

Chapter 6:

Strategies and Policy Guide

The East Anchorage District Plan identifies 10 key strategies in this chapter to achieve the District Vision. The strategies are divided into **land use and zoning**, **transportation**, and **social and economic** categories. The strategies include a range of actions, from coordinating public investments and creating strategic partnerships to revising current policies and practices. These strategies and their corresponding actions should be used when making development-related and investment decisions in the East Anchorage District.

A description of each key strategy is provided followed by the desired outcomes and related actions.

*Summary of Strategies***Land Use and Zoning**

1. Maintain and strengthen existing neighborhoods by creating places where existing residents want to stay and new residents are attracted to live.
2. Improve arterials with new and productive land uses.
3. Promote housing that reflects changing needs and preferences.
4. Make development decisions predictable, fair and cost-effective.

Transportation

1. Improve local and regional connectivity within the East Anchorage District by enhancing walking, biking and ski options.
2. Support development of an improved regional bus system or transit/BRT corridor.
3. Improve the safety on major roadways.

Social and Economic

1. Encourage the growth of local and regional businesses.
2. Expand and improve access to needed social services.
3. Coordinate locally, regionally, state, and with JBER.

*Land Use and Zoning Strategies***LAND USE & ZONING STRATEGY 1**

Maintain and strengthen existing neighborhoods by creating places where residents want to stay and new residents are attracted to live.

East Anchorage has an eclectic mix of stable neighborhoods that should be protected as development and redevelopment occurs nearby. These neighborhoods can be strengthened by increasing connectivity, within and between neighborhoods, as well as creating new connections to nearby services and retail establishments. In some areas, existing neighborhoods need additional attention where buildings are aging or not well maintained, empty lots exist or landlords are not maintaining required safe housing standards.

Desired Outcome:

Stable neighborhoods thrive and the District offers quality housing to new and existing residents.

Policy Actions:

1. Use the policies in this Plan to guide development, rezoning, subdivision and zoning decisions to ensure that new development does not compromise the unique characteristics and stability of existing neighborhoods. *[Planning Department, Planning Commission and Assembly]*
2. As new housing development or infill housing development occurs in the established single family neighborhoods, minimize negative impacts and developments that are out of character.
3. Facilitate communication between community councils, other organized groups and the Municipality to expand public involvement and provide easy access to information for all residents. *[Planning Department]*

Desired Outcome:

New development is compatible with surrounding neighborhoods.

Policy Actions:

1. Rezoning requests and other discretionary actions for neighborhood-serving office, retail, or other non-residential uses should only be approved in neighborhood centers or town centers – primarily on significant roadways or at key intersections – as guided by the District Land Use Map.
2. New mixed use areas and neighborhood centers on former residential sites must include residential units in order to minimize loss of residential capacity.
3. Educate and inform the community councils of how to review and comment effectively on zoning and plotting actions for consistency with this plan.

Desired Outcome:

Neighborhoods that are aging, or not currently well maintained, are improved and stabilized.

Policy Actions:

1. Create, update and use an infill and revitalization toolkit to help facilitate housing development in existing residential neighborhoods. This could include preparation and maintenance of an active inventory of available lots, financing packages, and pre-approved building plans.

2. Prepare and implement new small area or neighborhood target plans that implement desired zoning. In areas such as redeveloping trailer courts, a small area plan developed with property owners and adjacent land owners would show how new development could be integrated into the community, have support of adjacent home owners, and attract potential developers.
3. Base new development on current market needs and desired community uses so that new businesses are effective, sustainable and catalyze momentum.
4. The Planning Department should consider use of incentives, including changes in Title 21 such as PC District minimum acres, minimum densities and transition standards.
5. Build public/private/nonprofit partnerships to create effective resources and identify financial packages that will incentivize desired development.
6. Assemble sites for implementation.

Desired Outcome:

East Anchorage continues to allow a variety of housing opportunities in well-designed neighborhoods with housing for all income levels.

Policy Actions:

1. Plan and design new development so that neighborhoods are served by, and are accessible to, local-serving commercial areas, parks, cultural areas, open space, libraries, and schools. Place local-serving retail and employment opportunities in proximity to workforce and affordable housing.

Desired Outcome:

Zoning and development decisions demonstrate consistency with the East Anchorage District Plan and Anchorage 2020 goals and policies.

