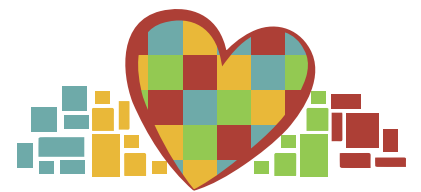


# MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN



**2026**

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ANCHORAGE PARKS & RECREATION

# ACKNOWLEDGEMENTS

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# TABLE OF CONTENTS

<b>INTRODUCTION</b> .....	<b>4</b>
<b>STRATEGIC PLAN PURPOSE &amp; INTENT</b> .....	<b>6</b>
ANCHORAGE PARKS AND RECREATION GUIDING PRINCIPLES .....	7
GOALS OF THE MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN.....	8
STRATEGIC PLAN PROCESS.....	9
<b>BACKGROUND &amp; CONTEXT</b> .....	<b>10</b>
FACILITY HISTORY & OVERVIEW .....	11
COMMUNITY PROFILE & HISTORY .....	13
DEMOGRAPHICS.....	14
BOYS & GIRLS CLUB CORE PROGRAMMING .....	15
<b>PLANNING &amp; OUTREACH</b> .....	<b>16</b>
METHODS .....	17
PUBLIC ENGAGEMENT COMMON THEMES.....	19
SWOT ANALYSIS SUMMARY .....	20
SURVEY HIGHLIGHTS .....	22
<b>VISION, GOALS &amp; ACTIONS</b> .....	<b>25</b>
OVERVIEW .....	26
VISION STATEMENT.....	26
GOALS.....	26
GOAL 1: FOSTER A SAFE, JOYFUL SPACE FOR EVERY CHILD AND YOUNG ADULT .....	27
GOAL 2: INVEST IN YOUTHS' FUTURES .....	28
GOAL 3: STRENGTHEN THE CENTER AS A COMMUNITY HUB.....	29
GOAL 4: CREATE A BEAUTIFUL BUILDING AND CAMPUS.....	30
<b>NEXT STEPS</b> .....	<b>31</b>
FUNDING .....	32
ANNUAL PROGRESS REPORTS .....	32
CONTINUED COMMUNITY INVOLVEMENT .....	33
<b>APPENDIX</b> .....	<b>34</b>



# INTRODUCTION



## INTRODUCTION

The Mountain View Community Center (MVCC) has long been a cornerstone of one of Anchorage's most diverse and dynamic neighborhoods. Shaped by the contributions of families, immigrant communities, and resilient local leadership, the Mountain View neighborhood has emerged as a hub of cultural exchange and community life. As the neighborhood balances ongoing economic pressures and housing challenges with strong opportunities for youth engagement and cultural celebration, the Mountain View Community Center provides a vital space for connection, learning, and wellness.

The operations of MVCC transitioned on June 1, 2025, from the Boys & Girls Clubs of Southcentral Alaska to the Anchorage Parks and Recreation Department. This shift intends to reflect the voices of local residents who emphasized the importance of maintaining essential services while expanding programs that respond to evolving community needs. Under Parks and Recreation's stewardship, MVCC will be integrated into the city's broader network of recreational and cultural resources, offering opportunities to strengthen partnerships, improve access, and ensure sustainable management.

This Strategic Plan outlines a shared vision for the Mountain View Community Center as a welcoming and dynamic space that empowers local youth and residents to shape the future of Mountain View. By building on the neighborhood's strengths and addressing its needs, MVCC will continue to serve as a trusted resource that reflects and uplifts the community.



02

# STRATEGIC PLAN PURPOSE & INTENT

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The purpose of the Mountain View Community Center Strategic Plan is to translate the community's needs into a clear, actionable strategy for operating the facility. The Strategic Plan will not only address programming and operations, but it will also provide recommendations for ongoing maintenance and essential capital improvements. Overall, the Strategic Plan is intended to be a living document that provides Anchorage Parks and Recreation with a vision and framework for future facility improvements and programming needs.

# ANCHORAGE PARKS AND RECREATION GUIDING PRINCIPLES

## MISSION

Provide for “Health Parks, Healthy People, Healthy Future” through ensuring Anchorage parks, facilities, and programs are well maintained, safe, accessible, and enjoyable

## CORE VALUES & STRATEGIC GOALS

These eight core values established in the Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan (2006) guide the department's management of parks and recreation facilities:

1. Improve Maintenance & Stewardship of What We Have
2. Private-Public Partnership
3. Parks as Community Building Blocks
4. Parks as Economic Engines
5. Balanced Services & Facilities for a Diverse Community
6. Access and Connections
7. Stewardship of Natural Resources
8. Creating a Strong Parks and Recreation Organization

## **GOALS OF THE MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN**

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### **GOAL 1**

Create a living document that guides the programming, operation, and management of the Mountain View Community Center

### **GOAL 2**

Establish the Mountain View community's visions, goals, and objectives

### **GOAL 3**

Balance community goals with operational constraints

### **GOAL 4**

Recommend maintenance and capital improvements

### **GOAL 5**

Revisit and update on a cyclical basis

## STRATEGIC PLAN PROCESS

This Strategic Plan was developed through a collaborative and intentional process designed to reflect community priorities, organizational values, and operational realities. The process is intended to be cyclical, ensuring continuous learning, adaptation, and improvement in the management and operation of the Mountain View Community Center. The steps outlined below guided the development of this plan and established a framework that can be revisited in the future.



