Thank You!

The *Mountain View Targeted Neighborhood Plan* is the product of over three years’ work by the Anchorage Community Land Trust, in partnership with the Mountain View Community Council. We would like to thank the community of Mountain View, and the families, businesses, and institutions whose vision for their neighborhood is documented here. We would also like to thank the Municipality of Anchorage, Wells Fargo, ConocoPhillips Alaska, and the Annie E. Casey Foundation for funding that allowed us to host the 2012 Mountain View Community Summit, focus groups, work sessions, and an open house for the plan. The work of our Assembly representative, Patrick Flynn, and Representatives Geran Tarr and Max Gruenberg, and Senators Johnny Ellis and Bill Wielechowski was crucial to the development of this plan. This plan could not have been completed without the countless of hours of effort by Carol Wong, Joni Wilm, and Nicole Jones-Vogel of the Municipality of Anchorage’s Long-Range Planning Section. We would like to thank the Planning & Zoning Commission and the Anchorage Assembly for their deliberation of the contents of this plan. And of course, we thank the members of our Mountain View community for their commitment every day to making Mountain View a neighborhood of first choice in Anchorage.

Partners

Airport Heights Community Council  
Alaska Housing Finance Corporation  
Alaska Museum of Science and Nature  
Anchorage Economic Development Corporation  
Anchorage Park Foundation  
Annie E. Casey Foundation  
Clark Middle School  
ConocoPhillips Alaska  
Cook Inlet Housing Authority  
Credit Union 1  
Fairview Community Council  
Government Hill Community Council  
Habitat for Humanity  
Joint Base Elmendorf-Richardson  
Leadership Anchorage  
Mountain View Boys and Girls Club  
Mountain View Elementary School  
Mountain View Library  
Mountain View Lions Club  
Municipality of Anchorage  
NeighborWorks Alaska  
Northeast Community Council  
Red Apple  
Rasmuson Foundation  
Russian Jack Community Council  
State of Alaska  
William Tyson Elementary School  
Wells Fargo
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EXECUTIVE SUMMARY

MOUNTAIN VIEW
Targeted Neighborhood Plan
Dear Neighbor,

It began with an invitation to dream. In 2012, the Mountain View Community Council and the Anchorage Community Land Trust partnered to engage those of us who live in and are invested in Mountain View in an effort to create a targeted neighborhood plan defined by the collective vision which we hold for the future of our community.

We estimate that more than a thousand of you responded to that call to dream. Every voice strengthened this plan. I am grateful for this incredible level of participation, and humbled by it. Over three years of development, we sought out and listened to residents, business owners, students, people employed in the neighborhood, nonprofit organizations, and anyone else willing to help. What you’ll find here is our best effort to capture your thoughts, wishes, and dreams. This plan is a guide to the neighborhood’s future that is grounded and achievable.

What we have now is a map leading us forward. It allows us to document our priorities, needs, and opportunities. Notably, it provides an answer to the question, “What can I do for my community?”. Chapter 3 provides goals and action items to achieve this vision. It is up to us now to hold ourselves accountable and ensure that these goals are carried out. This plan, like the neighborhood, is a living thing. It will serve as a representation of the expressed vision of all the participants in this process, and intends to define the community’s growth in the years to come. This plan mandates that future development and growth take into account the community’s expressed vision.

There have been several planning efforts over the years, which we have learned from. What sets this plan apart is that it is a comprehensive and targeted plan that intentionally encompasses all aspects of community life. The profound change that Mountain View has experienced in the last decade makes this plan all the more critical and relevant. No plan is written in stone, and the places we love are always changing. Mountain View will continue to grow and change in the future, and we hope this plan will be revisited and updated rather than left on the shelf. I encourage each of us to familiarize ourselves with the various tasks within the plan, and to hold each other accountable.

I would like to express my deep personal gratitude for the countless hours of work by Radhika Krishna, Kirk Rose, Erin Hardy, Jewel Jones and the rest of the staff at the Anchorage Community Land Trust, for their tireless dedication to helping the resident-volunteers of the Mountain View Community Council articulate our values, aspirations, and vision for the future of Mountain View.

Thank you for taking the time to learn about Mountain View. I hope you will join us as we continue to work to make this the best place to live, work, and play in Anchorage.

Sincerely,

Daniel George
President, Mountain View Community Council
Please note that this is a targeted neighborhood plan, and the boundaries of this plan do not encompass the entire Mountain View Community Council district. The rationale for the scope of this plan is explained on the next page.
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.
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 encourages 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.
Introduction

2. Focus Groups and Presentations

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 5-6, 2012</td>
<td>Mountain View Community Summit</td>
<td>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.</td>
</tr>
<tr>
<td>February 2013 - May 2014</td>
<td>Surveying Mountain View residents</td>
<td>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.</td>
</tr>
<tr>
<td>May 10, 2013</td>
<td>Focus group with Clark Middle School students</td>
<td>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.</td>
</tr>
<tr>
<td>November 8, 2013</td>
<td>Focus group with Homeward Bound residents in Mountain View</td>
<td>Participants discussed community safety, employment opportunities, alcohol access, cultural amenities, and recreation.</td>
</tr>
<tr>
<td>February - May 2014</td>
<td>Business surveys and case studies</td>
<td>With the help of Leadership Anchorage and the Alaska Economic Development Corporation, businesses on Mountain View Drive were interviewed, and data was gathered.</td>
</tr>
<tr>
<td>April 8, 2014</td>
<td>Focus group with representatives of social service agencies and schools based in Mountain View</td>
<td>Participants discussed safety, employee satisfaction, transportation, and outreach efforts.</td>
</tr>
<tr>
<td>June 27, 2015</td>
<td>Open House</td>
<td>The plan was shared with the public, and public input and support was sought.</td>
</tr>
</tbody>
</table>

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.
In February through May of 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, and shared their comments and support for the plan, and reaffirmed the goals, action items, and priorities of the Mountain View Targeted Neighborhood Plan.
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 Land Use Study* prepared by Northern Economics (February 2004)

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 to 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.

<table>
<thead>
<tr>
<th>Planning Document</th>
<th>Relevance to Mountain View Targeted Neighborhood Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchorage Bowl Comprehensive Plan (Anchorage 2020)</td>
<td>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.</td>
</tr>
<tr>
<td>2035 Metropolitan Transportation Plan</td>
<td>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.</td>
</tr>
<tr>
<td>Anchorage Bicycle Plan</td>
<td>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.</td>
</tr>
<tr>
<td>Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan</td>
<td>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.</td>
</tr>
<tr>
<td>Municipality of Anchorage Snow Plow Plan</td>
<td>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.</td>
</tr>
<tr>
<td>Anchorage Pedestrian Plan</td>
<td>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).</td>
</tr>
<tr>
<td>1998 Mountain View Transportation Study</td>
<td>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.</td>
</tr>
</tbody>
</table>
NEIGHBORHOOD PROFILE

A. THE EVOLUTION OF MOUNTAIN VIEW

Mountain View, in northeast Anchorage, Alaska, is a culturally rich community of approximately 7,300 people. Research at the University of Alaska Anchorage has found that Mountain View is the most ethnically diverse community in the United States. This neighborhood has always welcomed newcomers to Alaska, whether they were workers on the pipeline in the 1970s and ‘80s, or immigrants from countries spanning the globe today.

Mountain View is becoming a community of choice due to the hard work of residents and community leaders who are catalyzing transformation. In a 2012 study (the Mountain View Community Indicators Report), 57% of respondents living in the neighborhood rated Mountain View as an excellent place to live. Families are staying to raise their children and the children are doing better in school. Residents feel revitalization efforts are strengthening the community and are headed in the right direction. Always known as a neighborhood for working-class families, the neighborhood is starting to now work for all kinds of families.

From its beginnings in the 1940s as housing for construction workers at Elmendorf Air Force Base, Mountain View has been a place of transition, diversity and energy. As the city grew, up until the 1970s, the neighborhood was largely composed of single family homes, some scattered duplexes and apartment complexes that were located mostly nearer the commercial areas. Stable renters and the solidly middle and working class families were the anchor residents.

The neighborhood was rezoned in 1965 to allow R-3 and R-4 development, which allowed multi-family housing to be constructed on lots that had previously been single-family. This change allowed Mountain View to serve the housing needs of the population surge during the Alaska Oil Pipeline construction of the 1970s and early 1980s. The area began transitioning in the 1970s from a stable, relatively healthy neighborhood on the edge of Anchorage to one in social distress. During this time, four-plex and multi-family apartment buildings were constructed, redefining the character of the neighborhood. Rental housing, originally filled with single persons or small families, transitioned to larger families needing affordable housing. These housing options later attracted many people immigrating to Anchorage from other countries, maintaining a constant demand for affordable rental housing. Local entities responded to
this demand by providing more housing for low-income families and individuals.

Since that time, the rest of Anchorage has become more educated, more prosperous and less transient, while Mountain View has experienced the opposite. The local poverty rate climbed steadily from 7.5% in 1970 to 16.2% in 1980 to 23.3% in 1990 to 25.1% in 2000. In 2010, Mountain View had a poverty rate of 24.3%. The citywide poverty rate remained roughly 7% throughout this entire period. While the portion of residents in the same house five years before each census increased from 22% in 1970 to 57.3% in 2010 for Anchorage as a whole, it only increased from 20% to 40.8% in Mountain View; and, while the proportion of residents without a high school diploma decreased for the city as a whole from 12% in 1980 to 8.1% in 2010, for Mountain View during the same time period that proportion increased from 22% to 32%.