Policy Actions:

1. Review zoning requests for consistency with the Comprehensive Plan and the District Land Use Map so that private development can do the following:
 - » Maintain a healthy balance of jobs and households
 - » Protect and stabilize existing neighborhoods
 - » Increase the density of residential areas where appropriate
 - » Establish healthy neighborhoods
 - » Emphasize mixed-use development that includes residential units,

- especially in town centers, along bus and transit routes and in redeveloping commercial areas
- » Maintain an adequate transportation and circulation system
 - » Provide land use consistent with the established housing targets in the *Anchorage Housing Market Analysis*
 - » Protect employment centers
2. Evaluate how to revise Title 21 to allow for up to 40 gross dwellings per unit area in R-3 districts in and around Town Centers.

LAND USE & ZONING STRATEGY 2

Improve arterials with new uses.

Similar to most of the Bowl and similar areas throughout the country, East Anchorage has aging strip centers, some of which struggle to remain occupied and economically viable. Some corridors, such as the stretch of Muldoon Road between DeBarr and Northern Lights, are prime for redevelopment.

As commercial strip centers age and become vacant, owners look for viable opportunities to redevelop their property. Existing one-story buildings previously used for commercial or light industrial uses

(e.g. auto repair shops) can be adapted to become more advantageous locations for new and growing local businesses, providing goods and services desired by the community. Refreshing the façades and architectural details of these buildings is another opportunity to enhance the community aesthetic. Many of these types of redevelopment sites are otherwise problematic given Title 21 requirements, which can make new uses infeasible. The land use designation and strategies for the Muldoon Corridor provide a means for supporting viable reuse.

Another issue facing the District is aging, single-family residential areas located on busy thoroughfares. Single-use, residential developments along busy thoroughfares are difficult to maintain over time because they lack the kinds of commercial-based uses that attract new investment and that provide needed services to nearby residents. However, redevelopment activity in many places around the country is working to enliven similar thoroughfares and arterials by transitioning to well-designed mixed-use developments that include commercial, retail, restaurant and office uses, as well as new residential opportunities.

This type of development trend – that encourages a mix of residential and nonresidential uses on commercially zoned property or low-density residential property – increases and diversifies opportunities for housing, creates lively neighborhood centers and creates new destinations for existing neighborhoods. Increased services and pedestrian activity along the road will also attract more business customers and activity, increasing the attractiveness of nearby residential. In most cases this kind of redevelopment trend increases property values for both residential and commercial sites.

Desired Outcome:

New development is integrated into the community with connections to transit, and pedestrian and bike facilities.

Policy Actions:

1. Create small area plans for targeted redevelopment areas so that new development includes access to neighborhood commercial areas, parks, cultural areas, open space, libraries, and schools.

2. When reviewing zoning requests, conditional uses and plats, consider neighborhood access to retail, parks and services. An example would be a small areas plan for the North Muldoon Corridor.
3. Locate new institutional uses, such as schools, libraries, parks, and open space areas within walking distance of homes. Coordinate with school district and other city services to provide safe walking to new facilities.
4. Provide safe, accessible and direct routes (e.g. sidewalks, pathways, adequate signage) for schoolchildren and their parents.
5. Evaluate the potential of a new overlay district for North Muldoon Corridor to implement future mixed use character. Consideration should be given to speed limit reduction in North Muldoon and around neighborhood centers. As an alternative the new T21 commercial center overlay district could be applied here.

Desired Outcome:

As existing commercial development ages, it is replaced with mixed-use neighborhood centers that provide housing and supportive services in proximity to one another. These areas are highlighted on the redevelopment map and the District Land Use Map.

Policy Actions:

1. Establish a program that promotes the reuse and/or redevelopment of aging and low-density housing types, while preserving the affordability of an area, through a variety of mechanisms including site design guidelines, zoning changes where applicable and development incentives such as tax credits for affordable housing.
2. As they age and/or are sold, transition mobile home housing to narrow house designs on small-lot subdivisions or other higher density housing types. This could include both single units per lot as well as multi-family units.
3. Future mixed-use zoning on sites designated by the land use map should include residential units.

4. As roads are improved, leverage transportation projects to increase connectivity and accommodate density for existing and new development. Adhere to or exceed minimum pedestrian facility standards.