### INVENTORY

- Understand the facility's current resources, capabilities, programs, and conditions
- Work with staff and the community to identify strengths, weaknesses, opportunities, and threats (SWOT analysis)



### LISTEN & LEARN

- Engage stakeholders through public workshops and community advisory group meetings to gather perspectives
- Develop and conduct community surveys



### ENVISION

- Ensure values are clear and can guide decision-making
- Align leadership and stakeholders on a shared vision



### DEFINE PRIORITIES & ACTIONS

- Translate vision into specific long-term goals and objectives
- Prioritize strategic initiatives and allocate resources



### IMPLEMENTATION

- Put the plan into motion through coordinated activities and projects
- Communicate priorities clearly to staff and stakeholders
- Monitor early progress and ensure alignment with strategy



### REASSESS & ADAPT

- Identify successes, challenges, and gaps in an annual progress report
- Adapt strategies based on what is working and what is not

03

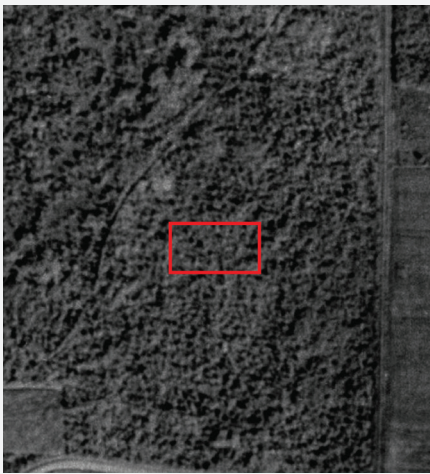
# BACKGROUND & CONTEXT

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## FACILITY HISTORY & OVERVIEW

Since its opening in 1998, the Mountain View Community Center has been a vital resource for the Mountain View neighborhood. Although the facility is owned by the Municipality of Anchorage and overseen by the Parks and Recreation Department, it had been managed and operated by the Boys & Girls Clubs of Southcentral Alaska (BGCSAK) for nearly 30 years. In addition to hosting Boys & Girls Club programming, the center has long served as an accessible community space on evenings and weekends, welcoming a wide range of activities, including hula lessons, meetings, baby showers, birthday parties, church services, YMCA recreation basketball, and more.



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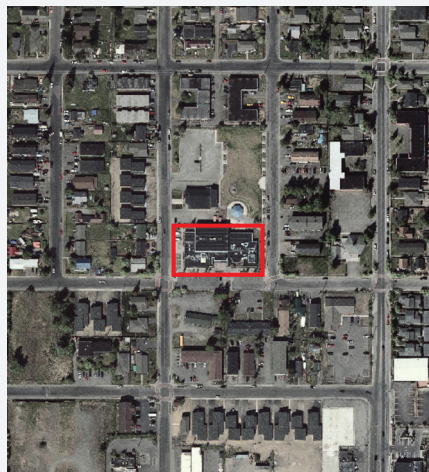
1960



1990



2002



2015



2024

The facility contains the following spaces:



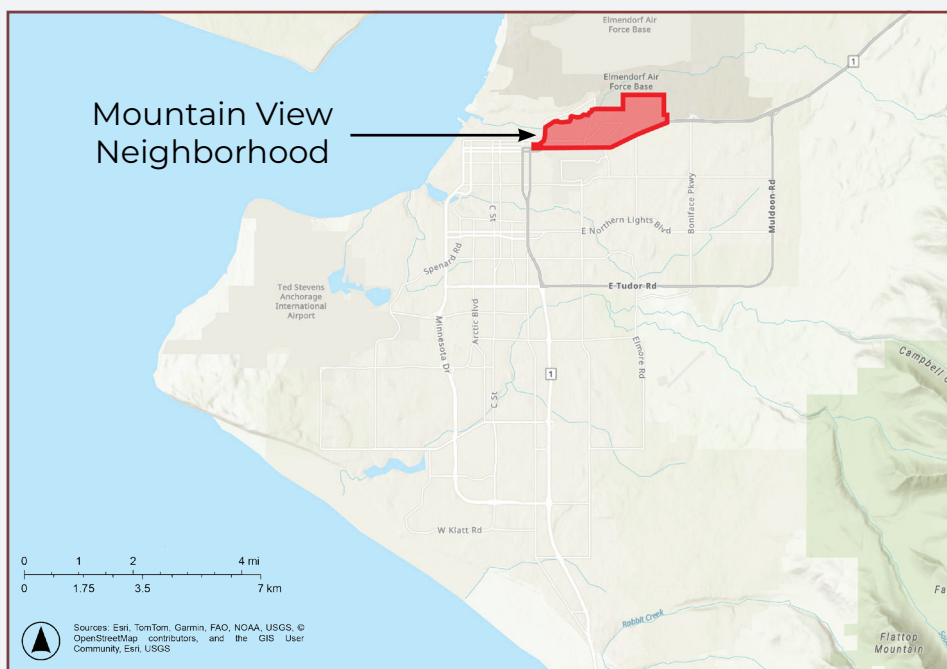
While the Parks and Recreation department recognizes the close connection between the Mountain View Community Center and William B. Lyons park, it is important to note that the park is separate from the Community Center, and upgrades to the park are not included in this Strategic Plan.

## COMMUNITY PROFILE & HISTORY

Mountain View is one of Anchorage's oldest neighborhoods and has long played an important role in the city's growth and diversity. Originally developed in the mid-20th century to support nearby military and industrial activity, the neighborhood evolved over time as new housing types, businesses, and residents shaped its character. These periods of growth and transition laid the foundation for Mountain View's vibrant, multicultural community.

Over time, broader economic and housing shifts reshaped the neighborhood in ways that affected affordability, housing stability, and access to opportunity for many residents. These changes have created persistent challenges that continue to influence community needs and priorities today, underscoring the importance of trusted, place-based institutions that can respond to changing conditions.

