INTRODUCTION

A. SCOPE

1. Mountain View Boundaries

Mountain View is a community within the Anchorage Bowl metropolitan area, located in Anchorage, Alaska. The *Mountain View Targeted Neighborhood Plan* will apply to the areas within the official boundaries of the Mountain View neighborhood, as defined by the Federation of Community Councils. The core of the neighborhood is high density residential, light industrial, and small-scale commercial real estate, with large park and community facility areas also present in the neighborhood. Mountain View's neighborhood boundaries are defined by Boniface Parkway to the east, Joint Base Elmendorf-Richardson (JBER) to the north, the Glenn Highway (which turns into E. 5th Avenue) to the south, and Juneau Street and Post Road to the west. The neighborhood abuts JBER, Merrill Field, and residential areas in the Russian Jack and Northeast Community Council districts (Map 1).

2. Targeted Neighborhood Plan Boundaries

This plan focuses on the areas of Mountain View east of Reeve Boulevard, as the Community Council's membership and expertise is by and large limited to the residential, commercial, and light industrial areas of the neighborhood. The plan includes all the residential areas within Mountain View, and the commercial and light industrial areas of Mountain View between the Glenn Highway and Mountain View Drive and Commercial Drive. The areas west of Reeve Boulevard are considered to be in Anchorage's industrial reserve, and are thus excluded from this plan. We see the continued value of industrial land and do not foresee major changes to land use there.

3. Range of Topics Addressed

This plan focuses on the experiences of Mountain View residents. The plan identifies Mountain View's assets, and offers means to more fully value, protect, and expand them, while also identifying the challenges that Mountain View faces and creating a framework for community-driven action to improve problem areas.

The plan concentrates on the residential and retail commercial areas of the neighborhood, especially on the main commercial corridor of Mountain View Drive. Most importantly, the plan provides a guiding vision for community-driven investment in the safety, health, and happiness of those who live and work in Mountain View.

B. THE COMMUNITY PROCESS

The *Mountain View Targeted Neighborhood Plan* has been the product of the hard work and commitment of many Mountain View residents, organizations, and businesses. The plan was envisioned, drafted, and shepherded by a community organization, the Anchorage Community Land Trust (ACLT).

The planning process began in 2012, when the Mountain View Community Council (MVCC) charged the Anchorage Community Land Trust with the coordination of the Mountain View Neighborhood Plan planning effort. In August 2012, the Anchorage Municipal Assembly approved the Mountain View Community Council and the Anchorage Community Land Trust as plan sponsors (see Appendix B), and planning efforts began in earnest.

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Left: Attendees at the Mountain View Community Summit read the graphic recording created by Michelle Royal and Aurora Sidney-Ando. Below: Residents created the vision at the Summit.

In the fall of 2012, throughout 2013, and in the spring of 2014, ACLT and the Mountain View Community Council surveyed Mountain View residents, conducted focus groups, and presented the plan to residents, businesses, nonprofit organizations, and other stakeholders.

In the fall of 2014, the Mountain View Community Council, Anchorage Community Land Trust, and the Municipality of Anchorage Planning Department conducted five work sessions to finalize the content of the plan. In June 2015, an open house for the plan was held at the seventh annual Mountain View Street Fair.

1. Mountain View Community Summit

The Mountain View Community Summit took place on October 5-6, 2012, at Clark Middle School. The summit brought together over 150 Mountain View community members to assess the progress of revitalization efforts taking place over the last decade. This first-ever gathering of residents led to the sharing of needs, goals and dreams for the future of the community and built a new level of participation in crafting a targeted community plan for Mountain View. The event was styled as a forum where participants identified steps for the future. The summit asked residents to “Dream, Connect, and Act” to imagine the future they wanted to see, connect with others to make it happen, and then be accountable to one another for their actions. The following page details the events of the summit.

DREAM

Mountain View residents were invited to share what they love about Mountain View and their dreams for their neighborhood. The first night of the Summit, Friday October 5th, was facilitated by Peter Kageyama, author of “For the Love of Cities,” who encouraged residents to actively ‘love’ their cities and transform them into places in which they want to live.

CONNECT

The second day of the Summit, October 6th, was a full day of community connection. Topics for discussion included youth safety, personal finance, real estate development, business and private sector development, arts and culture, transportation, community wellness, and resident leadership and engagement opportunities. Participants’ responses were documented and put into the Implementation Matrix that is the core of this plan.

ACT

The Implementation Matrix was the main outcome of the summit, and serves as a guide to community-driven action in Mountain View.

Mountain View residents discuss neighborhood goals at the 2012 Mountain View Community Summit.