LAND USE & ZONING STRATEGY 3

Promote housing that reflects changing needs and preferences.

A majority of the land in the District is developed in residential uses. Although it includes a mix of housing types, the largest amount of land is devoted to single-family homes and mobile home parks on larger parcels. The majority of housing (57%) are multi-family units and most housing was built prior to 1980. New multi-family and townhome options are few.

Across the country, family household sizes are shrinking due to an aging population and fewer children per family. Since Anchorage faces similar demographic changes, the District is likely to follow this national trend of smaller household sizes.

Desired Outcome:

East Anchorage has a wider selection of housing options and opportunities, with an emphasis on providing compact, single-family housing, townhomes, and mixed-use development.

Policy Actions:

1. Respond to changing housing needs and preferences.
2. Reevaluate and amend Title 21 as needed to ensure that it allows for the variety of new housing types recommended in this plan
3. Consider integrating the following guidelines into the Title 21 mixed-use design standards:
 - » Integrate open space and trail connections.
 - » Provide storage space for outdoor activity equipment.
 - » Incorporate products suited to northern climates into design details.
 - » Allow for housing with diverse characteristics, including both urban and suburban, to accommodate all family types and ages.
 - » Allow redevelopment of large-lot

single-family areas to smaller lot single-family types (townhomes, cottage housing and duplexes) by rezoning vacant or underutilized properties to allow for smaller lot subdivisions.

- » Develop and provide off-the-shelf housing plans that reduce redevelopment costs and promote affordability of new development.

Desired Outcome:

Healthy communities and lifestyles are promoted.

Actions:

1. Address access issues to adequate medical care by linking transit service to medical facilities.
2. Partner with schools and community centers to address health issues and healthy lifestyles.
3. Create walkable communities and enhance recreational areas to encourage walking and biking via site plan reviews and small area plans.

LAND USE & ZONING STRATEGY 4**Make development decisions predictable, fair and cost-effective.**

A primary barrier to development is often caused by processes or regulations that don't allow for the kinds of options desired by the market. This is frequently caused by development preferences and market changes outpacing policy and regulation changes. Ensuring that land use regulations are flexible enough to allow many options – traditional and emerging trends – promotes investment and growth. Further, investors need predictability to attract sustainable development. This means they need assurance that their investment is protected and that adjacent development will be compatible with their investment. Development standards help to create this predictability and are another way of attracting new development and redevelopment.

Another strategy to reduce barriers and attract development is through an informed and involved citizenry who supports development activity and wants predictability for their neighborhoods. To create a positive environment for change, it is important to adhere to an adopted vision for the area, as well as foster open and inclusive discussions about

development decisions. To accomplish this, areas of the District and larger parcels that are experiencing change and redevelopment should be guided by a small area plan. Small area plans foster successful implementation through their ability to garner support from adjacent neighborhoods and by working to ensure a profitable return for the developers. Establishing a small area or neighborhood planning process also creates support for a feasible development plan and establishes a clear land use program that enables implementation of build-by-right zoning standards for desired buildings and uses.

Desired Outcome:

Land use and investment decisions are consistent with the District Vision and Land Use Map and development processes are streamlined so that fewer approvals are required.

Policy Actions:

1. Incorporate the Vision Map and District Land Use Map into the Anchorage Land Use Plan Map to guide development and transportation policy decisions.

Desired Outcome:

As redevelopment occurs in the District, minimize the displacement of existing low-income households.

Policy Actions:

1. As mobile home parks and other aging residential areas are redeveloped, the Municipality should partner with housing providers, such as Cook Inlet Housing and senior housing providers to incentivize development of new and affordable housing units.
2. Evaluate other methods of including a broader mix of housing types, rental ranges and purchase prices for new developments.

Desired Outcome:

Decision-makers have clear and objective standards for land use planning decisions and implementation.

Policy Actions:

1. Develop clear and objective standards for making land use planning decisions in small area plans.
2. Create a public involvement process that achieves long-term consensus rather than project-by-project evaluation and approval.
3. Develop and use a standard small area or neighborhood planning process to develop a long-range vision for new centers, neighborhoods, and areas in need of revitalization and reinvestment.