These data demonstrate that in the 1970s Mountain View was on par with the rest of Anchorage, but in the 1980s and 1990s, the neighborhood degraded considerably and became an area dominated by low income households. Those characteristics severely limited the buying power of the local area, which in turn hampered business development. The result is a neighborhood that has often been more a place of last resort than a community of choice. According to the American Community Survey’s 5-year estimates, in 2013, nine out of ten Mountain View residents were bringing home an annual income of less than 70 percent of the Anchorage area median income, and 28.9% of the Mountain View population had an income below the poverty level.
In the early 2000s, the community mobilized to revitalize the neighborhood. The Mountain View Community Council attracted many partners who understood the social and economic benefit of a revitalization effort for people in the neighborhood and Anchorage at large. The community council wanted to improve the general quality of life by removing blight, creating smarter density, improving the quality of residential and commercial property, increasing home ownership opportunities, and providing a diversity of new businesses and jobs while reducing crime.

Over the last decade, revitalization efforts have brought new investment into Mountain View. New businesses, such as Bass Pro Shops, continue to enter the neighborhood, and existing businesses have been reinvesting in Mountain View by remodeling their exteriors. Housing developers, such as Cook Inlet Housing Authority, NeighborWorks, and Habitat for Humanity, have collectively invested over $100 million in Mountain View’s Housing Stock. The Municipality of Anchorage rebuilt Clark Middle School and built the Mountain View branch library. Along with the new branch of Credit Union 1, those institutions have brought valuable services to the community. The State of Alaska’s new Glenn Highway - Bragaw Street overpass connected Mountain View with the rest of the Anchorage. Redevelopment of the commercial corridor, through the Anchorage Community Land Trust’s work and private investors such as JL Properties, which owns the Glenn Square Mall, has removed blight and created commercial activity in formerly vacant spaces. Reinvestment fostered by these partnerships has brought Mountain View a long way in the last decade.
B. DEMOGRAPHICS

Today, the Mountain View population is more diverse, more transitory and is growing more quickly than the rest of Anchorage. Mountain View is the most racially diverse neighborhood in Anchorage, a city where over 70% of the population is white. According to the 2010 census, only 30% percent of Mountain View identifies as Caucasian, while 16% are Asian, 14% are Black/African American, 8% percent are Alaska Native / Native American and 6% are Hawaiian/Pacific Islander. The Asian population more than doubled between the 1990 and 2010 Census. Fifty-seven percent of Anchorage’s Cambodian, 45% of the city’s Hmong and 36% of the Laotian population live in the Mountain View area. These populations were not present in Mountain View for the 1990 Census.

In 2013, Mountain View made headlines as the ‘most diverse neighborhood in America’. Chad Farrell, a professor at the University of Alaska Anchorage, used census data to determine that Anchorage’s Census Tract 6, which contains Mountain View, is the most diverse census tract in the country. These charts, from the 2012 Community Indicators Report, illustrate Mountain View’s demographics.

<table>
<thead>
<tr>
<th>Item</th>
<th>Population</th>
<th>Average Annual Population Growth Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchorage overall</td>
<td>174,431</td>
<td>226,338</td>
</tr>
<tr>
<td>Mtn View (Tract 6)</td>
<td>5,463</td>
<td>5,291</td>
</tr>
<tr>
<td>Mtn/View % of Anchorage</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

There are three schools in Mountain View: Mountain View Elementary, William B. Tyson Elementary, and Clark Middle School. These schools are far more diverse than Anchorage schools as a whole; the vast majority of students belong to minority ethnic and racial groups. For example, William B. Tyson Elementary School has a student population that is 42% Asian or Pacific Islander, 15% Hispanic or Latino, 13% Alaska Native, 13% multi-ethnic, 12% Black or African-American, and 5% white.
Mountain View residents are engaged in their community, through participation in the community council, schools, local organizations, through social networking websites such as Nextdoor, and by knowing their neighbors. Below are some of the events which take place every year in Mountain View, and which show the variety of ways that Mountain View residents are actively engaged in their community. The goals and action items in Chapter 3 show that residents want to continue these traditions, grow them, and create new events to celebrate their neighborhood and to bring the community together.

**Hmong New Year Celebration.** Usually held in December at the Boys and Girls Club (BGC).

**Mountain View Community Clean-Up.** A one-week event in May organized by the Mountain View Community Council.

**Faster Than A Falcon 5K Run.** An annual five kilometer race hosted by the Mountain View Boys and Girls Club in May.

**World Refugee Day Celebration.** A one-day event held on the Friday closest to World Refugee Day by Catholic Social Services. Usually takes place in May at Lions Park.

**Mountain View Street Fair.** A one-day event held every June at Clark Middle School.

**National Night Out.** Held every August at the Boys and Girls Club.

**School events.** Held throughout the year at Clark Middle School, William B. Tyson Elementary School, and Mountain View Elementary School. Events include literacy nights, math and science nights, and multicultural celebrations.
C  EXISTING CONDITIONS

Mountain View has many assets, including strong community institutions, consistently improving schools, and a high number of green and community gardening spaces. However, high unemployment continues to plague the neighborhood (see the 2012 Mountain View Community Indicators Report). One of Mountain View’s priorities for the future is promoting business and strengthening the economic core of the neighborhood. The following discussion highlights some of the features of the neighborhood.
Map 2: Mountain View Targeted Neighborhood Plan - Parks, Trails, and Community Gardens Map
Parks, Trails, and Community Gardens

Mountain View has five parks, the largest being Davis Park at the eastern edge of the neighborhood. The other parks in the community are Mountain View Lions Club Park adjacent to Davis Park, Duldida Park on Hoyt Street, the William B. Lyons Park next to the Boys and Girls Club on Price Street, and the Louis B. Mizelle Park on Lane Street. The Anchorage Park Foundation’s report card system provides an assessment of park performance. Of these five parks, Duldida Park and William B. Lyons Park are on dedicated parkland that is owned by the Municipality of Anchorage (MOA). Louis B. Mizelle Park is also on land owned by the MOA, but is located on a vacated right-of-way, not on dedicated parkland. Davis Park and the adjoining McPhee Park are on land owned by Joint Base Elmendorf-Richardson and leased to the MOA. The adjacent Mountain View Lions Park is also on land owned by JBER, but is leased to the Mountain View Lions Club separately.

Duldida Park has been given an F grade by the Anchorage Park Foundation, due to the poor quality of playground equipment, which needs to be cleaned and repaired.

Davis Park has been given a D grade by the Anchorage Park Foundation, due to the poor quality of the baseball fields, lack of amenities such as bathrooms and picnic tables, and safety concerns with the trails and wooded areas. In the spring and fall of 2014, volunteer days took place at Davis Park, at the request of residents, who wanted to extend community clean-up efforts to the trails at Davis Park. A master planning project for the park was started in the fall of 2014.

William B. Lyons Park has recently been renovated and is connected to the Mountain View Boys and Girls Club.

The Mountain View Lions Park consists of a playground area, pavilion, and clubhouse managed by the Mountain View Lions Club. The park, while needing improved lighting and updates to playground equipment, is the most heavily used park in the neighborhood and is widely considered a community asset. In the summer of 2014, the Snack Lane concession building was repainted, new turf was installed on the ballfields, and the bleachers and dugouts at the park were replaced.

Louis B. Mizelle Park has not been rated by the Anchorage Park Foundation, but is considered to be one of the most blighted spaces in the community. The park is less than a square city block, and is located on Lane Street between Mayfield’s Custom Cleaners and the Alaska Housing Finance Corporation’s Lane Street housing development. The park is not visible from Mountain View Drive and is rarely used by families or children as a recreation area; instead, it has become a location where drinking and illegal activities occur.

Mountain View has the most community garden plots per resident of any neighborhood in Anchorage. Plots are located within two community gardens, both of which are located within McPhee Park, and are consistently full and well-used by gardeners from within the neighborhood and around the city. The Fresh International Gardens, operated by Catholic Social Services (CSS), is used as a source of income and an entrepreneurship tool by clients of CSS’s refugee relocation program. The adjacent McPhee Community Gardens is operated by the Municipality of Anchorage.
While Anchorage has over 120 miles of paved trails within the Municipality, Mountain View remains without a trail connection. The Ship Creek Trail runs next to William B. Tyson Elementary School, and ends abruptly on Meyer Street. There is a walking trail along the north end of Davis Park, and the bike trail to Eagle River picks up at Boniface Parkway. Between those two trails, however, there is no connection for pedestrians or bicyclists through the neighborhood. However, a bicycle boulevard on Peterkin Avenue is slated to be installed soon, which will provide an on-street trail connection.

The Municipality of Anchorage’s McPhee Community Gardens.

Housing built by Habitat for Humanity.

Attendees at the dedication of Clark Middle School, which was rebuilt in 2009.
Recent Reinvestment

The revitalization of Mountain View’s residential and commercial core is a result of the consistent and focused efforts of a core group of partners, including the Mountain View Community Council, the Rasmuson Foundation, the Anchorage Community Land Trust, Cook Inlet Housing Authority, the Municipality of Anchorage, and private businesses that have entered the neighborhood. Redevelopment of properties along Mountain View Drive has aimed to bring needed goods and services into the neighborhood, and to build attractive commercial spaces that are well-lit, deter crime, are leased by businesses that draw both Mountain View residents and those from around the city and state, and provide a strong basis for local employment. Between 2003 and 2014, over 10% of Mountain View’s housing stock, and a substantial amount of its commercial and retail spaces, have been redeveloped.
Institutional Resources

Mountain View has three schools within the boundaries of this targeted neighborhood plan. William B. Tyson Elementary School and Mountain View Elementary School draw students exclusively from Mountain View, while Clark Middle School’s students reside in Mountain View as well as other parts of northeast Anchorage. All three schools provide valuable institutional resources to Mountain View families. The playgrounds at the school serve as de facto park space after school hours, and community meetings and events are often hosted in school buildings and parking lots. Clark Middle School, in particular, has hosted the Mountain View Street Fair for the past seven years, and was the venue of the Mountain View Community Summit in 2012. Campfire Alaska operates an after-school program at Tyson Elementary during the school year.

The Mountain View branch library was rebuilt in 2009, at the same time as Clark Middle School, and is consistently full and well-used by students from Clark and by northeast Anchorage residents. The library stocks materials in several languages spoken in the neighborhood, and hosts story and movie events. The community room at the library is another venue used for open houses, workshops, and community garden plot registration.

