



NeighborWorks Alaska

Reconnecting Fairview Corridor Plan

Task 4 – Economic Assessment and Fairview Innovation Area Memo

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Contents

1.	Introduction	4
2.	Methodology and Data Sources	4
3.	Socioeconomic Profile	7
4.	Housing Market Assessment	8
5.	Labor Force and Commercial Market Trends	10
5.1	Employment Profile	10
5.2	Commercial Market and Built Form	11
6.	Foundational Conditions for Livability and Investment	12
6.1	Provision of Basic Services	12
6.2	Perception Factors: Safety and Crime as a Barrier to Investment	13
7.	Zoning, Land Use Framework, and Opportunity Areas	15
7.1	Zoning Framework	15
7.3	Land Use Plan	17
7.5	Opportunity Areas for Fairview	19
7.6	Opportunities for Policy Reform	24
8.	Evaluating Innovation-Based Revitalization Best Practices	27
8.1	Selection of Case Studies: Methodology and Rationale	27
8.2	Best Practice Review and Analysis	27
8.3	Lessons Learned for Fairview	30
9.	Next Steps	32

Tables

Table 1. Comparison of key socioeconomic trends based on ACS 2023 5-Year Estimates; Fairview estimates are weighted based on Census Tract area coverage	7
Table 2. Comparison of key housing stock characteristics based on ACS 2023 5-Year Estimates; Fairview estimates are weighted based on Census Tract area coverage	8
Table 3. Comparison of employment by industry based on ACS 2023 5-Year Estimates; Fairview estimates are weighted based on Census Tract area coverage	10
Table 4. Community-serving amenities: Fairview inventory and service gaps	12
Table 5. Summary of constraints and opportunities per proposed subarea	34

Figures

Figure 1. Reconnecting Fairview Corridor Plan Study Area	6
Figure 2. Location of housing units in Fairview based on 2025 Anchorage Tax Assessor Information	9
Figure 3. Commercial market sub-categories per CoStar data	11
Figure 4. Anchorage Crime Grade Data (2025), with dark green areas scored as safest and red scored as least safe.	14
Figure 5. Title 21 Zoning Districts in Fairview	16
Figure 6. 2040 Land Use Plan Designations for Fairview	18
Figure 7. Potential Opportunity Areas based on 2025 Anchorage Tax Assessor Information	20
Figure 8. Contaminated Sites reported by Alaska DEC (2025)	23
Figure 9. Map of proposed Transit-Supportive Development Overlay designated by Municipality of Anchorage (as of October 2025)	24
Figure 10. Zoning and building footprints along Hyder Street based on Municipality of Anchorage data	25
Figure 11. Map of development incentive program boundaries (2023) produced by the Anchorage Community Development Authority	26
Figure 12. Draft In-Progress Fairview Sub-areas based on Workshop #1 Feedback	33
Figure 13. Draft In-Progress Fairview Net Opportunity Sub-Areas (including vacant parcels, parking lots, and contaminated sites)	35

1. Introduction

The Gambell-Ingra corridors in Anchorage were constructed in the 1960s to connect the Seward and Glenn Highways and improve regional mobility. While the couplet serves an important function for vehicle and freight traffic, its construction introduced physical and land use changes that have affected connectivity and investment patterns in the Fairview neighborhood. Over time, these changes have led to socioeconomic disparities, disinvestment, and unsafe travel conditions for local residents.

In 2023, NeighborWorks Alaska and the Fairview Community Council received funding through the U.S. Department of Transportation's Reconnecting Communities Program and municipality of Anchorage to advance the Reconnecting Fairview Corridor Plan. The Plan aims to identify community-supported strategies to improve transportation connectivity, support economic development, and guide reinvestment along the Gambell, Ingra, and Hyder Street corridors.