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2. Focus Groups and Presentations

Date	Event	Outcome
October 5-6, 2012	Mountain View Community Summit	Over 150 Mountain View residents gathered to dream, connect, and act. They created goals and action items, which were the basis for the implementation chapter (Ch. 3) that is the core of this plan.
February 2013 - May 2014	Surveying Mountain View residents	125 Mountain View residents were surveyed at the Red Apple, Mountain View Branch Library, through the Cook Inlet Housing Authority Mountain View office, and at school events. Residents answered questions about housing, underutilized land, transportation, parks, and cultural amenities.
May 10, 2013	Focus group with Clark Middle School students	Clark Middle School students learned about the neighborhood plan planning process, and shared their thoughts about the problems that Mountain View faces and ways to improve their neighborhood.
November 8, 2013	Focus group with Homeward Bound residents in Mountain View	Participants discussed community safety, employment opportunities, alcohol access, cultural amenities, and recreation.
February - May 2014	Business surveys and case studies	With the help of Leadership Anchorage and the Anchorage Economic Development Corporation, businesses on Mountain View Drive were interviewed, and data was gathered.
April 8, 2014	Focus group with representatives of social service agencies and schools based in Mountain View	Participants discussed safety, employee satisfaction, transportation, and outreach efforts.
June 27, 2015	Open House	The plan was shared with the public, and public input and support was sought.

As this table shows, public participation in the planning process included a community summit, 125 long-form surveys, 3 focus groups, 6 business case studies, and an open house.

The second aspect of the public participation for this targeted neighborhood plan was the convening of focus groups, and the collection of surveys. Three focus groups were held between May 2013 and May 2014, and the outcomes of these focus groups are included in Appendix A.

The first focus group consisted of students from Clark Middle School, who shared their visions for their neighborhood, and learned about the neighborhood planning process. This focus group took place on May 10, 2013.

The second focus group took place on November 8, 2013, and consisted of participants in RurAL CAP's Homeward Bound supportive housing program, all of whom live in Mountain View. Participants discussed workforce training, recreation and cultural amenities, and public safety concerns and solutions.

The third focus group, consisting of social service agencies and schools based in and active in Mountain View, took place on April 8, 2014. Attendees present included representatives from Catholic Social Services – Refugee Assistance and Immigration Services Program, Camp Fire Alaska, The Foraker Group, Crossroads (ASD school), Best Beginnings, Special Olympics, Alaska State Council on the Arts, Programs for Infants and Children, and the Mountain View Lions Club. Participants discussed safety, transportation, employee satisfaction, and community outreach efforts.

In addition to these focus groups, 125 long-form surveys were completed by Mountain View residents. The surveys were collected by ACLT staff at the Red Apple, the Mountain View branch library, the schools, and other community hubs. In these surveys, Mountain View residents provided input on underutilized land, sites for new housing, transportation and pedestrian infrastructure improvements, parks and gardens, and cultural amenities.

From February through May 2014, Leadership Anchorage and the Alaska Economic Development Corporation (AEDC) assisted with the surveying of Mountain View businesses. Through the Business Retention & Expansion (BRE) survey conducted by AEDC, data was collected on the challenges and opportunities Mountain View businesses face. In addition, six case studies were conducted with businesses on Mountain View Drive, including Subway, the Alaska Butcher Supply Co., and Mountain View Family Dentistry. These case studies are included in Appendix A.

On June 27, 2015, an open house for this plan was held at the Mountain View Library during the annual Mountain View Street Fair. At the open house, the draft plan was shared with the public, and attendees interacted with members of the Mountain View Community Council, the Municipality of Anchorage's Parks and Recreation Department, the Municipality's Planning Division, and ACLT staff to learn about the vision and goals of this plan. Over 300 Mountain View community members attended the open house, shared their comments and support for the plan, and reaffirmed the goals, action items, and priorities of the *Mountain View Targeted Neighborhood Plan*.

Above: The *Mountain View Targeted Neighborhood Plan* open house, held on June 27, 2015, during the seventh annual Mountain View Street Fair.

Left: Mountain View Community Council members talk to attendees about resident leadership at the open house.

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C. RELATIONSHIP TO EXISTING PLANS

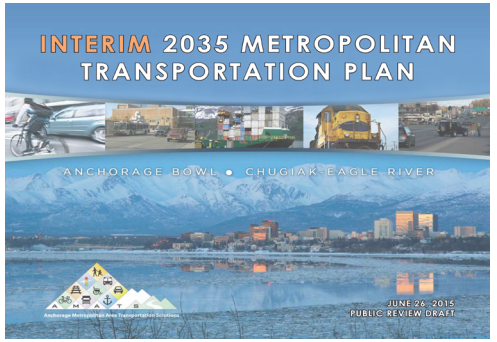
1. Previous Planning Efforts in Mountain View

In 1993, a group of Mountain View residents, working with consultants, produced the *Mountain View Community Strategic Plan*. In 1998, the community of Mountain View developed a vision for its commercial district. This collective visioning effort described a future where Mountain View Drive would evolve to become "… the showcase of an ethnically diverse community… [with] the best ethnic restaurants and coffee shops in the area."