Today, Mountain View is recognized as one of the most ethnically diverse neighborhoods in the nation. While challenges remain, the community's cultural richness, strong networks, and history of collaboration position it as a place of both need and opportunity, making the Mountain View Community Center a critical anchor for connection, services, and community life.

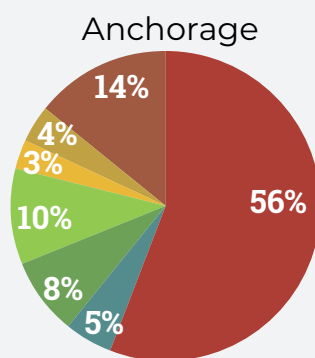
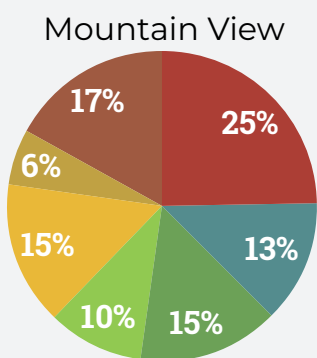


## DEMOGRAPHICS

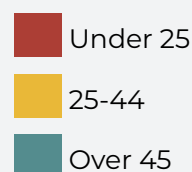
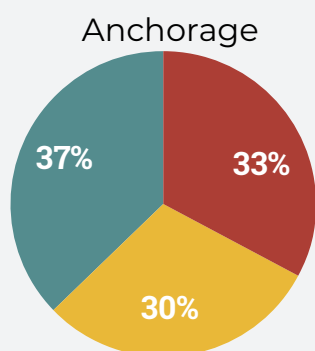
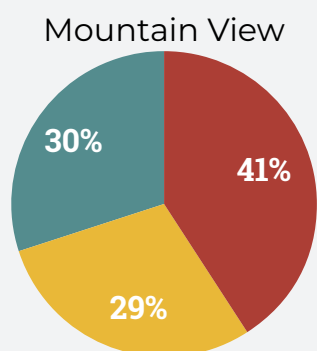
Mountain View is a diverse, multi-generational neighborhood with a strong presence of children, youth, and working-age adults—well positioned for both family-focused programming and expanded opportunities for adults. A significant share of residents are under age 25, while adults ages 25–44 represent a somewhat smaller portion of the population, and roughly a third are over age 45, including a meaningful senior population.

Widely recognized as one of Anchorage’s most racially and ethnically diverse communities, Mountain View is home to residents from many cultural backgrounds, with no single group comprising an overwhelming majority. With approximately 776 households—nearly half of them family households and more than half consisting of individuals living alone or with non-relatives—the neighborhood reflects a dynamic mix of families and single adults. Together, these characteristics reinforce the need for a community center that continues to serve youth while expanding inclusive, culturally responsive programs and gathering spaces for adults and older residents.

### RACIAL DIVERSITY:



### AGE:



Source: US Census 2020 - Census Tracts 6.01 and 6.02

## BOYS & GIRLS CLUB CORE PROGRAMMING

When the Mountain View Community Center was operated by the Boys & Girls Club (BGC) of Southcentral Alaska, the facility served youth before and after school and offered a range of academic, leadership, and wellness programs. The programs summarized below reflect the Boys & Girls Club model that was in place prior to the transition of the center to Anchorage Parks and Recreation and are based on program descriptions derived from BGC online platforms at the time of their operations.

<b>ACADEMIC</b>	<b>CHARACTER &amp; LEADERSHIP</b>	<b>HEALTHY LIFESTYLES</b>
<ul style="list-style-type: none"><li>• <i>Power Hour</i></li><li>• <i>DIY: STEM</i></li><li>• <i>Project Learn</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Keystone: The Ultimate Teen Project</i></li><li>• <i>Torch Club</i></li><li>• <i>Youth of the Year</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Smart Moves</i></li><li>• <i>Triple Play</i></li><li>• <i>Healthy Habits</i></li></ul>

*\*Youth athletics at the center were provided by outside organizations*

## BGC TRANSPORTATION

The Mountain View Boys & Girls Club offered transportation services for members to travel safely to and from school. Each morning, youth could gather at the center before being dropped off at school, and in the afternoon, they were picked up and returned to the facility. Unfortunately, this program was discontinued due to insufficient funding. The loss of this service created significant hardship for families, and parents faced greater difficulties coordinating schedules. As a result, both school attendance and participation at the Boys & Girls Club decreased.

## BGC STAFFING

During the Boys & Girls Club's operation of the center, staffing levels included multiple full-time employees, part-time staff, and Youth Development Professionals, many of whom were former Club members and served as mentors to current participants.

## BGC HOURS OF OPERATION

- *2 pm – 7 pm during the school year*
- *Scheduled school closure days: 11 am – 7 pm*
- *11 am – 6:30 pm in the summer (limited to 80 members max)*
- *Closed for holidays*

04

# PLANNING & OUTREACH

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## METHODS

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The Strategic Plan process included public engagement and outreach to ensure community interests and priorities were identified and incorporated into the overarching framework moving forward. Engagement efforts included public workshops, Advisory Committee meetings, pop-up events, and a community survey.

### PUBLIC WORKSHOP

The first public workshop took place on March 19, 2025, at the Mountain View Public Library. This workshop introduced the community to the transition plan, outlined upcoming opportunities for public involvement, and created space for participants to ask questions.

To gather meaningful input, attendees engaged in two interactive activities: a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) and a visioning exercise. During the SWOT activity, participants wrote down their ideas, which were organized by project team members on display boards. Participants then reviewed and voted for the themes that resonated most strongly with them.

Following a short break, attendees worked in small groups to develop a shared vision statement for a successful Mountain View Community Center. Each table collaboratively crafted a sentence describing their desired future, capturing community aspirations and helping inform the direction of the strategic plan.