This memorandum presents findings from **Task 4 – Economic Assessment and Fairview Innovation Area**, which aims to inform the Plan's recommended approach for land use, economic development, and placemaking strategies. Specifically, this assessment:

- Presents Fairview's demographic and workforce characteristics to assess its relative socioeconomic position and development potential within Anchorage (Section);
- Evaluates housing market conditions to assess Fairview's capacity to retain and attract residents (Section 4);
- Analyzes labor force trends and commercial land use to evaluate how well current uses support economic objectives (Section);
- Assesses the extent to which Fairview fosters foundational conditions for livability and investment (Section 6);
- Reviews existing zoning and planned land use to evaluate alignment with community needs and growth potential, and identifies high-potential opportunity areas for reinvestment (Section); and
- Summarizes relevant best practices from comparable innovation hubs and draws out potential strategies and recommendations for Fairview's revitalization efforts (Section).

2. Methodology and Data Sources

The real estate market assessment for Fairview relies on a combination of demographic, housing market data, and commercial market data, integrated to provide an understanding of neighborhood trends.

- **Demographic and Housing Market Analysis** – Due to the absence of published statistics specific to the Fairview neighborhood, demographic and housing market trends were derived from the U.S. Census Bureau's American Community Survey (ACS) five-year estimates at the census tract level. The assessment draws from four relevant census tracts – 601, 901, 902, and 1000. To accurately represent Fairview, we estimated the proportion of each tract that overlaps with the neighborhood's community council boundaries, weighed the data accordingly, and normalized the results. This approach allowed us to approximate key indicators such as socioeconomic profiles (Section), housing tenure (Section 4), and

labor force characteristics (Section 5.1). This ensures that our analysis reflects local conditions as closely as available data allows. A map of the study area can be found in **Figure 1**.

- **Commercial Market Assessment** – In order to assess Fairview’s commercial real estate market, encompassing the range of land uses, their respective sub-categories (such as various retail types and industrial applications), and the existing building stock, we used CoStar, a nationally recognized database for commercial property information and market analytics. CoStar compiles property-level information from verified sources, brokers, and local records, providing granular data on inventory, vacancies, leasing trends, building age and class, and submarket composition.

By integrating weighted census data and CoStar’s commercial market data, this assessment provides a robust, data-driven foundation for understanding baseline market dynamics and informing revitalization strategies.