The Alaska Museum of Science and Nature, located on Bragaw Street, is another valuable cultural resource. The museum has a wide variety of exhibits on natural history, geology, and Alaskan flora and fauna, and is well used by school groups, families, and visitors to Anchorage.

Other conference rooms in Mountain View that are available for reservation for events are the Wells Fargo Community Room, within the Mountain View Service Center, and the community room at the Mountain View branch of Credit Union 1.

The Mountain View Community Center, which is operated by the Boys and Girls Club (BGC), which is funded by the Municipality of Anchorage, is one of the best-used resources in Mountain View. As well as hosting the monthly Mountain View Community Council meetings in a basement conference room, the Boys and Girls Club provides a safe and supervised recreational space for Mountain View youth every day of the week. The Children’s Lunchbox, operating out of the Mountain View Community Center, provides free meals to students during the summer.

Nine Star’s Mountain View employment center is also located in the Mountain View Community Center. Nine Star serves both clients referred by the State of Alaska and walk-in clients; services provided include workforce training, help with resume writing, and help applying for jobs. With new stores opening in Mountain View, Nine Star clients have had more luck finding local jobs; in August 2014 alone, 29 of the 46 clients referred by the state were able to find employment. The AlaskaWorks construction academy, located in the Mountain View Service Center, is another workforce training center that teaches construction industry skills.

The Food Bank of Alaska (FBA) is located on Spar Avenue, in Mountain View. FBA serves Mountain View residents with a mobile food pantry that parks at the Latino Lions Club, and hosts seasonal events such as the Mountain View Blessing, which provides a Thanksgiving meal.

Mountain View also contains a large number of religious institutions. Some of these institutions, such as True North Church and Bethel Chapel, have provided volunteers and support for events such as neighborhood watch meetings, food distributions, and the Mountain View Community Clean-Up.
Map 4: Mountain View Targeted Neighborhood Plan - Existing Zoning Map

Mountain View Targeted Neighborhood Plan - Neighborhood Profile
Existing Zoning

The majority of Mountain View’s residential area, from Meyer Street to Pine Street and from McPhee Street to Mountain View Drive, is zoned as a multi-family residential district (R-3). Within this area, there is a small site, on Parsons Street between Bragaw Street and Irwin Street, which is zoned as a neighborhood business district (B-1 A). Between Peterkin Street and Mountain View Drive, and between Taylor Street and Lane Street, as well as in a few blocks abutting Tyson Elementary School, Mountain View’s residential area is zoned as a higher-density multiple family residential district (R-4). The residential area south of Mountain View Drive is zoned R-2M, a lower density than the rest of the neighborhood, because prior to the construction of the Glenn Highway, Mountain View Drive was the highway. It bisected the neighborhood and created an area in south Mountain View with lower density, which closely matches the density of northern Russian Jack.

Outside the residential area, Clark Middle School’s and William B. Tyson Elementary School’s parcels are zoned PLI, or as a public lands and institutions district. Mountain View Elementary is on a site currently owned by Joint Base Elmendorf Richardson, and therefore along with Davis Park and Lions Park (also owned by JBER), is zoned as a transition district.

The neighboring Glenn Square mall, with the exception of the Ridgeline Terrace site - the site of an affordable housing development created in a partnership between the Alaska Housing Finance Corporation and the Cook Inlet Housing Authority - is zoned as a general business district (B-3), but is also designated SL (with a special limitation of use). The former John’s RV site on Mountain View Drive is also zoned B-3 SL. These special limitations constrain the types of the businesses that may lease and operate spaces on those lots. The industrial areas to the west of the Glenn Square mall are zoned I-1 as a light industrial district. South of Mountain View Drive, between Mountain View Drive and Pine Street, the neighborhood is zoned B-3, as a general business district.

The majority of Mountain View’s residential area is zoned R-3 and R-4, which are the highest-density zoning districts in Anchorage’s land use code, Title 21. However, narrow lots, small lot sizes, and requirements for setbacks, parking spaces, and minimum lot usage mean that housing developers in Mountain View are unable to create the density intended from an R-4-zoned district. The density intended by R-2M zoning areas meets or exceeds the density of housing developments constructed within the last decade. In the Land Use Plan Map (page 64) and accompanying narrative, we show the zoning changes that would accomplish the vision described in this plan.
Safety

Mountain View continues to have a much higher crime rate, when adjusted for population size, than Anchorage as a whole. The Anchorage Police Department Annual Statistical Report from 2010 reveals alarming rates of reported homicide, sexual assaults, missing persons, assaults, and theft when compared to Anchorage as a whole. This report indicates that in 2010, 23.5% of Anchorage homicides occurred in Mountain View, as did 19.3% of thefts; 18.5% of the city’s missing persons cases were reported from Mountain View, as were 32.4% of reported assaults. These statistics are startling because Mountain View is just 2.3% of the overall population of Anchorage.

The Anchorage Police Department (APD) became a major partner in Mountain View through a Weed N ‘Seed Department of Justice grant that was active from 2006-2011. Overtime patrols in the community, paid for by $230,000 of the grant, increased law enforcement presence in the community. Through this program, APD saw a positive change in the community. When a new Credit Union 1 branch was built on the corner of Mountain View Drive and Bragaw Street, Mountain View’s major commercial intersection, the bank built a new substation free of charge. As a result, the bank has the best security possible and the community benefitted from the first financial institution to open in the neighborhood in 20 years.

Mountain View has a strong tradition of grassroots crime-prevention efforts. The Mountain View Community Patrol is group of volunteers trained by the Anchorage Police Department to monitor activities in the neighborhood. The patrol is supported by the MVCC and reports suspicious activities and crimes to the APD. In addition, Mountain View has two neighborhood watch blocks on Bunn Street and Pine Street. Chapters 2 and 3 describe the vision for a community-led partnership with APD to improve safety in Mountain View.

Map showing crime density throughout Anchorage, as recorded by the Anchorage Police Department on the RAIDS online system. Red and orange are used to identify areas with a higher concentration of crime, while blue and purple are used to identify area with a lower concentration of crime. The map shows crimes reported from December 1, 2014 to December 1, 2015. See http://raidsonline.com.
The majority of Mountain View, including all of the commercial corridor, is rated by the Municipality of Anchorage as having moderate-low ground failure susceptibility; however the western edge of Mountain View’s residential area is rated as having moderate ground failure susceptibility. Despite this susceptibility, most of the neighborhood sits on bedrock, and has a much lower seismic risk than most other areas in Anchorage. The low seismic risk makes Mountain View a particularly good location for large-scale housing or commercial construction.
Map 6: Mountain View Targeted Neighborhood Plan: Natural Features Map

WETLANDS SITE #2

WETLANDS SITE #3

WETLANDS SITE #5

Mountain View Targeted Neighborhood Plan - Neighborhood Profile
Natural Features

Ship Creek runs along the northwest edge of the neighborhood. According to the *Anchorage Wetlands Management Plan (AWMP)*, the MVTNP area contains or abuts three designated wetlands sites (numbers 2, 3, and 5 in the plan). For specific notes and recommendations for each of the wetland sites, see the AWMP. This plan supports the AWMP and continued conservation of these wetlands and Ship Creek.

Wetlands site #3, located immediately south of Ship Creek and split by Reeve Boulevard, is partially designated an “A” wetland and partially designated a “B” wetland. The “A”-rated portion is located west of Reeve, and the “B”-rated portion is located east of Reeve. “A wetlands have the highest wetland resource values. They perform at least two, but typically more, significant wetland functions. A wetlands are considered most valuable in an undisturbed state, as more uses or activities, especially those requiring fill, negatively impact known wetland functions” (AWMP, 24). The AWMP states that “A wetlands are not to be altered or otherwise disturbed in any manner,” (AWMP, 24) with the exception of unavoidable fill activities, requiring a permit, that are necessary for “utility, road or trail crossings, or park amenities” (AWMP, 25). The AWMP’s definition of a “B”-rated wetland is that “within each “B” site, there is typically a mixture of higher and lower values and functions and some portion of these wetlands have a fairly high degree of biological or hydrological functions and site development limitations. They possess some significant resources, but could possibly be marginally developed. The intent of the “B” designation is to conserve and maintain a site’s key functions and values by limiting and minimizing fills and development to less critical zones while retaining higher value areas. Development is allowed in the less valuable zones of a “B” site, provided Best Management Practices are applied to limit disturbance and impacts to the higher value non-fill portions. Wetlands site #5, located within the site of the Glenn Square Mall, which was developed in 2009, is designated a “C” wetland. The AWMP states that “C” wetlands are the “lowest value wetlands within the Municipality. Some “C” sites may have moderate values for one or more wetland function, but they generally have reduced or minimal functions and/or ecological values. Such sites are suitable for development and are to be generally managed to support community expansion and infilling. “C” sites are intended to be permitted under General Permit authorization from the Corps of Engineers, administered by the Municipality of Anchorage’s Community Development Department” (AWMP, 27).
Infrastructure

Mountain View has water mains under each of the residential streets, with the exception of Parsons Avenue east of Irwin Street, Taylor Street between Mumford Street and McPhee Street, and McPhee Street west of Irwin Street. The industrial sections of Mountain View also have water mains and sewer pipes underneath most of the streets, with the exceptions of Reeve Boulevard. Sewer pipes are underneath all of the alleys in the residential portion of Mountain View, with the exception of the northwest corner bounded by Mumford Street and Irwin Street.

In the last few years, Municipal Light & Power (ML&P) has invested approximately $14-15 million in Mountain View to rebuild Substation 14 and its associated power lines.

In 2012, the Mountain View Community Council passed a resolution supporting ML&P’s efforts to relocate electrical lines underground. Since the Title 21.90 Ordinance was passed in 2005, no large scale undergrounding project in the residential area of Mountain View has occurred. The primary reason is that electric utilities are to underground target areas that are specified in the Ordinance. The only target areas in the Mountain View Community Council district are parks and schools.