4. Design the small area and neighborhood planning process to maximize local public input and identify key implementation steps. The resulting plans should reflect neighborhood needs and desires, and support the East Anchorage Vision.
5. When possible, utilize return-on-investment modeling for these small areas plans to further guide new development options based on current market conditions and feasibility

Transportation Strategies

Unlike land use policies that guide the development of private property, transportation policies primarily address the public infrastructure of streets, alleys, (or rights-of-way) bikeways, sidewalks, and transit services. Additionally, transportation policies influence how private development affects the transportation system both directly, via physical improvements (e.g. management of auto access across city rights-of-way, or the construction of streets as part of new development), as well as indirectly through programs that reduce travel demand and encourage automobile alternatives.

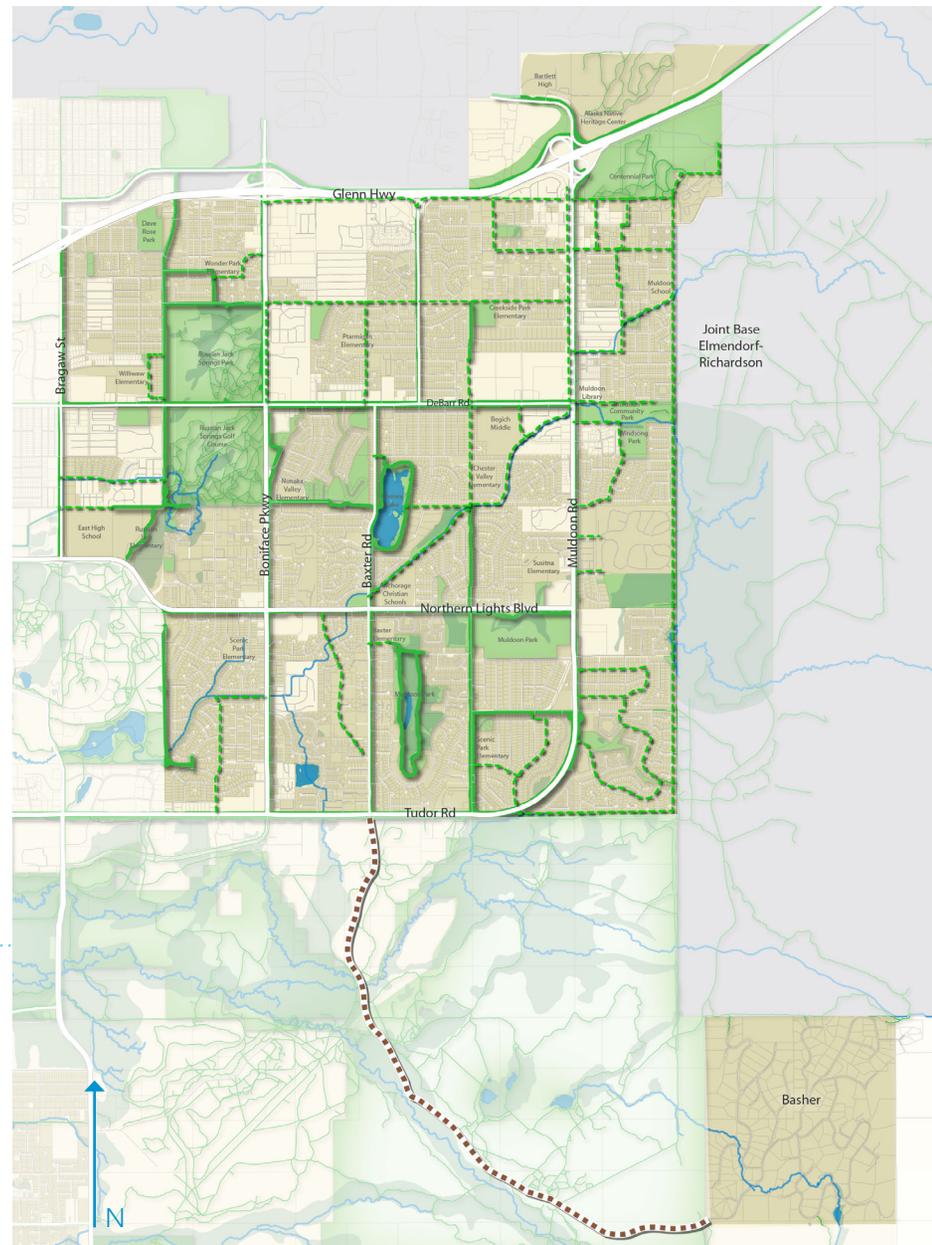
TRANSPORTATION STRATEGY 1

Improve local and regional connectivity within the District by enhancing walking, biking and ski options.