These were two of a number of planning efforts that were conducted in Mountain View by local residents and by various agencies to promote and strengthen the neighborhood. Other plans include:

- *Greetings from Anchorage, Alaska: Revitalizing Mountain View into a Community of Choice* prepared by czb, LLC (November 2004)
- *Mountain View Neighborhood Revitalization Strategy* prepared by the Municipality of Anchorage (April 2004)
- *Mountain View Land Use Study* prepared by Northern Economics (February 2004)
- *Mountain View Neighborhood Profile* prepared by Davis Consulting (January 2004)

- *Arts & Cultural District in Mountain View: A Neighborhood Revitalization Project, Volume 2* by Anchorage Neighborhood Housing Services, Inc. (June 2003)
- *Assessment and Recommendations for Development of an Arts and Culture District in Mountain View* prepared by OKM Associates (October 2002)
- *Mountain View Neighborhood Revitalization Program* prepared by Cook Inlet Housing Authority (2000)
- *Mountain View Drive: A Vision for the Future* prepared by Municipality of Anchorage (November 1998)



In addition to these plans, Anchorage Neighborhood Housing Services, Inc. (ANHS) launched, in 2002, the Mountain View in Motion project to facilitate community revitalization. One of the key components of this effort was the establishment of an arts and culture district along Mountain View Drive. This arts and culture district would promote the redevelopment of existing commercial and residential infrastructure and incorporate art and cultural activities and organizations to help spur local change.

1. Regional Plans

The *Mountain View Targeted Neighborhood Plan* relates to other plans that have been completed within the Municipality of Anchorage. These plans include *Anchorage 2020 - Anchorage Bowl Comprehensive Plan (Anchorage 2020)*, the *2035 Metropolitan Transportation Plan*, and other neighborhood planning efforts, such as the *Fairview Neighborhood Plan* and the *Government Hill Neighborhood Plan*. The following table summarizes some of the Mountain View-specific recommendations in various Anchorage-wide plans.

Planning Document	Relevance to Mountain View Targeted Neighborhood Plan
Anchorage Bowl Comprehensive Plan (Anchorage 2020)	Land use maps shall be developed with each neighborhood. Goals identify northeast Anchorage as needing to accommodate 5,000-7,000 new housing units by 2020. Encourages mixed-use development within major employment centers, and as a redevelopment strategy. Supports higher-density residential development that is accompanied by multi-modal transportation, including pedestrian facilities. Advocates against strip commercial development, and for commercial development within neighborhood commercial centers and major employment centers. Supports public landmarks and art, trail connections, and attractive affordable housing. Identifies a neighborhood commercial center at Mountain View Drive and Bragaw Street, and a town center focused around the Northway Mall. Identifies the areas west of Reeve Boulevard as being part of the Anchorage industrial reserve.
2035 Metropolitan Transportation Plan	Forecasts that the Glenn Highway in Mountain View will operate at capacity, creating spillover traffic. The plan recommends capital improvements in and near Mountain View, including a frontage road along the Glenn Highway from Boniface Parkway to Muldoon Road. The Plan also recommends that frequency of bus service on People Mover Route 45, which serves Mountain View, be increased to 15 minutes, and that the existing separated trail on Mountain View Drive from Pine Street to Lane Street be upgraded.
Anchorage Bicycle Plan	Gives highest priority to several Mountain View projects, including the construction of a pathway along Mountain View Drive from Pine Street to Lane Street. Mountain View Drive is identified as a shared road in this area. A Bicycle Boulevard along Peterkin Street is recommended in the plan to connect from the Glenn Highway to Tyson Elementary School and the Ship Creek Trail. The Plan also recommends Post Road from 3rd Avenue to the Ship Creek Trail as a shared roadway, and paved shoulder bikeways along Reeve Boulevard from 5th Avenue to Post Road. The Plan identifies the need for a separated path (trail connection) along the northern edge of Mountain View from the Glenn Highway to Tyson Elementary School.
Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan	Mountain View falls in the northeast park district. While the district currently has enough special use facilities, the area will see a shortage of seven soccer fields, four basketball courts, sixteen open play fields, and three outdoor skating areas by 2020 without new construction. This plan recommends that access to Mountain View be improved along Ship Creek and to the south to Northway Mall, and that the Ship Creek trail connection be completed.
Municipality of Anchorage Snow Plow Plan	Residential areas in Mountain View are scheduled for the second day of plowing, and the industrial areas of Mountain View are scheduled to be plowed on the third day after a heavy snowfall. All Mountain View bus stops are priority bus stops for snow removal except the bus stop at the Glenn Highway and Concrete Road and the bus stop at the Glenn Highway and Reeve Boulevard.
Anchorage Pedestrian Plan	The Plan lists five capital projects in the Mountain View area, including sidewalk construction along the south side of Mountain View Drive from Flower Street to McCarrey Street, which is ranked second in priority among all projects region-wide. Other projects include an improved crossing at Bragaw Street and Mountain View Drive (ranked 14th), sidewalk improvements on Mountain View Drive east of Bragaw Street (ranked 65th), sidewalk construction on McPhee Avenue from McPhee Park to Mountain View Elementary School (ranked 141st), and a pedestrian crossing at 3rd Avenue and Reeve Boulevard (ranked 289th). Nearby but outside the Mountain View area, the Plan also identifies a safer crossing at Airport Heights Drive and the Glenn Highway, which is a gateway to Mountain View (ranked 87th).
1998 Mountain View Transportation Study	The plan's implementation resulted in many traffic calming features existing in Mountain View today, including intersection diverters, curb extensions at intersections, and road closures on and south of Mountain View Drive.