The proposed project in Mountain View with the highest score for future undergrounding is the Mountain View Lions Park. This proposed project is not on the five-year plan yet, as of 2015. The process to underground electric lines is a long process; at the current rate, ML&P expects undergrounding will take 180-200 years.

This plan encourages undergrounding of electric lines, especially when

undergrounding can be completed in conjunction with road, lighting, alley paving, or other construction and maintenance projects. This goal is listed in Chapter 3.

Ten blocks of Mountain View’s alleys, about one-fifth of the alleys in the residential area, are paved. Mountain View’s alleys are routinely used by residents to access parking spaces and alley-facing driveways, and trash collection by Solid Waste Services takes place on the alleys in the residential portion of the neighborhood. Many unpaved alleys contain potholes and standing water. Chapter 3 of shows additional alley paving to be a top priority of this plan.

Bunn Street is the only residential street in Mountain View which has separated sidewalks, which increase pedestrian safety and walkability.

In the last few years, several major road projects on Mountain View Drive and Bragaw Street have been completed. This plan does not anticipate that major road projects will need to be completed in the near future, although surface rehabilitation of neighborhood streets will likely be an ongoing need.

Funding from the Alaska Housing Finance Corporation, and new construction from Cook Inlet Housing Authority have resulted in the installation of solar panels and weatherization, making Mountain View one of the greenest neighborhoods in Anchorage. In Chapter 3, this plan lists the inclusion of solar panels and other energy efficient features on new housing construction as a goal.
**Joint Base Elmendorf-Richardson**

Mountain View is bounded to the north by Joint Base Elmendorf-Richardson (JBER). JBER also owns a significant percentage of the land within the Mountain View Community Council boundary. The land upon which Mountain View Elementary School, Davis Park, and the snow dump south of Mountain View Drive sit are all owned by JBER and leased to the Municipality of Anchorage. Lions Park is also owned by JBER, and leased to the Mountain View Lions Club. JBER has worked closely with the Mountain View Community Council, and has been a valuable neighborhood partner, whose support has been integral to projects such as improvements to Lions Park, the proposed building renewal of the Mountain View Elementary School property, and the Davis Park master planning process.

The map on this page shows the Accident Potential Zone (APZ) surrounding the runway on JBER; the APZ is the area deemed to contain a high crash risk. The APZ-1 is an area of higher risk than the APZ-2. The designation of high-risk zones for airplane crashes was created in the 1970s, after the areas of Mountain View contained within it had been developed.

The Suggested Land Use Compatibility Document in Accident Potential Zones document states that no housing is deemed a compatible use in the APZ-1, while only single-family detached homes are deemed compatible in the APZ-2. Both the APZ-1 and APZ-2 are deemed compatible with some types of manufacturing, utilities, trade, and services. However, given that Mountain View was developed decades before the APZ Land Use Compatibility designations were put in place, most of Mountain View’s residential properties within the APZ are considered to be incompatible with those designations. In general, the APZ does not affect homeowners’ abilities to get private loans for property purchases or construction, but does preclude the use of some federal funds. As Mountain View’s residential area is already developed and highly dense, and downzoning residential areas within the APZ would result in nearly every property being considered a nonconforming use, this plan recommends that residential districts within the APZ have the same zoning as the adjacent residential areas. The Land Use Plan Map on page 54 of this plan shows the zoning and land usage recommended by this plan.

The eastern edge of the mixed-use corridor proposed in this plan (see Chapter 3) falls within the APZ. We recommend that mixed-use projects in this area conform to the Suggested APZ Land Use Compatibility Document.

Another effect of JBER’s proximity to Mountain View is that noise from the runway, which is located just north of the neighborhood boundary, can be heard throughout most of the neighborhood as well as inside Mountain View Elementary School during the school day.

**Map 7: Mountain View Targeted Neighborhood Plan - JBER Accident Potential Zone**
Map 8: Mountain View Targeted Neighborhood Plan - Transportation Map

Street Types
- Neighborhood Street
- Collector
- Freeway
- Major Arterial
- Minor Arterial

Source: Municipality of Anchorage

Mountain View Targeted Neighborhood Plan - Neighborhood Profile
Bus Transit

There are two bus routes, People Mover’s 45 and 8, that serve Mountain View. A Route 8 realignment through Mountain View took effect in the summer of 2015, after Mountain View had been served by a single bus route for many years. Route 45 starts at the downtown transit center, enters Mountain View via Commercial Drive (which becomes Mountain View Drive), goes north on Bragaw Street to Parsons Avenue, and goes south on Lane Street to Mountain View Drive. Route 45 then runs south on McCarrey Street past the Glenn Highway, exiting Mountain View. Route 45 then travels down Bragaw to the UAA/ Providence transfer point, and finally ends at the Alaska Native Medical Center. Route 8 starts at the downtown transit center and also enters Mountain View on Commercial Drive, turns south on Mountain View Drive to Airport Heights Road, and then goes east on Penland Parkway past the Northway Mall. Route 8 then continues east through Russian Jack to end at Boniface Parkway and Debarr Road.

Route 45 includes 22 stops in Mountain View. Of these 22 stops, nine are only marked by a sign, five have a sign and other amenities such as trash cans and seating nearby, and eight have shelters with seating inside. Route 8 follows Route 45, adding three new stops on Mountain View Drive south of Commercial Drive.

Route 45 has the highest ridership of any ‘People Mover’ bus route in the Municipality of Anchorage. According to the 2010 High Priority Transportation Corridor Plan, Route 45 “is by far the best performing route in the People Mover system. It carries more passengers, generates more rider revenue, and delivers the best operating results per unit of bus service of all routes in the system. Route 45 has the most weekday riders, Saturday riders and Sunday riders. It also has the highest number of boarding riders per timetable revenue hour of service and the highest riders per revenue mile of service (3.6 vs. the system average of 1.9)”. In the following chapters, this plan supports the continued expansion of bus service to serve this neighborhood.

According to People Mover’s metrics on ridership, all of Mountain View’s bus stops have sufficient traffic to warrant bus shelters. As part of the neighborhood planning process, conversations have begun with the Municipality of Anchorage’s Transit Section to discuss how Route 45 can best be expanded to better meet the needs of Mountain View residents. Throughout the resident survey process, Mountain View residents consistently requested bus shelters, expansions of running hours, and direct connections to job hubs such as Glenn Square and Tikahtnu Commons (see Appendix A). This plan supports the addition of amenities at bus stops, including the installation of new shelters at stops lacking them.

The bus shelter at the corner of Mountain View Drive and Price Street.

The bus shelter at the corner of Mountain View Drive and Price Street.
Pedestrian Facilities

More than any other neighborhood in Anchorage, Mountain View is a pedestrian neighborhood. According to the 2010 American Community Survey’s 5-year estimates, 11.7% of workers 16 years old and up had no access to a vehicle, and 33.1% of workers had access to only one vehicle in their household. These data show that a significant percentage of Mountain View residents rely on other forms of transportation to reach their place of employment or to access other services in the area.

Mountain View’s pedestrian network includes sidewalks on all the residential streets, pedestrian street lighting along Mountain View Drive and Bragaw Street and trails that end at Tyson Elementary School and pick up again at Davis Park. The existing pedestrian lighting along Mountain View Drive above Glenn Square mall is adequate, but the remaining length of Mountain View Drive and Bragaw Street south of Mountain View Drive remains underlit, creating safety concerns. In 2013, a $1 million capital grant from the state of Alaska was awarded for the purpose of installing more pedestrian street lighting in Mountain View. The Mountain View Community Council is currently working with the Municipality of Anchorage to identify highest-priority areas in the neighborhood that would benefit from additional lighting. It is estimated that another $2-$2.5 million will be needed to install pedestrian street lighting along the entire length of Mountain View Drive at the same density that currently exists on Mountain View Drive above the Glenn Square mall. Closing that $2-$2.5 million gap in funding would result in adequate amounts on pedestrian lighting along the length of Mountain View Drive, and is supported in Chapter 3 of this plan, as a goal and as one of the top five priorities for the community.

Roads & Vehicle Transportation

Mountain View has seen consistent increases in traffic counts along its major roads, Mountain View Drive and Bragaw Street, in the last decade, and especially after the construction of the Glenn Highway-Bragaw Street interchange.

<table>
<thead>
<tr>
<th>Junction</th>
<th>Average annual daily traffic counts</th>
</tr>
</thead>
<tbody>
<tr>
<td>MV Drive &amp; Glenn Highway</td>
<td>5661</td>
</tr>
<tr>
<td>MV Drive &amp; Taylor Street</td>
<td>12029</td>
</tr>
<tr>
<td>MV Drive &amp; Bragaw Street</td>
<td>10653</td>
</tr>
<tr>
<td>MV Drive &amp; McCarrey Street</td>
<td>8016</td>
</tr>
</tbody>
</table>


Even though Mountain View does not have a disproportionate number of vehicle-pedestrian and vehicle-bicycle accidents
compared with other streets in Anchorage, these types of accidents cause concern because most children in the neighborhood walk to school.

The Municipality of Anchorage, along with Kinney Engineering, is currently working to improve the Mountain View Drive - McCarrey Street intersection, with plans to install a roundabout there. The project is estimated to be 40% funded by the Alaska Legislature, and construction is estimated to be completed by 2017. The project will include sidewalk improvements and new gateway signage for the neighborhood, and Kinney Engineering and the Municipality’s Project Management and Engineering team are working with Mountain View residents to implement the project in accordance with Mountain View’s community priorities.

Bicycle Transportation

Mountain View represents a major gap in Anchorage’s bicycle network. There is no existing multi-use pathway or bicycle lane in Mountain View from Tyson Elementary to Davis Park, leaving bicyclists to use the sidewalks or bike on the street. The deficiencies in Mountain View’s bicycle network coincide with the lack of a trail connection between the Ship Creek Trail, which ends at William B. Tyson Elementary School, and the Glenn Highway trail, which starts at Davis Park. The Municipality of Anchorage, in its bicycle map (below), has designated Peterkin Avenue as a bike-friendly on-street route.