### ADVISORY COMMITTEE MEETING #1

The first advisory committee meeting was held on April 9, 2025, at the Mountain View Community Center. At this meeting, the committee members reviewed and provided feedback on the draft community survey. Committee members offered valuable input on clarifying survey questions and suggested strategies for distributing the survey more effectively to reach the broader community.

A key takeaway from the discussion was the importance of inclusivity. Given that many Mountain View residents speak English as a second language, the committee recommended offering the survey in multiple languages to ensure wider accessibility and participation.

## ADVISORY COMMITTEE MEETING #2

The second advisory committee meeting was held on October 15, 2025, at the Mountain View Community Center. The meeting focused on reviewing the results of the community survey, which originally received 116 responses. Committee members expressed concern that the results might not fully reflect the broader community, noting that 47% of respondents reported they were not currently using the facility. Following this discussion, the committee agreed to extend the survey period to gather additional input and identify additional outreach events. The committee also discussed strategies for the upcoming Open House, including offering an informal facility tour to help attendees better understand the available spaces.

## PUBLIC OPEN HOUSE

The Public Open House was held in November at the Mountain View Community Center. This event provided community members with an opportunity to learn more about the center and share feedback on improvement priorities. Attendees were encouraged to explore the community center, suggest programming and facility improvements, and vote on different contributions. Feedback gathered at the open house offered valuable insights into potential new programs, facility and outreach opportunities for MVCC.

## SURVEY & POP-UP EVENTS

An 18-question survey was developed to gather more specific community feedback on the future vision for the Mountain View Community Center. Following recommendations from the advisory committee, the survey was offered in seven languages (English, Spanish, French, Tagalog, Arabic, Hmong, and Samoan) to ensure accessibility and inclusivity for Mountain View's diverse population.

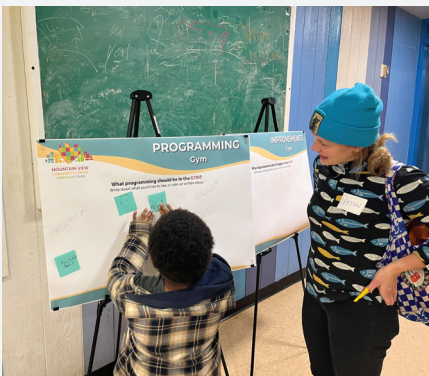
The survey opened on July 16, 2025 and was closed on February 5, 2026, with 123 responses collected. The survey was available both online through SurveyMonkey and in paper form at MVCC. To maximize participation, outreach efforts included social media posts, flyers distributed throughout the neighborhood, postcards mailed to Mountain View residents, announcements at Community Council meetings, text message notification sent to parents by a local school principal, and four pop-up events held at a local bank, a back-to-school event at MVCC, Mountain View Library Game Night, and the Thanksgiving Blessings event at MVCC.

## PUBLIC ENGAGEMENT COMMON THEMES

Several consistent themes emerged across both engagement efforts. First, community members strongly value the Community Center as a safe and trusted space for youth, highlighting caring staff, meaningful relationships, and accessible after-school activities as foundational strengths. Participants repeatedly expressed a desire to retain the welcoming, youth-focused feel established under the Boys & Girls Club, while enhancing quality, consistency, and access.

Second, there is a broad interest in expanding programming, both for youth and adults. Youth expressed enthusiasm for sports, music, art, and technology-based activities, while adults and families voiced interest in classes, wellness programming, and community events. Participants also emphasized the importance of food access, transportation, extended hours, and language accessibility as critical supports that enable participation.

Finally, community members consistently identified the need for facility improvements, including refreshed interiors, upgraded equipment, improved security, and better use of underutilized spaces such as the downstairs rooms. These themes reflect a shared vision of the Community Center as a vibrant, well-resourced community hub serving all ages.



## SWOT ANALYSIS SUMMARY



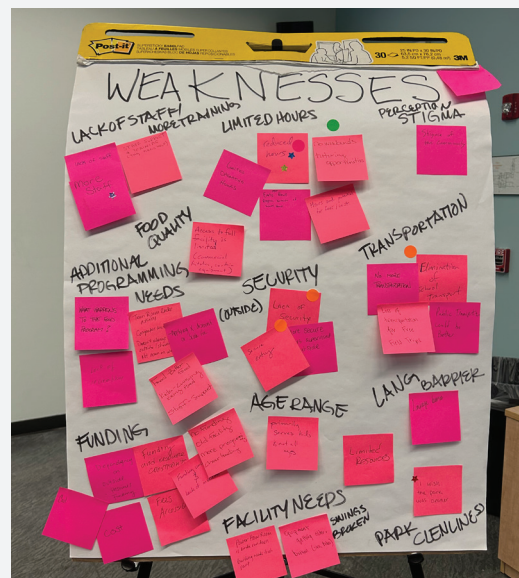
### STRENGTHS

Community members identified the Mountain View Community Center’s greatest strengths as its people, programs, and sense of belonging. Participants highlighted caring and consistent staff, strong relationships with youth, free or low-cost sports and activities, and the facility’s role as a safe place for neighborhood children. The gym, teen room, computer lab, and rentable event spaces were frequently cited as valued assets. The facility’s central and accessible location and its inclusive, community-centered approach were also noted as key strengths.



### WEAKNESSES

Key weaknesses focused on limited capacity and aging infrastructure. Participants raised concerns about reduced hours, lack of weekend access, loss of transportation services, and insufficient staffing and staff training. Facility-related issues, such as outdated equipment, worn interiors, limited technology, and food program uncertainty, were also frequently mentioned. Language barriers, funding instability, and concerns about safety outside the building further limit access for some residents.





