regional open spaces such as the Coastal Trail, the Westchester Lagoon and Chester Creek Trail, Arctic Park, Springer Park, Fish Creek Estuary, Pop Carr Park and Lloyd Steele Park.	MOA Planning MOA Parks and Rec MOA PM&E		X		\$
Policy 3.13: Improve and Enhance Existing Parks.	1. Design parks to activate open spaces, increase walkability and expand usage and appeal. 2. Create community gardens, add restroom facilities, install lighting/safety features and expand bicycle amenities. 3. Identify and acquire funding to implement these including maintenance.	MOA Parks and Rec		X		\$
Policy 3.14: Establish New Open Spaces to Enhance the Open Space Network.	1. Study potential for new open space areas where there is a concentration of development and activity. 2. Target new open spaces areas along the Spenard Corridor. 3. Develop new hardscape spaces such as promenades, wide sidewalks, plazas or courtyards. 4. Identify and acquire funding to implement these including maintenance.	MOA Parks and Rec MOA Planning		X		\$
Policy 3.15: Encourage public art to be installed within open spaces.	1. Commission local artists to create public art for open spaces. 2. Identify and acquire funding to implement these including maintenance.	MOA Parks and Rec MOA PM&E		X		\$

Table 7.2 Implementation by Chapter (continued)

Policy 3.16 Promote development of regional open space features.	I. Use the Fish Creek Greenbelt, Alaska Railroad Trail, and Spenard Lakefront as three organizing elements for development of regional open space features.	MOA Parks and Rec MOA Planning		X		\$
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D. Placemaking Opportunities Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.17 Design transit hubs to facilitate efficient and comfortable bus use.	I. Provide amenities at transit hubs to enhance safety, capacity and user comfort level. 2. Design transit hubs to be phased with private investment.	MOA Transit			X	\$
Policy 3.18: Promote development of gateways and enhancement of key intersections	I. Orient development towards key intersections of significantly traveled streets or at terminations of axes.	MOA Planning MOA Traffic MOA PM&E		X		

E. Supporting Transit Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.19: Improve transit service along the Spenard Corridor.	I. Increase trip frequency of transit services.	MOA Transit		X		\$

F. Street Edge Character Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.20: The street edge should be designed to support transit use and the prevailing land uses planned for the area.	I. Apply the street edge character types to new development projects.	MOA Planning MOA PM&E		X		

Table 7.2 Implementation by Chapter (continued)

G. Shared Parking Pools Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.21: Promote the development of Public Parking Pools.	1. Identify significant concentrations of development in close proximity to Spenard Road and locate public parking in these areas. 2. Locate public parking in proximity to transit hubs.	MOA Planning MOA Traffic MOA PM&E		X		\$

H. Transition Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 3.22: Provide for compatible transitions where commercial or mixed-use areas interface with multi-family or low-density residential areas.	1. Apply buffer regulations to minimize negative impacts between high intensity uses and low intensity uses. 2. Incorporate design features that soften the interface and mitigate incompatibilities.	MOA Planning		X		

Chapter 4: District Specific Concepts

A. North TSD District

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 4.1: Accommodate a wide range of uses that support transit, generate activity and contribute to economic development and placemaking goals in North Spenard.	1. Apply land use designations identified in Figure 3.7 and 4.1. 2. Expand the Town Center land use designation. 3. Encourage mixed-use redevelopment with housing 4. Re-classify the northeast corner of Spenard Road and Fireweed Lane from Main Street to Town Center.	MOA Planning MOA OECD		X		
Policy 4.2: Give priority to circulation improvements that enhance connectivity in North Spenard.	1. Review and adjust the C.I.P. with an emphasis on Spenard Road, Benson Boulevard, 27th Avenue and Fireweed Lane.	MOA Planning MOA OECD MOA PM&E		X		

Table 7.2 Implementation by Chapter (continued)