Installation of signage and striping on Peterkin Boulevard from Meyer Street to Louis Mizelle Park, to create a bicycle boulevard, is a project identified in the 2009 Anchorage Bicycle Plan, and is being studied for implementation. This plan supports the creation of a bicycle boulevard that would allow bicyclists and pedestrians to navigate the Ship Creek Trail, the neighborhood of Mountain View, and the Glenn Highway trails easily.

Mountain View Neighborhood Plan
BUILDING A VISION FOR MOUNTAIN VIEW

This targeted plan is intended to focus on the residential areas and the commercial core of Mountain View, which includes the commercial and industrial areas east of Reeve Boulevard. This chapter sets out a resident-led vision for making those areas of our neighborhood a valued asset for residents and the broader Anchorage community.

The vision for Mountain View is focused around six categories, which are:
• Community and Resident Leadership and Engagement
• Community Safety
• Business Development and a Vibrant Business District
• Transportation and Green Spaces
• Real Estate Development and Housing
• Building Successful Family Resources

In the rest of this chapter, some of the work that community members, nonprofit organizations, businesses, and the Municipality of Anchorage have already done to create a better Mountain View is described. We also describe the changes to existing infrastructure, policies, and services that community stakeholders want to see. This chapter is arranged around the above six categories, and describes the vision, values, and previous efforts that inform the goals of this plan.

The rest of this chapter describes the goals and action items that Mountain View residents, businesses, and community organizations can take to help realize their vision for Mountain View.

A. BUILDING A VISION FOR MOUNTAIN VIEW

1. Community and Resident Leadership and Engagement

<table>
<thead>
<tr>
<th>Category 1: Community and Resident Leadership and Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision Statement:</strong> To have abundant opportunities for residents to create their own future by taking on leadership roles, participating in neighborhood outreach, and being accountable as public servants to friends and neighbors.</td>
</tr>
<tr>
<td><strong>Our Core Values:</strong> Cooperation, Collaboration, Approachability; Compassion; Love for Mountain View; Service; Leadership; Outreach; Accountability</td>
</tr>
<tr>
<td><strong>Examples of previous efforts:</strong> Mountain View Community Picnic; Active Mountain View Community Council; Mountain View Street Fair</td>
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</tbody>
</table>

The Mountain View Community Council is an active forum for resident leadership. In partnership with community organizations, residents, and businesses, the Council has engaged residents and businesses in directing the future of the neighborhood; one such event was the Mountain View Community Summit, which took place on October 5-6, 2012, as part of the public participation process for this Targeted Neighborhood Plan.

Mountain View has a history of successful civic engagement activities and organizations that work to improve the neighborhood. These include the Mountain View Community Clean-Up, an active Mountain View Community Council, and the Mountain View Street Fair. Mountain View has more opportunities for residents to guide their future by taking on leadership roles, participating in neighborhood outreach, and being accountable as public servants to friends and neighbors.
2. Community Safety

<table>
<thead>
<tr>
<th>Category 2: Community Safety</th>
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<tbody>
<tr>
<td><strong>Vision Statement:</strong> To create a safe, beautiful and respectable Mountain View through unified involvement from the community around strategies which promote that vision.</td>
</tr>
<tr>
<td><strong>Our Core Values:</strong> Community Pride; Beautification; Youth Involvement; Positive Reinforcement; Prevention; Mentorship; Model Family Behavior; Self-Respect and Respect for Others; Unity; Cohesiveness; Compassion; Relationships</td>
</tr>
<tr>
<td><strong>Examples of previous efforts:</strong> Anchorage Police Dept. substation moved into Credit Union 1 branch; Mountain View Community Patrol; Mountain View Neighborhood Watch</td>
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</table>

This plan shares a vision to create a safe, beautiful and respectable Mountain View community through joint community efforts on strategies which promote a harmonious neighborhood. Community safety and harmony are important elements of building a successful future for Mountain View.

The last decade has seen several significant efforts in the neighborhood to lower crime rates and promote public safety. The APD substation was relocated to the new Credit Union 1 branch in Mountain View, and two neighborhood watch blocks were formed. Improvements to local business exteriors consistent with Crime Prevention Through Environmental Design (CPTED) best practices have increased lighting and visibility to deter crime. Pedestrian lighting projects and the 2015 installation of more than 40 new lights have made the commercial area better lit and less attractive to criminal behavior.

Through informed and unified involvement from the community, we will achieve goals that promote this vision.

Right: Mountain View residents at Mountain View’s National Night Out event on August 4, 2015. Below: The Bass Pro Shops store, which opened in 2014, and is located in Glenn Square Mall.

Bob Lincoln, a volunteer member of the Mountain View Community Patrol, patrols the neighborhood in April 2014. Source: Mountain View Post.
3. Business Development and a Vibrant Business District

<table>
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<tr>
<th><strong>Category 3: Business Development and a Vibrant Business District</strong></th>
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<tbody>
<tr>
<td><strong>Vision Statement:</strong> Vibrant sustainable businesses owned by local entrepreneurs change the perception about Mountain View by encouraging investment in the area, and by providing affordable services that sustain Mountain View residents.</td>
</tr>
<tr>
<td><strong>Our Core Values:</strong> Entrepreneurship, Small Business Growth, Investment, Innovation, Assisting Families; Local Hire; Small Business Space; Jobs</td>
</tr>
<tr>
<td><strong>Examples of Previous Efforts:</strong> Opening of the Credit Union 1 Mountain View branch; opening of Bass Pro Shops in Glenn Square; Retention and expansion of longtime businesses such as the Alaska Butcher Equipment and Supply Co.</td>
</tr>
</tbody>
</table>

In the last ten years, Mountain View has made great strides towards becoming a more commercially viable neighborhood. New businesses such as Bass Pro Shops, which opened its first Alaskan store in 2014, have joined long-time local businesses such as the Alaska Butcher Supply Company and the Red Apple market. In 2009, Credit Union 1 opened a Mountain View branch, becoming the first financial institution in the neighborhood in over 20 years. The Glenn Highway - Bragaw Street interchange, which was completed in 2009, has brought an additional 12,000 cars to Mountain View Drive every day, bringing the total daily traffic counts on Mountain View Drive to approximately 19,000. This increased vehicle traffic has joined the already-high pedestrian and mass-transit traffic levels, making Mountain View Drive a competitive site for future investment.

Efforts by local businesses and non-profits have also helped to improve the perception that Mountain View is a profitable and safe place to conduct business. Community projects like the annual Mountain View Clean-Up and the installation of pole banners on light posts have helped to improve the appearance of the commercial district and make the area safer for businesses and customers. A façade improvement project by the Anchorage Community Land Trust, launched in 2011, has provided resources for local businesses to redesign their exteriors, giving Mountain View Drive a fresh and updated look. Examples of completed facade improvements can be seen at E&S Diversified Services, the Alaska Butcher Equipment and Supply Co., and Hula Hands.

Mountain View will host vibrant, sustainable businesses that hire locally at a living wage. Mountain View’s reputation will change for the better, and the perception of the commercial corridor will be that it is a profitable and desirable location to work and do business. This will encourage more investment in the area and provide affordable products and services that sustain Mountain View residents.
4. Transportation and Green Spaces

<table>
<thead>
<tr>
<th>Category 4: Transportation and Green Spaces</th>
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<tbody>
<tr>
<td><strong>Vision Statement:</strong> Public spaces that are accessible and welcoming to all, provide a safe, attractive environment and are accessible by walking, biking and public transportation, and the community takes ownership of these spaces.</td>
</tr>
<tr>
<td><strong>Our Core Values:</strong> Recreation; Safety; Curb Appeal; Accessibility; Welcoming; Pedestrian-minded; Bike and Dog Friendly; Gathering; Gardens; Green; Four Season Design; All-People Design; Connectivity.</td>
</tr>
<tr>
<td><strong>Examples of Previous Efforts:</strong> McPhee Community Gardens and Fresh International Gardens are established; renovation of Duldida Park (2009) and William B. Lyons Park (2011); Davis Park master planning process begins (2014)</td>
</tr>
</tbody>
</table>

**Transportation**

Mountain View’s transportation network will be expanded to include a bicycle and pedestrian route through the neighborhood from the Glenn Highway trail to the Ship Creek trail, and the pedestrian network throughout the neighborhood will be safer and better used by families and commuters. The People Mover bus transportation system will add multiple routes through the neighborhood to meet the extremely high ridership numbers that Mountain View shows year-round. The transportation network will provide convenient and accessible transit options for Mountain View residents to commute to regional employment and commerce hubs, and will promote non-auto transit options. New bus routes will serve the neighborhood. The neighborhood supports the expansion of Route 15, which runs from the Downtown Transit center to the Muldoon Transit Center, as well as connecting Tikahtnu Commons, the Veterans Affairs Clinic, and Midtown, to serve Mountain View.

**Parks**

Mountain View needs more gardening space. As the statistics on poverty and income levels show, food security (having reliable access to sufficient and nutritious food) is a greater concern in Mountain View than in most parts of Anchorage. Parks and open spaces connected through a good transportation network are vital to any thriving neighborhood. Mountain View seeks to create public spaces that are accessible and welcoming to all, providing a safe, attractive environment with convenient hours. Mountain View parks will be easily accessible by pedestrians, bicyclists and those using public transportation. A master plan for Davis Park will be created, and both Davis Park and Louis Mizelle Park will become assets to the community. All parks will be valued gathering spaces; they will have gardening space, be designed for all seasons and all people, and will foster connectivity. The Ship Creek trail and Glenn Highway trail will be connected, to provide an easy connection through Mountain View for pedestrians and bicyclists.