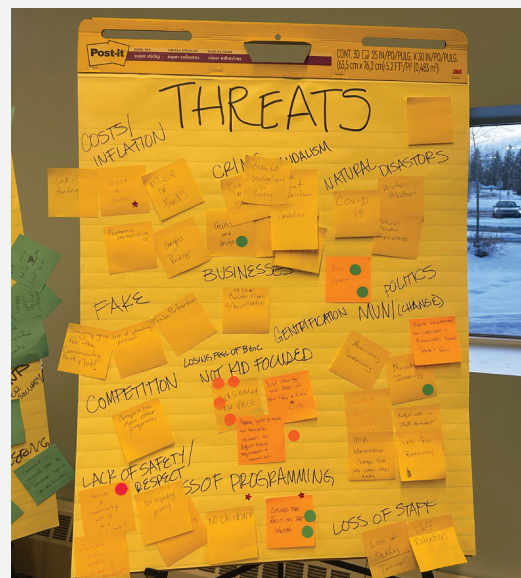
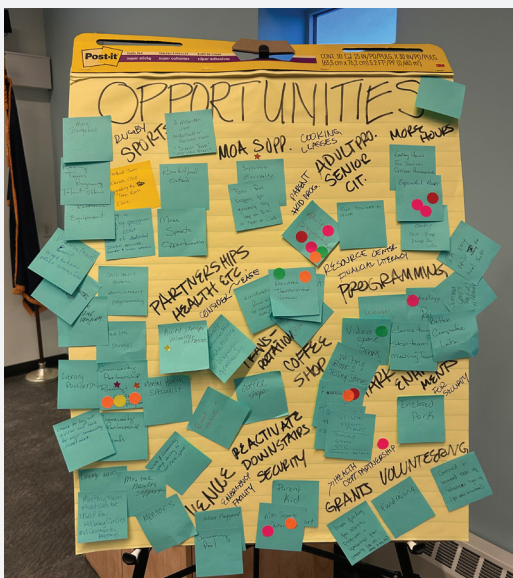
## OPPORTUNITIES

Community members identified significant opportunities to strengthen the facility through expanded programming, partnerships, and investment. Priorities included adult and senior programming, enhanced youth activities, improved technology and teen spaces, and culturally responsive programs with language access. Participants expressed strong interest in partnerships with schools, libraries, health providers, and community organizations, as well as grant funding, volunteer engagement, and dedicated transportation resources. Facility enhancements, such as reactivating downstairs spaces, improving security, and hosting community events, were also seen as opportunities to increase impact.



## THREATS

Perceived threats included funding uncertainty, staffing turnover, and broader neighborhood safety concerns. Participants expressed concern about crime, vandalism, rising costs, and potential loss of youth-focused programming during the transition to Parks and Recreation. Additional risks identified included bureaucratic barriers, inconsistent municipal support, competition from other programs, and external disruptions such as natural disasters or public health emergencies. Community members emphasized the importance of maintaining trust, accountability, and a strong youth voice to mitigate these risks.



## SURVEY HIGHLIGHTS

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As part of the Mountain View Community Center (MVCC) Strategic Plan, a community survey was conducted to better understand community priorities, participation patterns, and desired improvements. The survey was available online and in paper format from July 16, 2025 through February 5, 2026, and received 123 responses from parents, guardians, community members, educators, and other stakeholders.

## RESPONDENT PROFILE

Survey respondents represented a broad cross-section of the Mountain View community. More than half identified as parents or guardians, and many others participated as community members, educators, volunteers, or local partners. Respondents reflected a wide age range, with the largest share between 25 and 54 years old, indicating strong engagement from working-age adults and families.

Approximately 40% of participants identified as White, while 10% identified as American Indian or Alaska Native, 10% identified as Black or African American, 10% identified as Asian or Pacific Islander, 7% identified as Hispanic, and 22% identified as multiracial. While most respondents reported English as their primary language, several other languages such as Spanish, French, Samoan, Hmong, Yupik, and Nepali were represented, reinforcing the importance of inclusive and accessible communication.

## RELATIONSHIP TO MOUNTAIN VIEW COMMUNITY CENTER

About one-third of respondents have children who currently use the facility, while nearly half reported not currently using the facility, highlighting an opportunity to expand outreach and engagement. Other respondents reported interacting with the Community Center through rentals, events, food programs, or professional connections, such as teachers whose students attend programs.

## FACILITY AND OPERATIONAL IMPROVEMENTS

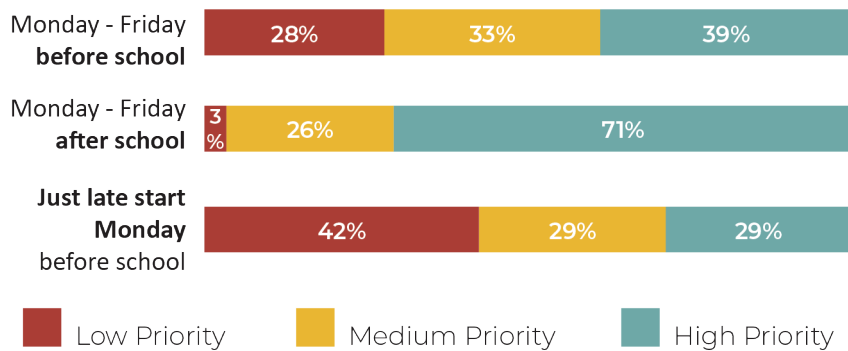
Respondents emphasized the importance of safety, security, and welcoming design. Frequently cited priorities included improving the building entrance with a staffed reception desk, enhancing security measures, better utilizing downstairs spaces, and investing in facility upgrades such as fresh paint, improved equipment, and enhanced technology.