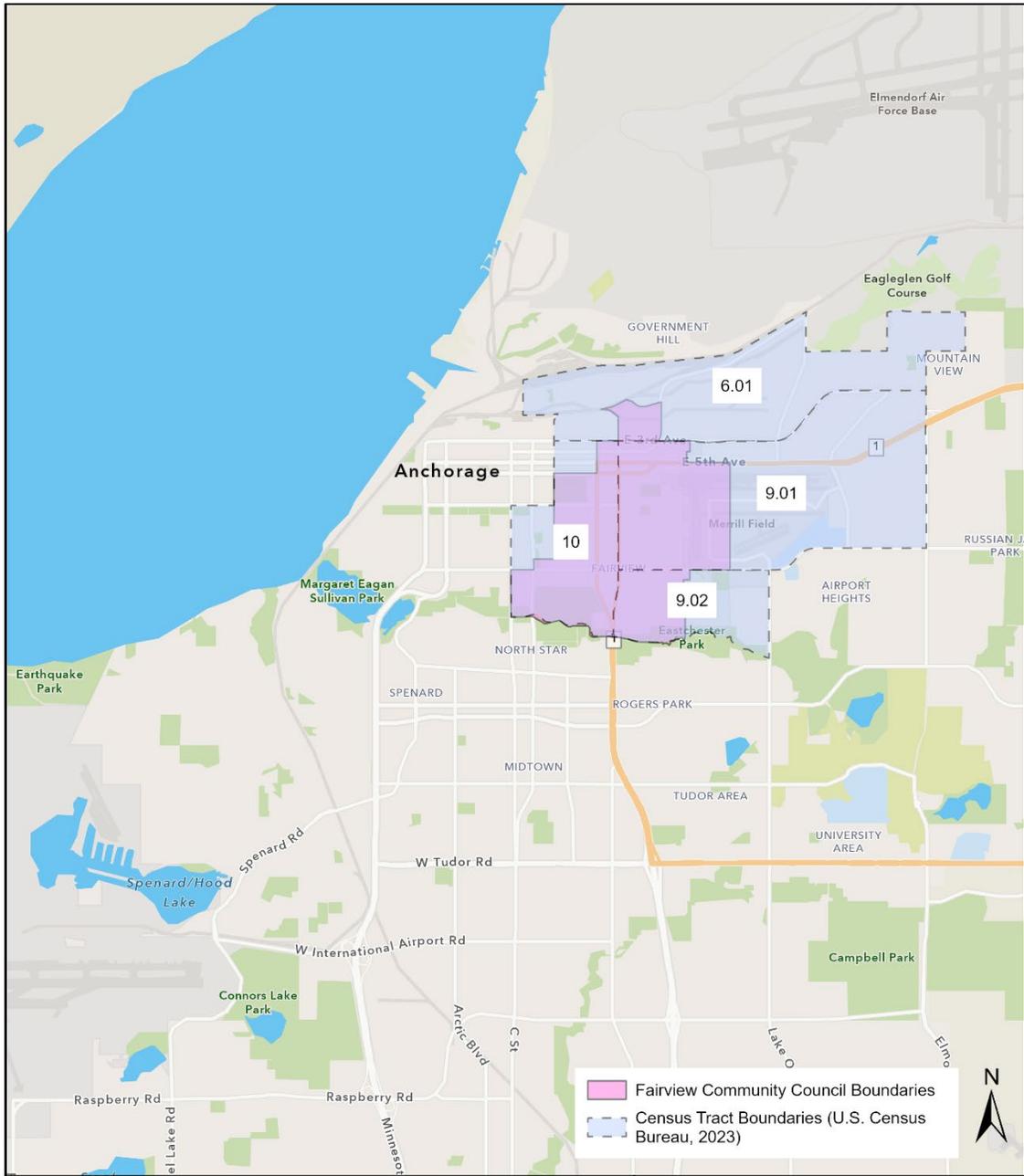


Figure 1. Reconnecting Fairview Corridor Plan Study Area

3. Socioeconomic Profile

Fairview accounts for about 2% of Anchorage’s population, with approximately 5,300+ residents. The neighborhood exhibits several indicators of socioeconomic disadvantages when compared to the city overall:

Indicator	Fairview	Anchorage	% / %-Pt. Difference
Total Population	5,346	286,075	~2% of total
Youth (Under 18)	22%	23%	-1
Seniors (65+)	18%	13%	+5
Persons with Disabilities (PWD)	19%	12%	+7
Veterans	4%	11%	-7
Educational Attainment (≥25 years)			
High School	32%	25%	+7
Bachelor’s Degree+	28%	38%	-10
Median Household Income (2023 \$)	\$55,639	\$94,437	-52%
People Below Poverty Line	20%	9%	+11
Youth	26%	10%	+16
Seniors (65+)	15%	7%	+8

Table 1. Comparison of key socioeconomic trends based on ACS 2023 5-Year Estimates; Fairview estimates are weighted based on Census Tract area coverage

- Demographics and Vulnerable Populations: High-Share of At-Risk Populations with Long-Term Workforce Potential** – About 65% of Fairview residents belong to one or more vulnerable groups, including youths, seniors, persons with disabilities (PWD), and veterans. Youths account for the largest age group (22%), and 19% of residents report disability. *These demographics highlight the need for land use and amenity planning that ensures access to essential services. The large youth base also signals long-term workforce potential.*
- Educational Attainment: Modest Degree Completion, Aligned with Citywide Patterns** – Among residents aged 25+, the majority of Fairview’s working-age population have achieved high school as their highest level of education. Only 28% hold a bachelor’s degree or higher – significantly lower than the citywide average (38%). *This indicates that Fairview residents face greater barriers to degree-based employment pathways despite a shared citywide pattern of having workforces concentrated below the bachelor’s level.*
- Income and Poverty: Lower Incomes and Elevated Poverty** – Median household income in Fairview is ~\$55,600, which is 43% lower than Anchorage’s median household income of ~\$94,000. *This income gap is substantial, indicating constrained household purchasing power and limited capacity to absorb increases in living costs. Around 20% of residents live below the poverty line, compared to just 9% in Anchorage overall, further highlighting the economic vulnerability of Fairview residents.*

4. Housing Market Assessment

Understanding Fairview’s housing conditions provides insight into the neighborhood’s capacity to retain current residents and attract new households over time. Key factors, including housing types, tenure patterns, vacancy, affordability, and building stock age shape the livability and perceived stability of the area. These indicators also influence the attractiveness and feasibility of investments as they signal the neighborhood’s capacity to support long-term population growth, workforce retention, and local economic activity.