Policy 4.3: Give priority to transit system improvements in North Spenard.	1. Establish a major Transit Hub on Spenard Road in the vicinity of Northern Lights Boulevard and Benson Boulevard.	MOA Transit			X	\$
Policy 4.4: Promote a street edge character that supports transit and active pedestrian uses in North Spenard.	1. Apply the street edge characteristics identified in Figure 4.1	MOA Planning MOA PM&E		X		
Policy 4.5: Use design features to smoothly transition between residential and non-residential uses.	1. Apply guidelines to buffer negative impacts between high intensity uses and low intensity uses, along with existing regulations. 2. Incorporate design features that soften the interface and mitigate incompatibilities.	MOA Planning		X		
Policy 4.6: Encourage redevelopment that supports transit and active pedestrian-oriented uses in North Spenard.	1. Encourage and pursue redevelopment and mixed use infill on properties fronting Spenard Road. 2. Pursue redevelopment plans to reconfigure the east-west superblocks located between Minnesota Drive and Spenard Road. 3. Reinvest in existing buildings.	MOA OECD MOA Planning		X		
Policy 4.7: Pursue placemaking opportunities and private redevelopment efforts in North Spenard.	1. Locate opportunity areas for establishing gateways, improving key intersections and transit hubs.	MOA Planning MOA PM&E MOA Transit		X		

B. Central TSD District

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 4.8: Promote land use that supports economic development and transit, and is compatible with adjacent neighborhoods.	1. Apply land use designations identified in Figure 4.1, 4.5 and 4.9.	MOA Planning MOA PM&E MOA Transit	X			

Table 7.2 Implementation by Chapter (continued)

7 Implementation

<p>Policy 4.9: Give priority to circulation improvements that enhance connectivity in Central Spenard.</p>	<ol style="list-style-type: none"> 1. Establish an active (pedestrian and bicycle) transportation network with an emphasis on Spenard Road, the Alaska Railroad Corridor, Fish Creek, McRae Road and 36th Avenue. 2. Give priority to studying street improvements along Chugach Way. 3. Support grade-separated crossings where at-grade crossings are not feasible. 	MOA Planning MOA PM&E		X		\$
<p>Policy 4.10: Give priority to transit system improvements in Central Spenard.</p>	<ol style="list-style-type: none"> 1. Establish a major Transit Hub near Spenard Road's interface with the Alaska Railroad. 2. Preserve options for and support development of a potential commuter rail station at this Transit Hub in the long-term. 	MOA Transit			X	\$
<p>Policy 4.11: Promote a street edge character that supports transit and an active mix of pedestrian-oriented uses in Central Spenard.</p>	<ol style="list-style-type: none"> 1. Apply the street edge characteristics identified in Figure 4.5. 	MOA Planning MOA Traffic		X		
<p>Policy 4.12: Use design features to smoothly transition between residential and non-residential uses.</p>	<ol style="list-style-type: none"> 1. Provide sensitive transitions where Central Spenard is tightly integrated with stable single-family residential neighborhoods, particularly near the blocks flanking the Alaska Railroad right-of-way. 	MOA Planning		X		

Table 7.2 Implementation by Chapter (continued)

<p>Policy 4.13: Encourage redevelopment that supports transit and contributes to an active mix of pedestrian-oriented uses in Central Spenard.</p>	<p>1. Encourage and pursue redevelopment and mixed-use infill on properties fronting Spenard Road to establish the Spenard Spine. 2. Promote parcel assembly and large-scale redevelopment in the area surrounding the Transit Hub and the Alaska Railroad. 3. Facilitate reinvestment in existing buildings.</p>	<p>MOA Planning MOA OECD MOA Transit</p>		<p>×</p>		
<p>Policy 4.14: Pursue placemaking opportunities in coordination with private redevelopment efforts in Central Spenard.</p>	<p>1. Identify opportunity areas for establishing gateways, improving key intersections and transit hubs.</p>	<p>MOA Planning MOA Transit</p>	<p>×</p>			

C. South TSD District

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p>Policy 4.15: Accommodate land use that supports transit, generates activity and contributes to economic development and placemaking goals in South Spenard.</p>	<p>1. Apply land use designations identified in Figure 4.9.</p>	<p>MOA Planning</p>	<p>×</p>			
<p>Policy 4.16: Give priority to circulation improvements that enhance connectivity in South Spenard.</p>	<p>1. Establish an active (pedestrian and bicycle) transportation network with an emphasis on Spenard Road. 2. Establish active transportation routes that radiate from Spenard Road to neighborhoods to the east and the lakefront and other residential areas to the west and north. 3. Employ traffic calming measures in this area to slow traffic down and increase pedestrian safety.</p>	<p>MOA Planning MOA Traffic MOA PM&E</p>		<p>×</p>		<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