## FOOD AND MEAL SERVICES

Food access emerged as an important theme. While not all respondents currently use meal services, those who do expressed strong interest in after-school snacks and dinner, with breakfast also identified as a priority by some households. These findings reinforce the role of the Community Center as a critical support for youth and families beyond recreation alone.

## TRANSPORTATION & ACCESS

Transportation was identified as an important factor influencing participation. Weekday after-school transportation (Monday–Friday) received the strongest support, with 71% of respondents identifying it as a high priority and an additional 26% as a medium priority. Weekday before-school transportation also showed meaningful support, with 39% ranking it as high priority and 33% as medium priority. Overall, the survey results indicate that expanding weekday after-school transportation in particular would have the greatest impact on improving access to programming and increasing participation.



## OVERALL SURVEY TAKEAWAY

Overall, survey responses affirm that the Mountain View Community Center is a highly valued neighborhood resource with strong community support. The survey highlights a clear desire to preserve the Community Center’s youth-focused, inclusive culture while expanding programming, improving facilities, increasing access, and strengthening operational capacity. These insights directly inform the vision, goals, and action items outlined in this Strategic Plan.

## PROGRAMMING PRIORITIES

Respondents expressed strong support for expanded youth programming, particularly after-school offerings during the school year and full-day or extended programming during the summer. Sports and recreation consistently ranked as top priorities for youth, with basketball, volleyball, indoor soccer, martial arts, and other athletic activities receiving the strongest interest.

In addition to sports, respondents placed high value on arts, music, cultural activities, STEM, and educational programs, reflecting a desire for well-rounded youth enrichment. There was also significant interest in adult programming, including fitness classes, cultural activities, life skills, and community events. This highlighted the importance of MVCC serving not only youth, but the broader community as a whole.

When asked about scheduling, 37% of respondents preferred that adult and youth programming occur at different times, while 23% were comfortable with them happening simultaneously if held in separate areas of the facility. These preferences suggest that offering programming at different times can serve as an effective starting point for balancing needs, while maintaining flexibility to support concurrent use and ensure MVCC remains a shared, inclusive space for all community members.



**37%** of respondents prefer adult & youth programming *not at the same time*



**19%** of respondents adult & youth programming can be *same time, similar areas of the facility*



**23%** of respondents prefer adult & youth programming *same time, different areas of the facility*



**16%** of respondents prefer *youth programming only*

\* The remaining 5% selected "Other." Comments indicated that it would depend on the program, as well as that there is interest in family nights.



# VISION, GOALS & ACTIONS

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## OVERVIEW

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The vision, goals, and action items are built on shared values and priorities, informed by staff input, stakeholder engagement, public workshops, and community feedback. Together, they establish a framework to guide the future development of the Mountain View Community Center.

The vision statement reflects the community's vision for the future of the MVCC, while the goals, supported by objectives, requirements, and actions, provide a roadmap for improvement, implementation, and assessment.

## VISION STATEMENT

The Mountain View Community Center is where children and young adults grow up confident, safe, and supported by mentors, neighbors, and opportunities that help them thrive and stay rooted in their community. It's a welcoming hub for everyone — a place to connect, play, learn, and grow together.

## GOALS

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- 1 | FOSTER A SAFE, JOYFUL SPACE FOR EVERY CHILD AND YOUNG ADULT
- 2 | INVEST IN YOUTH'S FUTURES
- 3 | STRENGTHEN THE CENTER AS A COMMUNITY HUB
- 4 | CREATE A BEAUTIFUL BUILDING AND CAMPUS

The goals and action tables in this chapter translate the community's vision for the Mountain View Community Center into clear, implementable steps. Each goal reflects a priority identified through community engagement and stakeholder input. For each goal, the table outlines specific objectives that define what success looks like, the requirements needed to achieve those objectives, and the actions that will guide implementation. Together, these tables provide a practical roadmap for decision-making, helping staff and partners understand roles, align resources, track progress, and adapt over time as conditions and community needs evolve.

# 1

# Foster a Safe, Joyful Space for Every Child and Young Adult

Create a facility and environment where youth feel secure, supported, and excited to show up.

OBJECTIVE	REQUIREMENTS	ACTION
<p><b>1.1</b> Create youth-centered spaces throughout the center that promote belonging, engagement, and positive social interaction.</p>	<ul style="list-style-type: none"> <li>• Ensure that renovations are youth focused, culturally inclusive, and age-appropriate.</li> <li>• Design spaces that support multiple uses, including programming, meals and gatherings</li> </ul>	<ul style="list-style-type: none"> <li>• Renovations to the Teen Room and Art Room</li> </ul>
<p><b>1.2</b> Establish a transportation system to and from schools</p>	<ul style="list-style-type: none"> <li>• Ensure safe and reliable transportation that removes barriers so youth can attend school and participate in programs</li> <li>• Prioritize Monday - Friday after school transportation, and provide before school transportation as capacity allows</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase 1-2 15-passenger vans</li> <li>• Hire 1-2 drivers</li> </ul>
<p><b>1.3</b> Strengthen the food program</p>	<ul style="list-style-type: none"> <li>• Provide consistent, nutritious meals that support youth well-being and program participation</li> <li>• Prioritize providing dinner, and expand to breakfast and after-school snacks as capacity allows</li> <li>• Align with USDA Child Nutrition Programs</li> <li>• Comply with MOA and State of Alaska food safety and health regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a nutritious meal program</li> <li>• Partner with a sponsor to help fund the Snack Shack</li> </ul>
<p><b>1.4</b> Provide staff training to meet all youth needs</p>	<ul style="list-style-type: none"> <li>• Training must be responsive to the specific needs, cultures, and experiences of the Mountain View community</li> </ul>	<ul style="list-style-type: none"> <li>• Bring together Fairview, Spenard, and Mountain View recreation centers for staff trainings</li> <li>• Develop training programs using internal and external partners</li> </ul>

# 2

## Invest in Youth's Futures

Expand programs that help young people build skills, confidence, and leadership while deepening connections with mentors and schools.