Indicator	Fairview	Anchorage	% / %-Pt. Difference
Number of Housing Units	2,896	119,717	~2% of total
% of Multi-Unit Housing	74%	35%	+39
Owner-Occupied	31%	63%	-32
Renter-Occupied	69%	37%	+32
Vacant Housing Units	17%	10%	+7
Length of Residence	~7 years	~45-55 years	38 to 48 years
Pre-1980 Building Stock	61%	45%	+16
Median Gross Rent	\$1,200	\$1,450	-\$250

Table 2. Comparison of key housing stock characteristics based on ACS 2023 5-Year Estimates; Fairview estimates are weighted based on Census Tract area coverage

- Housing Type and Age: Old, Multi-Unit Buildings** -- Multi-unit buildings comprise 74% of all housing units in Fairview – more than double the citywide share. Additionally, 61% of units were built before 1980, suggesting an aging building stock and increasing maintenance and reinvestment needs over time.
- Spatial Pattern: Dispersed Moderate-Density Housing with Multifamily Clusters** – Multifamily units are dispersed throughout Fairview, with higher-density clusters in Chester Park Estates, Merrill Crossing, Park Plaza, Susitna Ridge, and Chugach View as shown in **Figure 2**. Outside these pockets, housing overall mostly consists of small- to mid-scale multifamily structures embedded in the street grid. In future land use policy and priority area recommendations, project stakeholders should examine how land uses along the couplet (Gambell, Ingra, and Hyder) may accommodate infill or other density changes that are conducive to a mixed-use commercial and residential corridor.
- Tenure and Vacancy: Renter-Dominated, High Vacancy** – Only 31% of units are owner-occupied, while renters comprise 69% of households. Fairview also has a 17% vacancy rate, seven points above the city average, suggesting potential underutilization or quality concerns in segments of the rental market.

- **Residential Stability: High Turnover, Limited Long-Term Tenure Residents** – The average length of residence in Fairview is about 7 years – substantially lower than the 45-55-year average in other parts of Anchorage. This reflects a more short-term population and limits long-term residential anchoring.
- **Housing Costs: Lower Rents, But Persistent Cost Burden** – While Fairview’s median gross rent is lower than Anchorage (\$1,200 vs \$1,450), housing remains unaffordable for many. Based on local income levels, gross rent represents about 26% of household income, approaching the U.S. Department of Housing and Urban Development (HUD) affordability threshold of 30% and indicating persistent housing cost pressures despite lower rent levels.

Collectively, these conditions describe a housing market characterized by moderate density and a high share of rental units, aging infrastructure, elevated vacancy, limited residential permanence, and high cost burdens. Improving Fairview’s ability to retain and attract households will require targeted strategies that address housing quality, affordability, and the effective use of existing residential density.