While East Anchorage is known for its extensive parks and trail system, there is opportunity to increase access to natural spaces by adding strategic trail connections to form a more cohesive and connected greenspace network. Residents place a lot of value on their recreation opportunities and an improved and better connected path system will support this. Additionally, when connected to the regional system, the District's trails will provide a transportation alternative to driving or transit. Priority should be placed on connecting the District to existing trails in Anchorage, including the Chester Creek Trail, Glenn Highway Trail and the Campbell Creek Trail, and ensuring that neighborhoods are designed with internal pedestrian and bike connections in mind. Creating

Proposed Paths and Trails

-  Parks and open space
-  Proposed trails and paths
-  Existing trails and paths
-  Proposed multi-use connection to Basher



seamless connections would allow residents to walk, bike or ski on these trails and paths to reach schools, retail centers and other destinations from their neighborhoods.

Muldoon Perimeter Trail

The concept of a perimeter, regional trail corridor at the neighborhood-JBER interface has been long held as a future asset to the District residents. Included as a planned multi-use trail in the 1998 Areawide Trails Plan, the concept is generally located at the District's east edge along the JBER boundary. It has gained interest with the bicycle commuting community as well as with participants of the East District planning process who selected it as an important feature to both the District and Bowl-wide trail users. It is also identified as a fundamental link in the Anchorage Bowl trail network.

However, the District planning process also brought forth issues raised by the trail's location and fundamental conflicts concerning its proximity to JBER. Besides concerns about general public access to military training areas, the trail may be in direct conflict with the safety-zones used for live military training exercises. Before this perimeter trail can be considered, there will need to be resolution of its location relative to safety-zones, design, use restrictions, the need for barriers to public entry to

JBER land, terms of construction access, environmental conflicts and permitting, and the need for JBER-Municipality use agreements. This trail will remain conceptual until these conflicts and issues can be addressed and resolved. The revision to the Areawide Trails Plan would be the ideal implementation avenue for this.

Desired Outcome:

All neighborhoods in East Anchorage are interconnected and access the regional trail system.

Policy Actions:

1. Prioritize implementation projects and actions from the 2007 Anchorage Pedestrian Plan in East Anchorage, focusing on:
 - » Filling in missing sidewalks.
 - » Improving crossings and installing new lighting on roads throughout the study area.
2. Prioritize implementation projects and actions from the 2010 Anchorage Bike Plan within East Anchorage including the following recommendations:
 - » Review new plats to ensure that connections to adjacent residential and neighborhood services are provided.
 - » Require that subdivisions provide for safe internal flow of bikes and

pedestrians, in addition to auto traffic.

- » Require new subdivisions to provide connections to the trail system.

Desired Outcome:

Connectivity is increased throughout the district and new development is designed to increase internal connections and travel options.

Policy Actions:

3. Prioritize access to off-street trails with a concentration on connecting homes and neighborhoods to schools, retail, employment, and recreation.
4. Plan for mixed-use development patterns that provide access options for daily public transit services, as well as bike and pedestrian connections, in order to minimize local auto trips and roadway congestion.

TRANSPORTATION STRATEGY 2

Support development of an improved regional bus system or transit/BRT corridor in the District.

Increasing transportation options produces economic, social and environmental benefits. For the transit-dependent population, improved transit efficiency and expanded options increase access to social services,

educational opportunities, medical services, and jobs. As the population increases in East Anchorage, traffic congestion is also likely to increase. Appealing alternative transportation choices can relieve some of that congestion, taking cars off the road and thus providing a community-wide benefit. Such improvements may result in new bus routes including circulator routes, higher frequencies on existing routes, appropriately-sized buses for the type of service required, increasing transit access through park-n-rides, better pedestrian connections and amenities, and improved bike access and amenities.

The People Mover currently runs over 40 buses on 15 fixed routes, with one of the major transfer centers located near the intersection of Muldoon Road and DeBarr Road. The District has an annual average of approximately 14,000 passengers a day using transit, making service provision a high priority.