7 Implementation

<p>Policy 4.17: Give priority to transit system improvements in South Spenard.</p>	<p>1. Establish a primary Transit Hub that serves neighborhoods in the area as well as South Spenard hotels. Ideally, it would be located in close proximity to the Spenard Lakefront. 2. Transit infrastructure in South Spenard should be integrated with improved crossings of Spenard Road since vehicle traffic is heavy and crossings are more scarce. 3. Locate a transfer hub in the South District to facilitate transfers.</p>	<p>MOA Transit</p>			<p>×</p>	<p>\$</p>
<p>Policy 4.18: Promote a street edge character that supports transit and an active mix of pedestrian-oriented uses in South Spenard.</p>	<p>1. Apply the street edge characteristics identified in Figure 4.9.</p>	<p>MOA Planning MOA Traffic</p>		<p>×</p>		
<p>Policy 4.19: Where a Mixed-Use area interfaces with a Multi-family Residential or Low Scale Residential area in South Spenard, the non-residential development should incorporate design features that soften the interface along the residential edge.</p>	<p>1. Use design features to smoothly transition between residential and non-residential uses.</p>	<p>MOA Planning</p>		<p>×</p>		

Table 7.2 Implementation by Chapter (continued)

<p>Policy 4.20: Encourage redevelopment that supports transit and contributes to an active mix of pedestrian-oriented uses in South Spenard.</p>	<p>1. Promote more significant redevelopment of the properties at the southern end of Spenard Road and the remaining undeveloped and under-utilized lakefront properties. 2. Encourage smaller commercial and mixed-use infill development to be located along Spenard Road in between existing developments. 3. Pursue transit-oriented, multi-family residential east of Spenard Road along Breezewood Drive and along Klamath Drive as shown in Figure 4.10. 4. Facilitate reinvestment in existing buildings throughout the District.</p>	<p>MOA Planning MOA OECD</p>		<p>×</p>		
<p>Policy 4.21: Pursue placemaking opportunities in coordination with private redevelopment efforts in South Spenard.</p>	<p>1. Identify opportunity areas for establishing gateways, improving key intersections and transit hubs.</p>	<p>MOA Planning</p>	<p>×</p>			

Chapter 5: Circulation and Connectivity

A. Circulation Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p>Policy 5.1: Create a balanced street network in Spenard.</p>	<p>1. Accommodate all modes of transportation in a way in which each mode operates efficiently 2. Create a hierarchy of streets to avoid funneling traffic 3. See list provided under Policy 5.1 for more action items.</p>	<p>MOA Traffic MOA PM&E MOA Planning ADOT&PF MOA M&O ADOT&PF M&O</p>		<p>×</p>		
<p>Policy 5.2: Create a Street Typologies Plan.</p>	<p>1. Create a Street Typologies Plan based on the foundation laid by the OS&HP and developed to coordinate with the 2040 Land Use Plan.</p>	<p>MOA Planning MOA Traffic</p>			<p>×</p>	<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