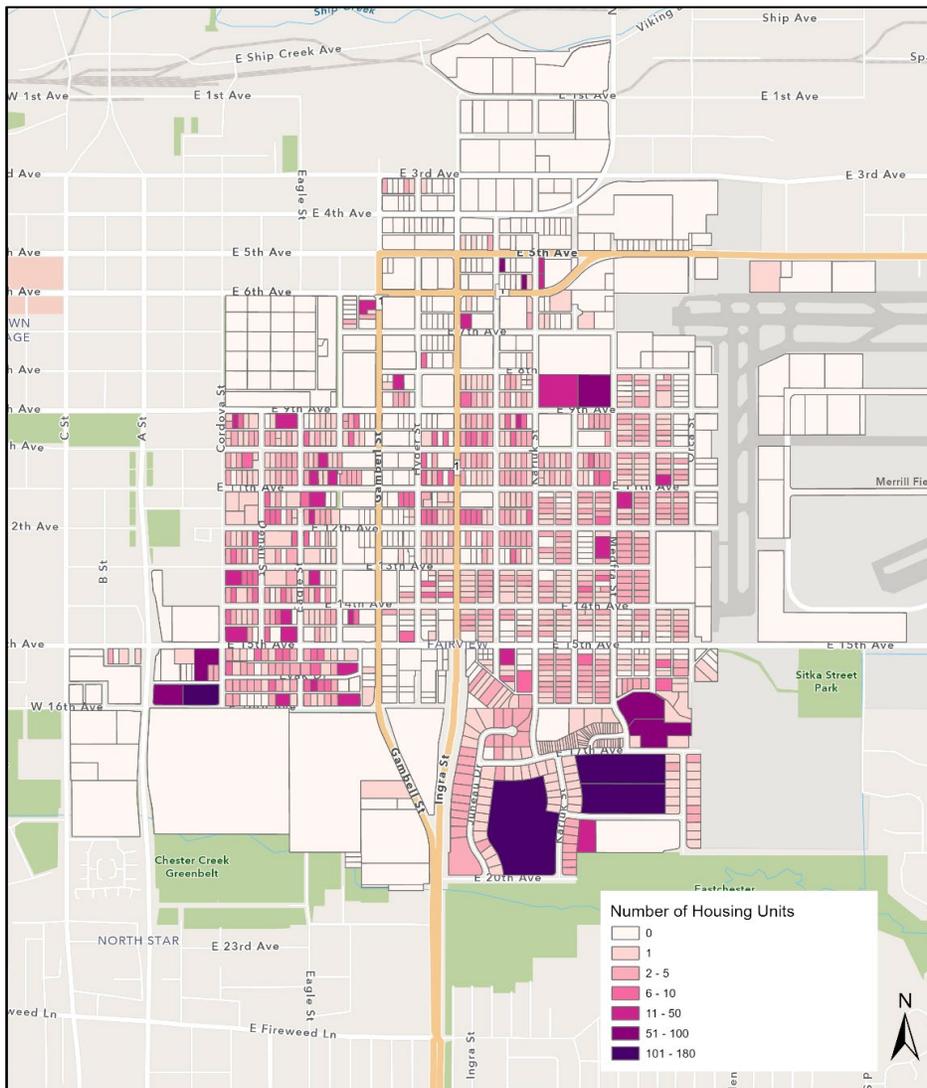


Figure 2. Location of housing units in Fairview based on 2025 Anchorage Tax Assessor Information

5. Labor Force and Commercial Market Trends

Fairview’s workforce composition and commercial land use patterns directly shape its capacity for economic growth. Industry concentration and commuting behavior reveal the scale and nature of local employment, while commercial space use reflects how effectively the built environment supports business activity. Evaluating these factors in tandem helps identify where land use and workforce assets are aligned – and where mismatches may be limiting reinvestment, job creation, or economic growth.

5.1 Employment Profile

Industry	Fairview	Anchorage	%-Pt. Difference
Education & Healthcare	19%	25%	-6
Retail	15%	11%	+4
Arts, Hospitality & Entertainment	14%	10%	+4
Professional & Admin Services	14%	11%	+3
Public Administration	11%	10%	+1
Construction	7%	6%	+1
Finance & Real Estate	4%	5%	-1
Transport & Utilities	4%	10%	-6
Natural Resources (Agricultural)	3%	3%	0
Wholesale Trade	3%	2%	+1
Other Services	3%	5%	-2
Information	2%	2%	0
Manufacturing	1%	3%	-2

Table 3. Comparison of employment by industry based on ACS 2023 5-Year Estimates; Fairview estimates are weighted based on Census Tract area coverage

The following metrics assess workforce engagement, sector alignment, and employment accessibility:

- Labor Force Participation: Below-Average Engagement:** About 56% of Fairview residents are in the labor force, while 41% are not participating and 3% are unemployed. *This participation rate is below both citywide and national averages (60%+), which reflect barriers to workforce engagement – such as limited access to enabling services (e.g., transportation or job placement services), or a mismatch between available jobs and skills.*
- Commute Mode: Car-Dependent with Limited Transit Use** – Most employed residents commute by car (76%), while only 2% use public transport and 6% walk. Around 11% work from home. *While some remote work may reflect job flexibility, it may also point to barriers in accessing employment centers – such as limited transit connectivity or lack of nearby job opportunities. Overall, this reflects a car-dependent workforce with minimal reliance on transit or active modes, highlighting the need to evaluate transit connectivity to employment centers.*