In the future, consideration should be given to enhancing transit service between East Anchorage and downtown through a bus rapid transit (BRT) and/or a high-frequency bus system. Ultimately, similar service to the Mat-Su Valley would provide regional connections to lessen congestion

and improve the overall transportation system. Transit improvements should also be coordinated with roadway design projects and consideration given to installing intelligent transportation systems such as bus priority signalization, real-time bus route and transfer information at user-friendly kiosks, and information from variable message signs. These tools not only enhance transit by competing with the auto for convenience and travel times, but act as a solid public investment that stimulates private interest in development and redevelopment.

Several major corridors run through East Anchorage connecting to important employment centers such as downtown, midtown, and the University and Medical Districts. The existing road network provides the framework for an improved bus system or BRT corridor. Major roads that connect popular destinations like downtown and Tikahtnu Commons – that also have plenty of road right-of-way available – are candidates for a BRT system. Other roads with potential to support BRT include Glenn Highway, Muldoon and Tudor.

Desired Outcome:

Transit facilities in the district are improved.

Policy Actions:

1. Implement the short-term recommendations in 2035 MTP including:
 - » Locate a new transit hub near town center development in the vicinity of Debarr and Muldoon.
 - » Upgrade bus stop sites to meet requirements of the Americans with Disabilities Act (ADA) and operational needs. Typical improvements include bus shelters, benches, trash receptacles, landscaping, grading, paving, utility relocations, lighting, pathways, and turnouts.
 - » Provide enhanced bus facilities at town centers, community centers and major destinations.

Desired Outcome:

Initiate planning for long-term enhanced transit service between East Anchorage and downtown and northern communities.

Policy Actions:

1. Initiate a BRT feasibility study to

connect East Anchorage to downtown, possibly to the Mat-Su Valley or the communities in Chugiak-Eagle River.

2. Explore implementation of intelligent transportation systems (ITS) that use technologies to improve the safety, security and efficiency of the transportation system through informing users of transportation issues, delays and next bus arrivals.

TRANSPORTATION STRATEGY 3

Improve the safety on major roadways.

East Anchorage's arterials provide three types of vehicular service:

- People who live or work outside of the District traveling through East Anchorage to access other areas of the Bowl.
- People who live or work inside the District using the arterials to travel to other parts of the Bowl.
- People who live and work inside the District using the arterials for their local connections within or near the District.

This use of major roadways creates conflicts between people who want to move through the District quickly on their way to further away destinations, and those who are using major roadways to get to

their favorite neighborhood restaurant because the lack of local street connectivity between residential and commercial areas requires them to. Recent improvements on Tudor and Muldoon have addressed some of the vehicular safety issues posed by high traffic levels and competing travel patterns by providing turn lanes, medians, and some curb and sidewalk improvements.

Pedestrians are the most vulnerable user of the transportation system. As a pedestrian, motor vehicle speeds greatly affect the severity of crashes and impact fatality rates. Streets with high pedestrian activity should maintain slow motor vehicle speeds, and in particular, areas close to parks, schools and similar pedestrian destinations should require special pedestrian consideration. Pedestrian-oriented designs should also aim to minimize conflicts with motorized traffic. Intersections should be designed for pedestrians of all ages and abilities. ADA compliant curb ramps, crosswalks and accessible pedestrian signals should be provided to the maximum extent feasible.

Desired Outcome:

Ongoing safety enhancements are completed along Muldoon, Tudor and other major thoroughfares.

Policy Actions:

1. Complete existing improvement program to provide medians, turning lanes and curb and sidewalk improvements.
2. Work with ADOT&PF for consideration of reduced speed sections from DeBarr to the Glenn Highway

Desired Outcome:

Access management along thoroughfares is improved.

Policy Actions:

1. Adopt an access management policy for major thoroughfares to control the number of driveway cuts onto thoroughfares and collectors, and to promote internal access on new development sites.
2. Consult traffic studies that have analyzed crash hotspots. Create a traffic safety review panel or use the AMATS Bike Pedestrian Advisory Committee, which will identify and seek solutions to reoccurring collision sites in the district.
3. Partner with ADOT&PF and their Highway Safety Improvement Program to address reoccurring collision sites with appropriate corrective actions.