7 Implementation

<p>Policy 5.3: Design Spenard's roadway network as a connected grid.</p>	<ol style="list-style-type: none"> 1. Plan for new public and private streets to support and expand the existing street network and provide internal, public connections where street linkages are missing. Include cost estimates for future streets in infrastructure planning. 2. Promote block perimeters of 2,400 feet or less to ensure blocks are walkable. 3. Preserve existing network components, particularly for active transportation modes. 	<p>MOA Traffic MOA PM&E MOA Planning</p>		<p>×</p>		
<p>Policy 5.4: Manage access and mitigate modal conflicts.</p>	<ol style="list-style-type: none"> 1. Apply vehicular access standards to properties to minimize conflicts. 2. Design access points to properties to minimize vehicular conflicts between pedestrians and bicyclists. 3. Minimize curb cuts and consolidate access points among multiple properties, wherever possible. 4. See list provided under Policy 5.4 for more action items. 	<p>MOA Traffic MOA Planning MOA PM&E</p>		<p>×</p>	<p>\$</p>	
<p>Policy 5.5: Enhance Spenard's bicycle network for a range of users.</p>	<ol style="list-style-type: none"> 1. Design bicycle routes to be as direct as possible 2. Design the bike network to accommodate travel from key area destinations in and out of the Plan Area. 3. Promote facilities and routes that attract a wide spectrum of rider types and ability levels. 4. See list provided under Policy 5.5 for more action items. 	<p>MOA Planning MOA PM&E</p>		<p>×</p>		
<p>Policy 5.6: Prioritize for Spenard's pedestrians.</p>	<ol style="list-style-type: none"> 1. Provide a safe, efficient and walkable pedestrian system. 2. Follow the tenets of great walkability under Policy 5.6. 	<p>MOA Planning MOA PM&E</p>		<p>×</p>	<p>\$</p>	

Table 7.2 Implementation by Chapter (continued)

B. Street Design Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 5.7: Design for Right-of-Way and Travel Demand Constraints	1. Where appropriate, the Municipality should pursue acquisition of private property in order to redesign a street, but only when adequate facilities cannot be accommodated within available right-of-way. 2. Consider opportunities to increase space for alternative modes.	MOA Real Estate MOA Planning			X	\$
Policy 5.8: Apply Neighborhood Street Design Alternatives (OS&HP Residential Street Typology)	1. Identify residential areas where residents could benefit from neighborhood street design alternatives. 2. Refer to the street sections on page 96 for specific design alternatives.	MOA Planning Traffic ADOT&PF		X		
Policy 5.9: Tailor Major Street Designs to support the Active Transportation Network.	1. Refer to the street sections starting on page 99 for specific design alternatives.	MOA Planning MOA PM&E MOA Traffic		X		\$
Policy 5.10: Enhance the Spenard Road “Middle Segment” Street Design	1. Consider locating mid-block crossings, constructing minor crossing improvements and installing major crossing improvements at signalized intersections on the Spenard Corridor. 2. Provide options for upgrading the Spenard Rd. “Middle Segment” to improve pedestrian and bicycle mobility.	MOA PM&E MOA Planning MOA Traffic			X	\$

Table 7.2 Implementation by Chapter (continued)

7 Implementation

<p>Policy 5.11: Pursue Festival Street Design Opportunities</p>	<p>1. Create a special street that is safe and conducive to public uses and activities beyond transportation. 2. Consider opportunity areas for developing a festival street such as between Minnesota Drive and Spenard Road and/or from Carrs Mall/Benson Boulevard to Romig Middle School/26th Avenue</p>	<p>MOA Traffic MOA PM&E MOA Traffic</p>			<p>×</p>	<p>\$</p>
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C. Road Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
<p>Policy 5.12: Expand the Street Grid Network</p>	<p>1. Design small block sizes that support convenient and direct pedestrian and bicycle access in an interconnected network of streets. 2. Support vehicular and freight/delivery traffic by providing alternative routes.</p>	<p>MOA Traffic MOA PM&E MOA Traffic</p>		<p>×</p>		<p>\$</p>
<p>Policy 5.13: Consider Street Reconfiguration and Vacation Opportunities</p>	<p>1. Monitor street segments and consider whether vacation or reconfiguration could be used to incentivize redevelopment. 2. Reduce redundant streets in size to provide areas for snow removal, create opportunities for public space, facilitate bicycle and pedestrian connections or simply reduce maintenance burdens for the Municipality.</p>	<p>MOA Planning MOA Traffic ADOT&PF</p>			<p>×</p>	<p>\$</p>
<p>Policy 5.14: Pursue Opportunities for Road Diets</p>	<p>1. Identify roadways that will benefit from a road diet. West Fireweed Lane and Spenard Rd. from Benson Boulevard to Minnesota Drive, are likely candidates.</p>	<p>MOA Planning MOA PM&E MOA Traffic</p>		<p>×</p>		