Community members gather at Mountain View Lions Park for World Refugee Day in 2009.

The Lofts is a mixed-use residential and commercial development at the corner of Mountain View Drive and Park Street. The Lofts were developed by Cook Inlet Housing Authority in 2011.
5. Real Estate Development and Housing

<table>
<thead>
<tr>
<th>Category 5: Real Estate Development and Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision Statement:</strong> Maintain Mountain View’s character and “neighborhood” feel while encouraging the development of vacant and underutilized land into productive, community-prioritized uses such as private residential and commercial development and mixed-income development.</td>
</tr>
<tr>
<td><strong>Our Core Values:</strong> Transformation; Revitalization; Innovation; Beauty; Mixed-Income and Mixed-Use; Affordability; Smart</td>
</tr>
<tr>
<td><strong>Examples of Previous Efforts:</strong> 100 units repaired or renovated by NeighborWorks Anchorage; over 278 new units including two mixed-use buildings built by Cook Inlet Housing Authority; 54 units built by Habitat for Humanity</td>
</tr>
</tbody>
</table>

In the last decade, a significant portion of Mountain View’s housing stock has been redeveloped by Cook Inlet Housing Authority (CIHA), the Alaska Housing Finance Corporation, NeighborWorks, Habitat for Humanity, and other private and public-sector housing developers. However, a large proportion of Mountain View’s housing stock consists of blighted, poor-quality older multi-unit structures. Mountain View seeks to continue attracting housing developers to redevelop residential lots, and to provide high-quality, affordable housing that meets the needs of current and future Mountain View residents.

In the mid-1990s, Habitat for Humanity began building homes in Mountain View, and continued their work through 2008 to construct a total of 41 houses. Around this time, NeighborWorks Anchorage, and the Alaska Housing Finance Corporation also started investing in affordable housing projects in the community. In 2004, CIHA began replacing blighted multi-family properties with new single family homes and four-plexes throughout the neighborhood. CIHA’s scattered-site approach targets the housing in the neighborhood that is in the worst condition and in the most need of redevelopment. This approach was a direct result of the Community Council’s objective to reduce densities and eliminate blighted properties in Mountain View. To date, CIHA has completed over 278 new housing units (which includes rental units and for-sale homes), developed two mixed-use buildings in Mountain View, and in partnership with the Alaska Housing Finance Corporation is currently constructing 70 units of affordable housing, including 20 units of senior housing. CIHA’s investment strategy has touched 42 out of 57 residential blocks in the neighborhood. In addition to a construction program, CIHA also implemented a lending program through the Cook Inlet Lending Center, that provided $3.4 million in home mortgage loans so residents could purchase new homes in Mountain View.

Rents in Mountain View are some the lowest in Anchorage, averaging about $800-900 per household, according to the September 2013 issue of Alaska Economic Trends. Maintaining a housing stock that is affordable for Mountain View families is a high priority for this plan. This plan supports the continued investment of affordable housing developers in constructing and renovating Mountain View’s housing stock.

Over 70% of Mountain View’s housing stock was constructed before 1980, and many of those buildings will be reaching the end of their usable lives in the coming decade. While we do not expect that a significant amount of our aging housing stock will be rebuilt in the near future, maintaining high quality homes that meet the needs of Mountain View residents will continue to be a priority. This plan supports rehabilitation and redevelopment of Mountain View’s aging housing stock by homeowners and/or private developers.

Mountain View will maintain its character and neighborhood feel while encouraging the development of vacant and underutilized land into productive, community-prioritized uses. These developments will be transformative, innovative, beautiful, smart, and will appeal to residents at many different income levels. Infrastructure that supports cleanliness, safety, and quality of life in the residential area of Mountain View will be improved.
6. Building Successful Family Resources

<table>
<thead>
<tr>
<th>Category 6: Building Successful Family Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision Statement</strong>: Equipping and empowering Mountain View families with the resources, education, and services they need to lead happy, healthy, and productive lives.</td>
</tr>
<tr>
<td><strong>Our core values</strong>: Affordability; Recreation; Accessibility; Education; Preventative Treatment; Tolerance; Empowerment</td>
</tr>
<tr>
<td><strong>Examples of Previous Efforts</strong>: Three dental offices opening in 2009-2013; Alaska Regional Hospital’s plan to open a Mountain View healthcare facility; before school program at Tyson Elementary School.</td>
</tr>
</tbody>
</table>

**Education**
Currently, Campfire Alaska provides a before-school program at Tyson Elementary School, and the Mountain View Boys and Girls Club provides after-school and weekend activities for youth, often free or at a low cost. Polar Little League, which operates in the summer, also provides recreation opportunities to neighborhood youth. However, throughout the public participation process, respondents noted the need for more year-round youth activities.

Mountain View’s assets – such as the Boys and Girls Club and the newly opened public library - can serve as hubs for before- and after-school programs that teach financial literacy and provide mentorship to local students. By strengthening such programs, creating new programs to keep youth active and engaged after school and during the summer, and encouraging family involvement in students’ schooling, we will create an environment where Mountain View students have the preparation, skills, and encouragement to pursue post-secondary education and competitive careers.

NineStar operates an employment office in the Mountain View Recreation Center, and the AlaskaWorks Construction Academy provides training for construction and related trades. However, there is a need for more workforce training, and by providing more opportunities for job training and lifelong education, Mountain View residents will have access to employment services and to local jobs that pay a living wage.

**Healthcare**
There are three dental offices in Mountain View: Mountain View Dentistry, Frost Dental, and bty dental. However, there are currently no primary care providers, urgent care clinics, or other types of healthcare providers.

In December 2014, Alaska Regional Hospital signed an agreement with the Anchorage Community Land Trust to bring an affordable primary-care facility to Mountain View, which is planned to open in late 2015, and will be located across the street from Clark Middle School. By opening a primary-care facility, and making sure that affordable healthcare is accessible to Mountain View residents with limited English proficiency, a lack of reliable transportation, or a lack of insurance, Mountain View residents will have their healthcare needs met in their community.

**Childcare**
Currently, apart from in-home childcare providers, there is no childcare available in the neighborhood. Mountain View will host an affordable childcare center than can provide care for infants and young children, and that meets the needs of neighborhood families. By providing services such as education and career training, preventative care, and childcare, Mountain View will provide families with the resources and education they need to lead happy, healthy, and productive lives.

Children learn about science at the 2010 Mountain View Street Fair.
PLAN IMPLEMENTATION

This chapter provides a roadmap to create the community that Mountain View residents envisioned in Chapter 2. We describe goals and action items, organized under the six categories used in Chapter 2, that, once completed, will help actualize the vision statements in the previous chapter. These goals and action items were first created by Mountain View residents at the 2012 Mountain View Community Summit, and were reaffirmed by the Mountain View Community Council in 2015. At the end of this chapter, we identify the five goals that the Mountain View Community Council has made their top five priorities in the near term.

A. GOALS AND ACTION ITEMS

The timeframes used in this chapter are:
- Short term: Items will take 1-2 years to complete (starting at the adoption of this plan)
- Medium term: Items will take 3-5 years to complete
- Long term: Items will take longer than 5 years to complete.
- On-going: Used in addition to one of the previous timeframes. For example, an action item such as “businesses will clean up their properties and remove graffiti” is an ongoing task that will need to be worked on for the foreseeable future.

Some of the partners and funders listed, along with acronyms used instead of their full names, are:
- Anchorage Community Land Trust (ACLT): a nonprofit hybrid commercial land trust and community development organization whose focus is this neighborhood, Mountain View.
- Anchorage Police Department (APD)
- Cook Inlet Housing Authority (CIHA): a nonprofit housing developer, whose work in the last decade has resulted in the redevelopment of over 10% of Mountain View’s housing stock.
- Mountain View Community Council (MVCC): a neighborhood forum consisting of Mountain View residents and other community stakeholders, that serves as the voice of the neighborhood and has an advisory role to local governmental agencies.
- Mountain View Business Roundtable (MVBRT): a group of business owners and managers in Mountain View that gather to accomplish items that will improve the safety, profitability, and appearance of Mountain View’s commercial corridor.
- Mountain View Residents: All residents of Mountain View, as participants in the Mountain View Community Council and as individuals and families working to better their community.
- Municipality of Anchorage (MOA): includes the Library, Public Works (MOA-PW), Parks and Recreation (MOA-PR), Transit (MOA-T) and Community Development sections, among others.
- Neighborhood Organizations: Institutions such as the Boys and Girls Club, and nonprofits operating in Mountain View.

Mountain View residents creating the goals and action items listed in this chapter at the 2012 Mountain View Community Summit.
1. **Community and Resident Leadership and Engagement**

The goals and action items in this section will largely be accomplished by the Mountain View Community Council and Mountain View residents, and will increase resident participation in neighborhood events, and the Mountain View Community Council (MVCC). Accomplishing these action items will increase civic and community engagement by residents, create a stronger MVCC that reflects the voices of more residents, and strengthen grassroots efforts that impact community safety.

<table>
<thead>
<tr>
<th>Focus Area 1: Community and Resident Leadership and Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
</tr>
<tr>
<td>1.1. The Mountain View Community Council becomes a better forum for residents to participate, make changes, and air grievances</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>1.2. Create and continue robust neighborhood events</td>
</tr>
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<td></td>
</tr>
<tr>
<td>1.3. Residents lead the visioning of the future of Mountain View</td>
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</tbody>
</table>

Above: Melissa Houston, Vice President of the Mountain View Community Council, talks to attendees about resident leadership opportunities at the Mountain View Targeted Neighborhood Plan Open House on June 27, 2015. Below: A Mountain View Community Council meeting in 2012.
2. Community Safety

The goals and action items in this section will be accomplished by a variety of partners working together, including Mountain View residents, the MVCC, neighborhood nonprofits, schools, and the Anchorage Police Department. The completion of these goals will take years if not decades, and includes building trust between Mountain View residents and the Anchorage Police Department, encouraging residents to keep an eye on their streets and immediately report suspicious events, and creating a sustainable and active Mountain View Community Patrol.