4. Implement access management best practices including, where feasible:
 - » Minimize the frequency of driveways and provide access internally or via alleys, where possible. Evaluate driveway consolidation where driveway spacing is less than 50 feet.
 - » Vehicles entering the right-of-way are required to yield to all cross traffic, including pedestrians. Convey this requirement through the design of the driveway/sidewalk interface, distinguishing driveways from roadway intersections.
 - » Clearly delineate the sidewalk across the driveway and maintain the grade, slope and material of the adjacent sidewalk on either side.
 - » Meet current ADA guidelines.
 - » Maintain a 5-foot minimum sidewalk across driveways with no more than a 2% cross slope.
 - » Place driveways a minimum of 20 feet from crosswalks to provide good sight lines between vehicles and pedestrians, and so that vehicles do not block the visibility of pedestrians.

Desired Outcome:

Pedestrian, bicycle and vehicular conflict areas are made safer through signage, roadway and sidewalk enhancements, and other traffic control mechanisms.

Policy Actions:

1. Assess the need for improved pedestrian lighting and develop a program to install enhanced lighting as road improvements or development occurs. Pedestrian lighting is particularly important in business districts along mixed-use street

types where it can enhance the environment and highlight businesses. Best practices for a pedestrian lighting program include:

- » Prioritize pedestrian lighting at intersections and mid-block pedestrian crossings.
 - » Provide pedestrian-level lighting at both sides of crosswalks.
 - » Use lampposts lower than 20 feet tall and combine with roadway scale lighting in high-activity areas.
 - » Incorporate dark-sky and cutoff features when installing new pedestrian lighting.
 - » Place light poles so they do not impede the sidewalk, are located three feet from the curb face and five feet from fixed objects such as fire hydrants.
2. Design and install crosswalks and signalization with the goal of creating pedestrian-friendly walking environments. Best practices include:
 - » Crosswalks should be a minimum of 10 feet wide.
 - » When locating crosswalks, maximize the visibility of pedestrians to turning vehicle movements.
 - » Provide pedestrian signal heads at all signalized intersections for all marked crosswalks. Install crosswalks on all legs of a signalized intersection unless determined otherwise by an engineering study.
 - » Set timing for each phase to account for the walking speeds of people of all ages and abilities, especially children, the elderly and disabled.
 - » For crosswalks without a stop sign or traffic signal, provide enhanced signage to ensure that pedestrians are visible.

3. Evaluate use of maintenance agreements with ADOT&PF wherein the MOA takes full time responsibility of pedestrian and sidewalk features along state roads.

Social and Economic Strategies

SOCIAL & ECONOMIC STRATEGY 1

Encourage the growth of local and regional businesses.

East Anchorage stakeholders expressed a need to expand existing businesses and attract new business by capitalizing on the District's quality of life, natural beauty, diversity, and uniqueness. The diversity of the District supports creativity and uniqueness. Residents and stakeholders would like to create a financial climate that encourages entrepreneurs to start up, expand or relocate to East Anchorage. In addition, residents feel that the District has a need for targeted job training beyond what is currently offered to enable young workers to find area jobs.

The major economic sectors for Anchorage are transportation, the military, oil and

gas, local and federal government, and convention and tourism. Finance, construction, education, and healthcare are also significant contributors to the economy. With the District's central position within the region, and its proximity to Elmendorf and Fort Richardson, East Anchorage is in a prime location to provide jobs for people of all ages. It is one of the most diverse districts in Anchorage.

Expansion of local businesses can be limited by a shortage of skilled workers, while young people capable of performing these jobs go untrained. A program that trains young people in core workplace competencies, as well as effectively integrates them into various work settings, provides a benefit to both the employee and to those businesses wanting to grow.

This recommendation would be implemented through a partnership of economic development organizations, business groups and community organizations.

Desired Outcome:

East Anchorage has expanded training opportunities for area youth to engage in the 21st century economy.