Table 7.2 Implementation by Chapter (continued)

Policy 5.15: Enhance At-Grade Rail Crossings	<ol style="list-style-type: none"> 1. Pursue safety improvements where streets intersect these railroad crossings. 2. Design all pedestrian/ bicycle railroad crossings to minimize the time required for pedestrians to cross. 	MOA PM&E MOA Traffic		X		\$
Policy 5.16: Roadway Classification and Vehicular Speed	<ol style="list-style-type: none"> 1. Design the Central and North sections of Spenard Road for low vehicle operation speeds. 2. Reclassify the Central and North sections of Spenard Road from a minor arterial to a collector to reflect usage. 3. Revise vehicle Level of Service (LOS) standards to permit LOS D in Spenard to allow for greater congestion and design flexibility. 4. Revise AMATS modeling of arterial or collector changes to determine acceptability of the effects on the surrounding network. 	MOA Planning MOA PM&E MOA Traffic ADOT&PF		X		\$
Policy 5.17: Promote Traffic Calming in Neighborhood Streets	<ol style="list-style-type: none"> 1. Identify key candidates for traffic calming in the Plan Area by reviewing the MOA 2017 Neighborhood Traffic Calming Program Qualified Streets List. 	MOA Planning MOA Traffic		X		

D. Transit Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 5.18: Locate Transit Hubs to Enhance Operations	<ol style="list-style-type: none"> 1. Locate transit hubs to be within walking distance of major destinations, be central to a transit service area and support multiple modes of transportation. 	MOA Transit MOA Planning		X		\$

Table 7.2 Implementation by Chapter (continued)

7 Implementation

Policy 5.19: Plan for Bus and Shuttle Layover Zones	1. Locate shuttle layover zones at the ends of bus routes where buses wait on standby between trip. 2. Plan transit hubs to provide opportunities for staging private shuttles.	MOA Transit			×	\$
Policy 5.20: Provide Amenities at Transit Stops	1. Incorporate amenities at transit stops. 2. Invest in bus shelters with roofs, transit maps and other information to help protect transit riders from climatic elements while they wait. 3. Provide seating at transit stops where possible to add to rider comfort.	MOA Transit MOA PM&E			×	\$
Policy 5.21: Plan for Rideshare Operations	1. Design and locate transit hubs to incorporate accommodations for ride share operations.	MOA Transit MOA PM&E			×	\$

E. Pedestrian Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 5.22: Provide Continuity in the Sidewalk Network	1. Complete Spenard's pedestrian circulation network, including sidewalk facilities.	MOA Planning MOA PM&E			×	\$
Policy 5.23: Plan Pedestrian Crossings to Promote Network Continuity	1. Locate pedestrian crossing improvements based on utility, safety of pedestrians and bicyclists, and integration into the signalized intersection network.	MOA Planning MOA PM&E MOA Traffic		×		\$

F. Bicycle Network Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 5.24: Provide Continuity in the Spenard Bicycle Network	1. Extend an interconnected bicycle network throughout Spenard.	MOA Planning MOA PM&E			×	\$

Table 7.2 Implementation by Chapter (continued)

Policy 5.25: Provide Connections to the Regional Bike Network	1. Enhance connectivity to regional bike networks including The Tony Knowles Coastal Trail, Lanie Fleischer Chester Creek Trail, and Fish Creek Trail.	MOA Planning MOA PM&E MOA Parks and Rec			X	\$
Policy 5.26: Design Bicycle Friendly Intersections	1. Design Spenard's intersections to support bicycle travel, alert motorists of the presence of bicyclists, and ensure that intersections are easily perceivable by all users.	MOA PM&E MOA Traffic			X	\$
Policy 5.27: Plan for Bicycle Amenities	1. Public improvements and private developments should promote amenities that support bicycling and discourage driving.	MOA Planning MOA Traffic		X		\$

G. Vehicle Parking Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 5.28: Provide Flexibility in Parking Requirements	1. Provide only parking minimums needed for the uses on a site. 2. Develop specific Parking Management Plans with property owners. 3. The Municipality should consider whether providing additional flexibility in parking requirements would be appropriate.	MOA Planning MOA Traffic		X		\$