OBJECTIVE	REQUIREMENTS	ACTION
<b>2.1</b> Develop volunteer and mentorship opportunities	<ul style="list-style-type: none"><li>• Connect youth with adult role models who provide guidance, encouragement, and real-world exposure</li><li>• Establish clear volunteer and mentor roles with defined expectations</li><li>• Screening, background checks, and required training for all volunteers</li><li>• Accessible volunteer sign-up process</li></ul>	<ul style="list-style-type: none"><li>• Establish and maintain Mountain View specific community volunteer opportunities</li><li>• Create a community mentorship program to be supported by Mountain View staff</li></ul>
<b>2.2</b> Build partnerships with local schools and organizations	<ul style="list-style-type: none"><li>• Leverage partnerships to address gaps in mental health and health services, language access, and other critical supports identified by the community</li></ul>	<ul style="list-style-type: none"><li>• Build upon existing relationships with organizations like Providence Behavioral Health, Southcentral Foundation, and Cook Inlet Tribal Council</li><li>• Have an increased presence at school community functions</li></ul>
<b>2.3</b> Increase investment in youth programming	<ul style="list-style-type: none"><li>• Diversified funding sources to support long-term sustainability</li><li>• Budget alignment with program priorities and outcomes</li><li>• Increase investment in homework-focused programs, such as reading and math</li></ul>	<ul style="list-style-type: none"><li>• Invest in STEM opportunities to engage youth in active, project-based learning</li><li>• Create a reading program to provide a comfortable and quiet space for youth to read</li></ul>

# 3

## Strengthen the Center as a Community Hub

Expand programming for adults and families outside of core youth hours to make the center a welcoming space for all ages.

OBJECTIVE	REQUIREMENTS	ACTION
<b>3.1</b> Add adult-focused program	<ul style="list-style-type: none"><li>• Provide accessible programs that support adult well-being, skill-building, and community connection</li><li>• Programs should reflect community-identified interests and needs</li><li>• Ensure programming is affordable or free whenever possible</li><li>• Provide language access and culturally responsive programming</li></ul>	<ul style="list-style-type: none"><li>• Offer gym-based adult recreation opportunities during times when youth are not present</li><li>• Use the downstairs rooms to offer weekly pop-ups such as legal clinics, Medicaid, Food Stamps, etc.</li></ul>
<b>3.2</b> Create a central check-in desk for accessibility and connection	<ul style="list-style-type: none"><li>• Check-in area should be clearly visible, welcoming, and accessible</li><li>• System should support visitor tracking and youth safety protocols</li><li>• Should be staffed during all operating hours</li></ul>	<ul style="list-style-type: none"><li>• Install a formal check-in desk near the main entrance</li><li>• Implement sign-in and sign-out procedures for community members</li><li>• Train staff and volunteers to serve as greeters and information resources</li><li>• Use the check-in desk to share program information and community resources</li></ul>
<b>3.3</b> Develop family and early childhood programming	<ul style="list-style-type: none"><li>• Support families with young children through programming that promotes early learning, parenting support, and family connection</li></ul>	<ul style="list-style-type: none"><li>• Test out adding a toddler time in one of the rooms</li><li>• Create opportunities for evening events and family nights</li></ul>

# 4

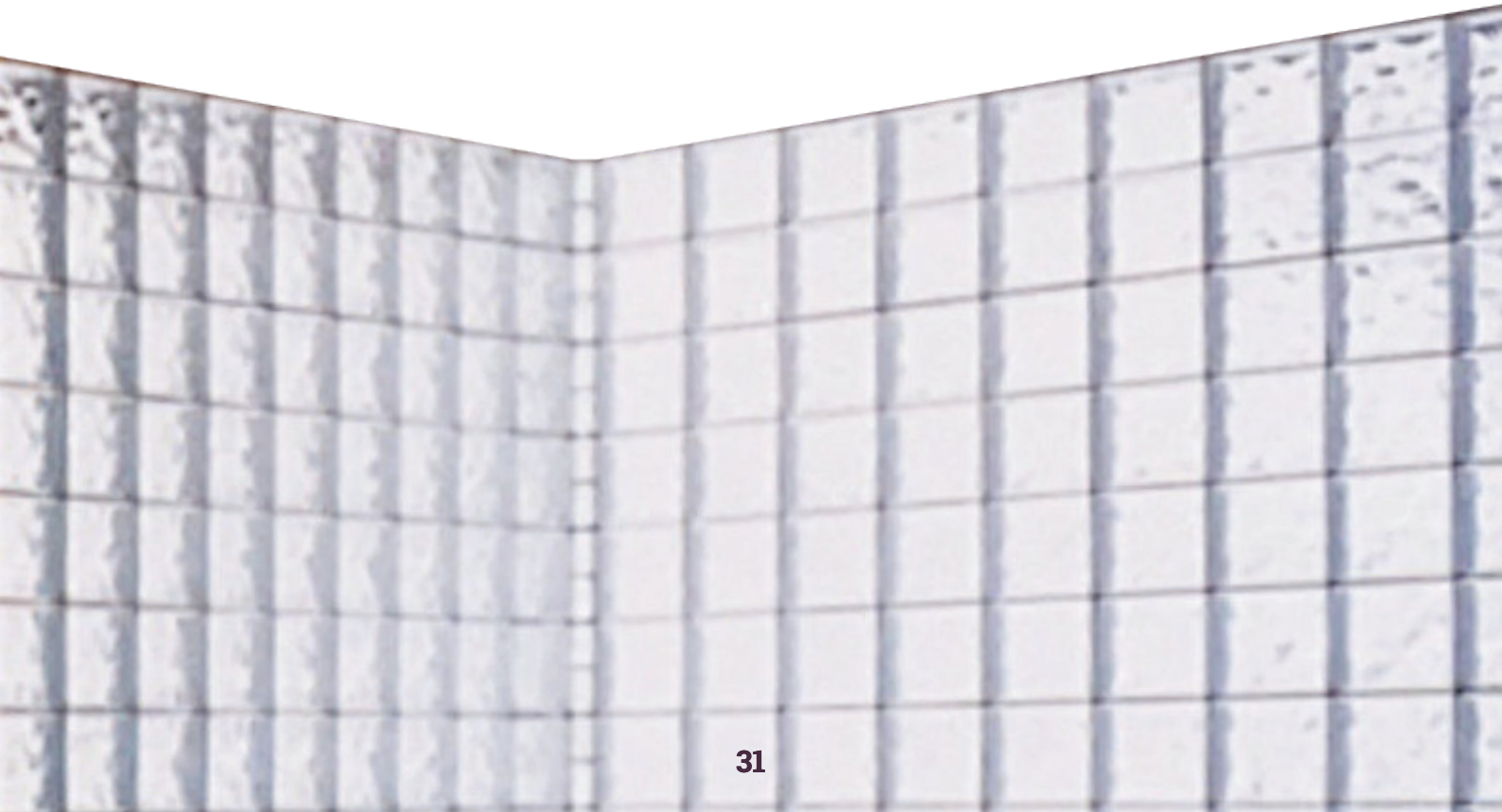
## Create a Beautiful Building and Campus