<table>
<thead>
<tr>
<th>Focus Area 2: Community Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
</tr>
<tr>
<td>2.1. Increase cooperation on community safety initiatives</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>2.2. Residents work together to make Mountain View safer</td>
</tr>
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<td></td>
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<td></td>
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<tr>
<td></td>
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</tbody>
</table>

Far left: A breakdancing competition at the 2011 Mountain View Street Fair. Left: Attendees at the 2011 Mountain View Street Fair add their names and messages to a collaborative mural asking community members, “What do we need for peace?”. The mural was subsequently installed at the former John’s RV site, located at 3543 Mountain View Drive.
3. Business Development and a Vibrant Business District

The goals and action items in this focus area will mostly be accomplished by the Mountain View Business Roundtable (MVBRT), which is a group consisting of local business owners and managers that meets multiple times a year to work on issues to improve the success of Mountain View businesses and the appearance of the commercial corridor. The Municipality of Anchorage, and other local businesses that are not active in the MVBRT will also be brought in to help work on some of these goals. By accomplishing these goals, the Mountain View commercial corridor (consisting of Mountain View Drive and part of Commercial Drive) will look better, be safer and more appealing to consumers, and will attract local and destination businesses, and will become a regional employment hub providing jobs to Mountain View residents and to the rest of Anchorage.

<table>
<thead>
<tr>
<th>Focus Area 3: Business Development and a Vibrant Business District</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>3.1. Market Mountain View as a profitable place to do business</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
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<tr>
<td>3.2. Improve the appearance of Mountain View's commercial district</td>
</tr>
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<td></td>
</tr>
<tr>
<td>3.3. Mountain View Business Roundtable organizes for action</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
4. Green Spaces and Transportation

The goals and action items in this section will be largely accomplished by the Municipality of Anchorage’s Parks and Recreation and the Transit Departments, working with the Mountain View Community Council and Mountain View residents to make their vision for the community’s public and green spaces real. By achieving these goals, Mountain View will be fully connected by Anchorage’s trail system, problem parks will be converted to community assets, and the transportation network will be strengthened with multiple bus routes to meet the high ridership in the neighborhood. Mountain View residents will be able to have many safe and pleasant outdoor spaces that are usable year-round, and will be able to quickly reach other parts of town using mass transit.

<table>
<thead>
<tr>
<th>Focus Area 4: Green Spaces and Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
</tr>
<tr>
<td>4.1. Improve underutilized green spaces</td>
</tr>
<tr>
<td>4.1.a. Complete and adopt the Davis Park Master Plan</td>
</tr>
<tr>
<td>4.1.b. Fund and implement improvements recommended by the Davis Park Master Plan</td>
</tr>
<tr>
<td>4.1.c. Make Louis Mizelle Park a clean and safe park that is used for recreation by community members</td>
</tr>
<tr>
<td>4.1.d. Construct additional community gardens</td>
</tr>
<tr>
<td>4.2. Make Mountain View more bicycle and pedestrian friendly</td>
</tr>
<tr>
<td>4.2.a. Create an attractive series of way-finding elements for the trails</td>
</tr>
<tr>
<td>4.2.b. Install adequate pedestrian lighting along the length of Mountain View Drive</td>
</tr>
<tr>
<td>4.2.c. Connect the Ship Creek and Glenn Highway trails through an on-street bicycle route</td>
</tr>
<tr>
<td>4.2.d. Install bike racks at popular destinations, such as businesses, schools, and neighborhood institutions</td>
</tr>
<tr>
<td>4.3. Strengthen Mountain View’s bus transit system</td>
</tr>
<tr>
<td>4.3.a. Make public transportation convenient and responsive to rider demand, and make bus stops safer</td>
</tr>
<tr>
<td>4.3.b. Make bus stops well-lit, attractive, and construct shelters at stops that require them</td>
</tr>
</tbody>
</table>
5. Real Estate Development and Housing

The goals and action items in this section will be accomplished by a variety of organizations and resident-led groups. Policy changes will be enacted by the Anchorage Assembly; affordable housing developers that are already active in the neighborhood (such as the Cook Inlet Housing Authority, NeighborWorks Anchorage, and the Alaska Housing Finance Corporation) will strive to maintain and create more affordable housing. Affordable housing developers will continue to be long-term investors in the neighborhood. Along with the Mountain View Community Council, housing advocacy groups in Anchorage will work to interest for-profit housing developers, realtors, and potential buyers and renters in investing in Mountain View’s housing stock. The Mountain View Community Council and residents will encourage landlords to maintain and improve their properties, and will make sure residents are kept aware of local resources and new developments in Mountain View’s housing landscape. The Mountain View Community Council will also continue to encourage commercial, industrial, retail, and residential investment, to create a robust real estate market in Mountain View. The Anchorage Community Land Trust will continue to buy dilapidated commercial properties for redevelopment, and to attract new businesses and services to Mountain View’s commercial corridor. A mixed-use corridor will be created along Mountain View Drive, bringing a mix of residential, commercial, and retail spaces that are easily accessible to pedestrians and are located along the commercial corridor. Infrastructure will be improved to better meet the needs of Mountain View residents, many of whom live in multi-family housing. Alleys will be paved and improved, and dumpsters will be added to meet the needs of multi-unit housing. By accomplishing these goals, Mountain View will welcome new for-profit housing developers into the neighborhood, will have a large housing stock that is both high-quality and affordable to current residents, and will have residents and landlords who are invested in their homes and their neighborhood.

The Mountain View Service Center, formerly the Sadler Warehouse, which was bought and redeveloped by the Anchorage Community Land Trust in 2007 and currently houses eight nonprofit organizations.
<table>
<thead>
<tr>
<th>Policy</th>
<th>Action Items</th>
<th>Timeframe</th>
<th>Leaders &amp; Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1. Redevelop commercial properties that have hazardous conditions, blight, or significant deterioration</td>
<td>5.1.a. Acquire key commercial buildings in the commercial district to create opportunities for small businesses</td>
<td>Long</td>
<td>ACLT</td>
</tr>
<tr>
<td></td>
<td>5.1.b. Create mechanisms that encourage and fund minor upgrades to buildings</td>
<td>Medium</td>
<td>ACLT</td>
</tr>
<tr>
<td></td>
<td>5.1.c. Create mechanisms that encourage and fund rehabilitation of sites with environmental contamination</td>
<td>Long</td>
<td>ACLT, CIHA, MOA, AK Department of Environmental Conservation</td>
</tr>
<tr>
<td></td>
<td>5.1.d. Attract the development of commercial, industrial, and retail real estate to produce economic investment and jobs.</td>
<td>Medium</td>
<td>MVCC, ACLT</td>
</tr>
<tr>
<td>5.2. Build new high quality housing units that fit the neighborhood's character and needs</td>
<td>5.2.a. Attract the development of quality, mid-priced market rate housing units</td>
<td>Medium</td>
<td>MVCC, housing advocacy groups</td>
</tr>
<tr>
<td></td>
<td>5.2.b. Maintain the availability of affordable housing for renters and homeowners</td>
<td>Short, on-going</td>
<td>CIHA, other affordable housing developers</td>
</tr>
<tr>
<td>5.3. Create infrastructure and policies to improve services in Mountain View’s residential areas</td>
<td>5.3.a. Pave Mountain View’s alleys to improve the ease of trash pick-up and driveway access.</td>
<td>Short</td>
<td>MOA - Solid Waste Services</td>
</tr>
<tr>
<td></td>
<td>5.3.b. Increase the size or number of dumpsters for multi-unit properties in Mountain View</td>
<td>Medium</td>
<td>MOA - Solid Waste Services</td>
</tr>
<tr>
<td></td>
<td>5.3.c. Encourage landlords to maintain and improve their properties</td>
<td>Medium</td>
<td>MVCC, residents</td>
</tr>
<tr>
<td></td>
<td>5.3.d. Increase resident participation in land use planning efforts</td>
<td>Short, on-going</td>
<td>MVCC</td>
</tr>
</tbody>
</table>
6. Building Successful Family Resources
The goals and actions in this section will be accomplished through partnerships between residents, the Mountain View Community Council, neighborhood organizations such as the Boys and Girls Club, dental, healthcare, and childcare providers, and the three schools located in Mountain View: Clark Middle School, William B. Tyson Elementary School, and Mountain View Elementary School. The schools will work with neighborhood organizations and job training providers to ensure that all students have access to before and after school programs and programs in the summer, and are informed about local career centers and job training opportunities. Businesses will hire locally, and financial literacy classes will be offered through schools. Healthcare providers will offer services that meet the needs of Mountain View residents, including interpreter services for patients with low English proficiency. By accomplishing these goals, youth and adults in our community will have the tools and resources needed for success available in their neighborhood.