Table 7.2 Implementation by Chapter (continued)

7 Implementation

<p>Policy 5.29: Promote Compact Parking Design</p>	<p>1. Provide an adequate number of spaces while also minimizing curb cuts and avoiding potential interruptions to vehicular traffic and pedestrian/ bicycle traffic. 2. Locate and design parking to reinforce the transit-pedestrian-, and bicycle-friendly vision for Spenard. 3. Refer to bullet list under Policy 5.29 for specific design alternatives.</p>	<p>MOA Planning MOA Traffic MOA PM&E</p>		<p>×</p>		<p>\$</p>
<p>Policy 5.30: Promote Shared Parking</p>	<p>1. Allow shared parking by-right as long as all affected property owners provide documentation of a formal shared parking agreement. 2. Develop an action plan for shared parking, including feasibility studies and funding options.</p>	<p>MOA Planning MOA PM&E MOA Traffic</p>		<p>×</p>		
<p>Policy 5.31: Promote On-street Parking</p>	<p>1. Preserve existing on-street parking. 2. Implement on-street parking with streetscape improvements and particularly at locations where concentrations of development emerge, such as Transit Hubs and larger redevelopment sites.</p>	<p>MOA Planning MOA PM&E MOA Traffic</p>		<p>×</p>		
<p>Policy 5.32: Promote Efficient Management of Parking</p>	<p>1. Perform a study for the potential to create parking and snow management districts. 2. Consider cooperative management of parking among property owners.</p>	<p>MOA Planning MOA PM&E MOA Traffic</p>		<p>×</p>		<p>\$</p>

Table 7.2 Implementation by Chapter (continued)

Chapter 6: Utility Infrastructure

A. Overarching Infrastructure Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 6.1: Infrastructure projects should be coordinated with public improvement efforts.	1. Coordinate infrastructure utility projects with public improvement efforts identified in the Plan. 2. Target priority redevelopment opportunities for infrastructure utility projects.	AWWU MOA Planning		X		\$
Policy 6.2: Utility systems should strive for sustainability.	1. Identify key sustainability practices to implement in infrastructure projects.	AWWU			X	

B. Water Utilities Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 6.3: Existing AWWU systems should be expanded to provide water service.	1. Study should be completed to identify needed upgrades in the drinking water system.	AWWU		X		\$
Policy 6.4: Improvements to the drinking water system should follow AWWU's Design Criteria Manual	1. Install new water facilities located in the public right-of-way north and east of the right-of-way centerlines.	AWWU/PME			X	\$

C. Wastewater Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 6.5: Identify needed upgrades in the wastewater system.	1. Identify needed upgrades in the wastewater system that will promote development in the Plan Area as part of AWWU Master Plan updates. 2. Examine the existing wastewater system to determine if it is limiting development and may warrant expansion or upgrade.	AWWU	X			\$

Table 7.2 Implementation by Chapter (continued)

7 Implementation

Policy 6.6 Wastewater system improvements should follow the AWWU Design Criteria Manual	I. Follow AWWU's Design Criteria Manual for sizing, type, and depth of pipe.	AWWU	X			
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D. Stormwater Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 6.7: Consider storm drain installation.	I. Evaluate the need for storm drain installation as streets in the Plan Area are reconstructed.	AWWU	X			

E. Snow Management Policies

Policy	Action	Agency Partners	Time Frame			Funding Required
			S	M	L	
Policy 6.8: Promote on-site snow storage throughout the plan area.	I. Provide on-site storage to allow for a sustainable long-term solution that not only reduces maintenance costs, but also lessens environmental impacts.	MOA Planning MOA Traffic MOA M&O ADOT&PF ADOT&PF M&O	X			
Policy 6.9: Promote snow storage along streets and internal drives, using best management practices.	I. Minimize obstructions such as raised medians that constrain snow movement operations.	MOA PM&E MOA Traffic	X			
Policy 6.10: Consider establishing a snow management district.	I. Review The National Snow and Ice Management Association summary of best practices that could serve as a reference in establishing district policies.	MOA PM&E MOA Traffic	X			

Table 7.2 Implementation by Chapter (continued)