Ensure the physical environment reflects the pride and energy of Mountain View — safe, well-maintained, and revitalized.

OBJECTIVE	REQUIREMENTS	ACTION
<p><b>4.1</b> Improve the building entrance, façade, and gardens</p>	<ul style="list-style-type: none"><li>• Create an inviting and functional exterior that promotes safety, accessibility, and community pride</li><li>• Improvements should reflect the character and culture of the Mountain View community</li><li>• Improvements should create a sense of safety and security for youth and families coming in and out of the facility</li></ul>	<ul style="list-style-type: none"><li>• Pursue funding for capital improvements such as:<ul style="list-style-type: none"><li>▪ Improvements to the exterior of the building and entry areas</li><li>▪ Improvements to the stairs on the west side of the building</li></ul></li><li>• Purchase a supply of bike locks to loan out to youth as needed</li></ul>
<p><b>4.2</b> Incorporate community art and landscaping that reflect local identity</p>	<ul style="list-style-type: none"><li>• Art and landscaping should reflect the cultures, histories, and voices of the Mountain View community</li><li>• Youth and community members should be meaningfully involved in design and creation</li><li>• Partner with local artists, schools, and cultural organizations</li><li>• Use public art and landscaping projects as opportunities for youth learning and leadership</li></ul>	<ul style="list-style-type: none"><li>• As capital improvements are designed, seek opportunities to incorporate local identity</li></ul>



# NEXT STEPS



## FUNDING

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In order to accomplish the goals of the Mountain View Community Center as laid out in this Strategic Plan, Anchorage Parks and Recreation will pursue a mix of funding. For larger building improvements such as repairs and renovations, the department will work with the Municipality of Anchorage to include priority projects in future bond packages that go before voters. These bonds are one of the main tools the city uses to support long-term facility improvements.

At the same time, the department will seek grants and partnership funding to help cover costs and expand what can be accomplished. This includes applying for state and federal grants and seeking support from local organizations. By combining these funding sources, Parks and Recreation can stretch available dollars further and deliver meaningful improvements that reflect community needs.

## ANNUAL PROGRESS REPORTS

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The Mountain View Community Center Strategic Plan will be treated as a living document and will be revisited each year to ensure it continues to reflect community needs, available resources, and changing priorities. Anchorage Parks and Recreation will review progress annually with staff and community partners, identify what has been completed, and adjust next steps as needed. This annual check-in will help keep the plan realistic and focused, while allowing flexibility as new opportunities and challenges arise.

Each year, Parks & Recreation will also provide a public progress report that highlights key accomplishments, ongoing work, and what is planned next. This will include clear updates on facility improvements, partnerships, and program growth—similar to the progress reporting format used for the Fairview Recreation Center Strategic Plan.

## CONTINUED COMMUNITY INVOLVEMENT

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Ongoing community involvement will be essential to ensuring that the Mountain View Community Center (MVCC) continues to reflect community priorities and remains responsive over time. In addition to the annual progress reports outlined above, Anchorage Parks and Recreation will pursue several strategies to support continued engagement and accountability.

Regular updates will be provided to the Mountain View Community Council, with quarterly reporting as a goal where feasible, or at a minimum on a biannual basis. These updates will offer an opportunity to share progress, discuss challenges, and receive direct input from community representatives.

To help track implementation and inform decision-making, Parks and Recreation will monitor key metrics as feasible. These may include program attendance and participation rates, overall facility usage (including peak and underutilized times), transportation usage, and meals served. Tracking these indicators will help identify trends, measure impact, and guide adjustments to programming and operations.

Additionally, approximately one year following implementation of the Strategic Plan, Parks and Recreation will conduct a community survey and/or host a community meeting to assess progress and gather feedback. This milestone will provide an opportunity to evaluate what is working well, identify areas for improvement, and ensure that MVCC continues to serve both youth and the broader community effectively.