Policy Actions:

1. Foster cooperation among civic, business and government entities to develop training programs that result in filling current job opportunities. Businesses and industries who have unfulfilled job openings should partner with job training organizations to meet their needs.
2. Conduct a study of existing businesses in the District to better understand their current needs, as well as to identify ways to prepare new employees as existing businesses expand or other businesses move into the area. The study should include an analysis of existing job training programs and gaps and a plan for serving youth and the district's diverse populations.
3. Provide outreach to existing local businesses to learn more about their opportunities and issues, and work with them to address the issues and help them pursue opportunities.
4. Develop high school programs to train students for available, local jobs.
5. Design and implement high school program curriculum to meet employment requirements as well as

- establish a program to assess students' interests, aptitudes and abilities.
6. Use existing training facilities or schools and secure apprenticeship arrangements with local businesses to conduct hands-on education.
 7. Develop training programs for the East Anchorage workforce to ensure that residents are prepared to fill future employment opportunities.
 8. Study emerging businesses and develop training programs to meet those industry needs. Such industries could be businesses associated with the military, medical field, oil and gas industry, or other leading employers.
 9. Work with local business leaders to establish basic entry-level job descriptions and requirements. Requirements would be comprehensive, not just specific trade skills, but other important qualities to be a successful employee, e.g. responsible behavior, safety consciousness, communication ability, problem solving, performance expectations, and teamwork.
 10. Provide training prior to employment so that workers are ready to be hired.

Desired Outcome:

East Anchorage has development-ready sites to attract new business.

Policy Actions:

1. Work with property owners of vacant land or with aging structures to help them prepare and plan for new economic development opportunities including the creation and/or expansion of local businesses that provide services to support nearby residents and the military bases.
2. Identify and secure a portfolio of economic development tools that can be applied expeditiously as opportunities and needs arise.

Desired Outcome:

East Anchorage has a business incubator facility where new businesses can find support for their startups.

Policy Actions:

1. Engage in a public-private partnership to create a business incubator or "commercial/community kitchen" in an abandoned or aging structure, church or community facility.
2. Create the framework to support

entrepreneurs and those interested in starting a business. Many creative incubators have been recently developed in other areas, including:

- » A restaurant incubator where new restaurants can begin and move to other areas once started. This also would attract people from all over the region who want to try new restaurants.
- » A commercial kitchen that is rented out to small business owners on an hourly basis who need a commercial sized kitchen to produce desired quantities to sell.
 - » A more traditional incubator that allows people to start office, support and service-oriented small businesses and provides guidance for startups, including management and tax support.

SOCIAL & ECONOMIC STRATEGY 2

Expand and improve access to needed social services.

East Anchorage stakeholders have expressed concern about the difficulties in accessing needed social services and family support, such as life skills training,

school support skills, job skills, youth programs, after-school tutoring, medical assistance and specialized services for new residents. Given the diversity of the district, and the number of recent immigrants, specialized services should be considered. In addition, residents expressed a need for an indoor recreation facility for children and youth.

Desired Outcome:

Through community, nonprofit and business partnerships, East Anchorage has an expanded community center that provides services to new and existing residents and facilities to support after school programs and provide indoor recreation opportunities.

Policy Actions:

1. Inventory existing community and social services and identify gaps in service levels currently provided.
2. Work with existing nonprofits, and educational, medical and social service providers to develop a comprehensive community facility to support families and individuals needing improved access to these facilities.
3. Consider an indoor recreation and tutoring facility to support youth staying in the educational system.

4. Explore funding through a public/private/nonprofit partnership.

Desired Outcome:

The Anchorage School District, city and nonprofits work together to allow the community access to arts and culture facilities in existing facilities such as the world class recently renovated East High.

Policy Actions:

1. Coordinate with arts groups, nonprofits and the school district for continuing community use of school buildings for performances and training.

SOCIAL & ECONOMIC STRATEGY 3

Coordinate locally, regionally, state, and JBER

Successful implementation of the East Anchorage District Plan requires coordination between local organizations, the state, the school district and other agencies such as JBER. While these agencies coordinate in areas that have overlapping jurisdictions, such as the state roadway system and the municipality, early coordination in planning and implementation programs can result in cost savings and enhanced outcomes.

Desired Outcome:

Governmental entities in East Anchorage implement an intergovernmental partnership program that lays out clear coordination procedures.

Policy Actions:

1. Create an intergovernmental coordination plan that:
 - » Analyzes existing coordination efforts and opportunities.
 - » Identifies opportunities for shared data and resources.
 - » Identifies redundant services and promotes efficiency.
 - » Communicates with MOA, the public and community councils
2. Coordination should include, but is not limited to, these programs/areas:
 - » Trail access between the eastern city limits and JBER.
 - » Development within the flight path and JBER planning areas and the Municipality.
 - » State roadways and improved pedestrian and bike facilities.
 - » Community use of school district facilities.