<table>
<thead>
<tr>
<th>Focus Area 6: Building Successful Family Resources</th>
<th>Policy</th>
<th>Action Items</th>
<th>Timeframe</th>
<th>Leaders &amp; Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1. Connect residents and opportunities that provide career advancement and family-supporting jobs</td>
<td>6.1.a. Build connections with State of Alaska Labor and Workforce Development, local unions, Alaska Native Science and Engineering Program, and local career centers to make job training easily available</td>
<td>Medium</td>
<td>State of Alaska, neighborhood organizations, schools</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.1.b. Increase the number of local hire programs, and the number of Mountain View residents hired at local businesses</td>
<td>Medium</td>
<td>MVBRT, neighborhood organizations</td>
<td></td>
</tr>
<tr>
<td>6.2. Improve access to healthcare and childcare</td>
<td>6.2.a. Provide primary care services that are convenient, affordable, and accessible to residents.</td>
<td>Short</td>
<td>Health care provider, neighborhood organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2.b. Invite mobile service programs to Mountain View</td>
<td>Medium</td>
<td>Health care provider, neighborhood organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2.c. Perform outreach to residents who do not tend to access services, and provide language-accessible services.</td>
<td>Short</td>
<td>Health care provider</td>
<td></td>
</tr>
<tr>
<td>6.3. Create opportunities for youth in and out of school</td>
<td>6.3.a. Increase business-school partnerships</td>
<td>Medium</td>
<td>Schools, MVBRT, local businesses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.3.b. Offer more before-and-after-school and summer programs and recreational opportunities</td>
<td>Medium</td>
<td>Schools, neighborhood organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.3.c. Increase parent participation and financial literacy programs in schools</td>
<td>Medium</td>
<td>Schools, residents</td>
<td></td>
</tr>
</tbody>
</table>
B. OUR TOP FIVE PRIORITIES

Our top five priorities for Mountain View are:

1. **Improve Davis Park**
   Davis Park is one of Anchorage’s largest parks and could be a destination park for northeast and areawide Anchorage residents. However, Davis Park is currently only used by a few groups; disc golf, rugby, and youth baseball groups. Poor visibility, routine camping in the wooded areas, and few amenities mean that Davis Park is rarely used. To transform Davis Park into a well-used park that is an asset to the area, we support the creation of the Davis Park Master Plan, the process for which began in fall 2014, and full funding to implement that plan.

2. **Add to Mountain View’s existing pedestrian amenities**
   In 2014, the Municipality of Anchorage received $1 million from the state legislature to install pedestrian lights along Mountain View Drive. Unfortunately, this award is only estimated to result in the installation of 40-50 lights, and an estimated $2-$3 million more will be necessary to install pedestrian lights at the density of the lighting currently along Mountain View Drive south of the Commercial Drive intersection. We support projects that will add more lighting along Mountain View Drive and the Mountain View transit corridor. We also support traffic safety projects, including crosswalks, school zones, and traffic calming measures that will increase the safety of pedestrians and reduce speeding by vehicle traffic.

3. **Add new bus routes serving Mountain View**
   Mountain View’s bus route, Route 45, has the highest ridership of any route in Anchorage, and Mountain View residents are more likely than other Anchorage residents to have limited or no access to a car. In the summer of 2015, Route 8, which runs from the downtown Transit Center to the intersection of Muldoon Road and Debarr Road, was realigned to stop on Mountain View Drive next to the Glenn Square Mall. We support the expansion of People Mover service to connect Mountain View residents to regional commercial hubs such as Tikahtnu Commons and midtown Anchorage, as well as the installation of bus shelters at existing stops.

4. **Pave all the alleys**
   In the summer of 2015, the Municipality of Anchorage paved ten alley blocks in Mountain View. Four-fifths of Mountain View’s alleys remain unpaved. Deferred maintenance has contributed to the poor condition of unpaved alleys, which have large potholes and flood every spring. Paving the remainder of Mountain View’s alleys would allow for neighborhood-wide alley trash pickup, which would improve the appearance of the residential areas, and provide more housing design options.

5. **Encourage redevelopment of blighted and vacant properties**
   We support redevelopment of vacant lots with smart infill. We also support incentives that help housing developers and commercial, retail, and industrial businesses pursue quality, community-minded investments in our neighborhood.
LAND USE PLAN

A. LAND USE PLAN MAP

The Mountain View Targeted Neighborhood Plan Land Use Plan Map (LUPM) illustrates the goals of this plan in map form. The LUPM identifies locations and intensities of future development, and recommends zoning districts aligned with those intended future uses. The land use plan map is intended to provide neighborhood-level recommendations on Anchorage 2020 policies, as well as to provide specificity and an update to Anchorage’s area-wide land use plan map, which was adopted in 1982. The LUPM also provides the Municipality of Anchorage with a framework with which to evaluate land use decisions made in Mountain View.

The nine land use categories used in the LUPM are based on the Anchorage 2020 Land Use Policy Map; the categories include a mixed-use corridor designation, which is also present in the Fairview Neighborhood Plan (adopted in 2014). These categories and the below map were designed by Mountain View community members in work sessions with the Mountain View Community Council and the Municipality of Anchorage’s Planning Division, and were reviewed by the community at the 2015 Mountain View Targeted Neighborhood Plan Open House. The Land Use Plan Map shows the wishes of the community as they relate to land use and future development.
Map 9: Mountain View Targeted Neighborhood Plan - Existing Land Use Map

Land Use
- Single Family
- Multifamily
- Large Multifamily
- Park
- Commercial
- Industrial
- Military
- Institutional
- Transportation / Utility
- Vacant

MVTNP Boundary
Mountain View Drive & Commercial Drive

Mountain View
EMBRACE IT!
Map 10: Mountain View Targeted Neighborhood Plan - Land Use Plan Map
B. LAND USE PLAN MAP: DESCRIPTIONS AND POLICY DIRECTIONS

<table>
<thead>
<tr>
<th>Land Use Plan Map Category</th>
<th>Zoning Category</th>
<th>Range of Residential Densities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed Use Corridor</td>
<td>B-3, R-3</td>
<td>&gt; 35 Dwelling units per acre (DUA)</td>
</tr>
<tr>
<td>Light Industrial</td>
<td>I-1</td>
<td></td>
</tr>
<tr>
<td>Heavy Industrial</td>
<td>I-2</td>
<td></td>
</tr>
<tr>
<td>Regional Commercial Center</td>
<td>B-3</td>
<td></td>
</tr>
<tr>
<td>Park</td>
<td>PLI-P, T</td>
<td></td>
</tr>
<tr>
<td>Public Facility and Utility</td>
<td>B-3, I-1, T, PLI</td>
<td></td>
</tr>
<tr>
<td>School and Community Institution</td>
<td>PLI, R-3</td>
<td></td>
</tr>
<tr>
<td>Low/MediumIntensity Residential</td>
<td>R-2M</td>
<td>Up to 15 DUA</td>
</tr>
<tr>
<td>Medium Intensity Residential</td>
<td>R-3</td>
<td>Up to 40 DUA</td>
</tr>
</tbody>
</table>

Mixed Use Corridor: The goal of the mixed-use designation is to create a thriving commercial corridor that combines retail, office, and residential uses in ways that are oriented to pedestrians. Increase the amount and density of commercial and residential development along this corridor. Encourage a mix of street-facing commercial, high quality residential, and office buildings to locate along Mountain View Drive. Properties within this corridor can be either residential or commercial, or combine both uses into one building. Encourage the development of offices near the existing Mountain View Service Center. Transition light industrial parcels opposite Glenn Square mall to mixed use, and support pedestrian-oriented commercial activities along the southern arm of Mountain View Drive. The eastern end of this mixed-use corridor falls into the JBER Accident Potential Zone; in this area, we recommend that mixed-use developments do not include a residential component, so as to conform to the Suggested APZ Land Use Compatibility document (UFC 3-260-01).

Light Industrial: This designation includes manufacturing storage, distribution, bulk retail, and similar uses. Support street-oriented development that contributes to create a pedestrian-friendly industrial core for the neighborhood, by orienting business entrances towards the street and improving pedestrian facilities such as sidewalks and lighting in this area.

Heavy Industrial: This designation allows for manufacturing, major transportation, warehousing, equipment storage and repair, and similar uses. Maintain existing heavy industrial uses.

Park: This designation allows for neighborhood and community-use parks and greenbelts. Maintain Davis Park, Mountain View Lions Park, Duldida Park, McPhee Park, and William B. Lyons Park, and improve those green spaces to provide more amenities and opportunities for recreation for residents. Transition Louis Mizelle Park to another location and/or utilize that space for community gardens, privately managed land, or another use that transforms that space into a community asset.

Public Facility and Utility: Allowable uses include public facilities such as water treatment plants, power plants, or fire stations. Maintain the existing public facilities and utility uses, which include Glenn Highway - Bragaw Street Interchange right of way, an FAA facility, a Municipality of Anchorage snow storage lot, and Wetlands Site #5 south of Glenn Square Mall.
School and Community Institution: This designation includes public and large private schools, community centers, museums, and libraries. Maintain the existing locations of Mountain View Elementary School, William B. Tyson Elementary School, Clark Middle School, the Mountain View Branch Library, and the Mountain View Community Center, while supporting improvements to these buildings.

Low/ Medium Intensity Residential: This designation allows for detached and attached single-family homes, townhouses, duplexes, and low-density multi-family housing, and currently exists in the residential area of Mountain View south of Mountain View Drive. This plan supports retaining the current low/ medium intensity of that portion of Mountain View’s residential area.

Medium Intensity Residential: The medium intensity residential designation allows efficient uses of residential land that holds multi-unit and attached housing. Maintain the existing density of Ridgeline Terrace. Transition the residential area north of Mountain View Drive to be entirely R-3. Support redevelopment efforts by affordable housing developers and private developers that prioritize walkability, liveability, and attractive building design.

Trail Connection: Connect the Ship Creek trail to the Glenn Highway trail by creating a separated path north of Mountain View. Provide wayfinding signs to help bicyclists and pedestrians navigate through the neighborhood on Peterkin Street as an on-street trail connection.

Other:
- **Regional Commercial Center**: Glenn Square Mall has grown recently to become a regional commercial center for Anchorage. Support increased pedestrian and public transit access to Glenn Square mall, and vehicle access from the Glenn Square Mall and the neighborhood center at Mountain View Drive and Bragaw Street. Attract consumers from around the region to retail stores located in the commercial center.
- **Glenn Square Town Center**: Glenn Square was also identified as a regional town center in the Anchorage 2020 plan, along with the Northway Mall area, and as a focal point for retail, bus transportation, and other amenities.
- **Neighborhood Commercial Center at Mountain View Drive and Bragaw Street**: Identified as a neighborhood commercial center in the Anchorage 2020 plan. This designation identifies the intersection of Mountain View Drive and Bragaw Street as a focal point of neighborhood-level commercial and retail facilities. Encourages the location of essential services and retail stores along Mountain View Drive and Bragaw Street south of Richmond Avenue.