- Industry Concentration: Service Sector-Dominated with Limited Exposure to Growth Sectors** – Fairview’s workforce is concentrated in retail (15%), hospitality and entertainment (14%), and professional and administrative services (14%) – all of which exceed Anchorage’s averages. While education and healthcare (19%) also employ a significant share of the labor force, their presence is smaller than it is citywide. Fairview has notably lower employment in higher-wage, growth-oriented sectors, including transportation and utilities (4%) and finance and real estate (2%). *This composition points to a labor base with limited access to higher-earning opportunities.*

Fairview’s workforce is moderately engaged and heavily concentrated in service-sector jobs, with underrepresentation in sectors associated with higher wages, long-term employment stability, and stronger pathways for economic mobility.

5.2 Commercial Market and Built Form

The following metrics assess whether the built environment supports business activity and economic productivity:

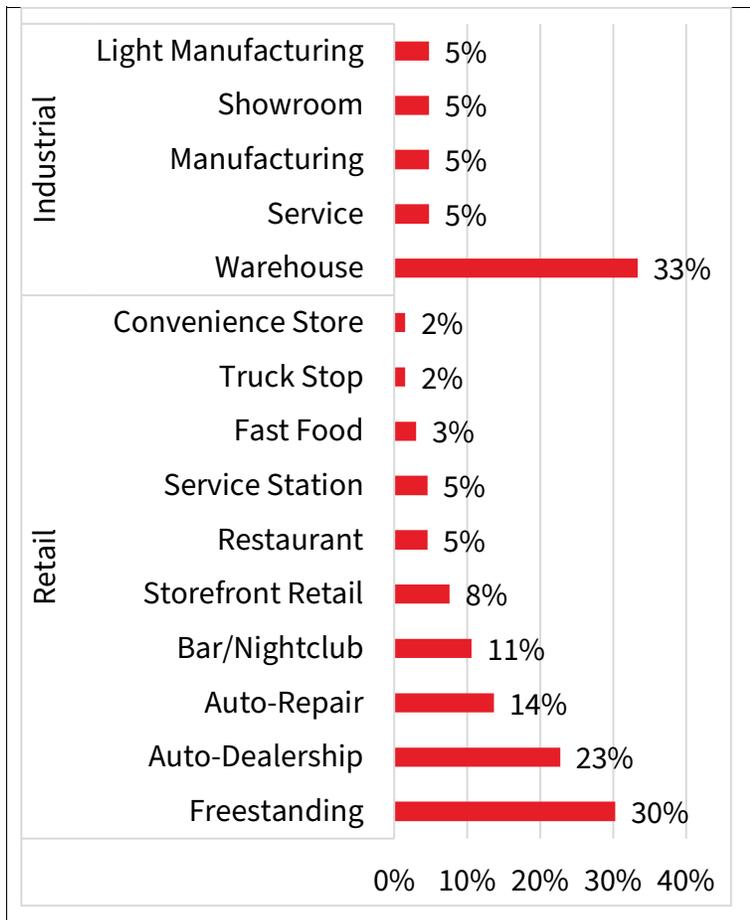


Figure 3. Commercial market sub-categories per CoStar data

Retail Use: Auto-Oriented and Low Activation – Retail accounts for the majority (63%) of commercial land in Fairview. Retail parcels are mostly auto-oriented and low-density, including auto dealerships and repair shops (37%) and stand-alone shops (30%). Around 16% of parcels are dedicated to food and entertainment commercial uses. *Despite the low retail vacancy, Fairview is characterized by low-activation and limited customer traffic businesses, which contribute minimally to pedestrian activity, local spending, or broader economic vibrancy.*

Industrial Use: Regionally Oriented with Limited Local Benefit – Industrial spaces account for 16% of non-residential, productive land use in Fairview. One-third of industrial land is dedicated to warehousing, despite low local employment in transport and logistics – *suggesting industrial land serves regional functions but may not directly contribute to local employment.*

Built Form Efficiency: Predominantly Low-Density and Underutilized Parcels – A large share of commercial parcels – including 100% of office spaces and 80%+

retail spaces – exhibit low building footprints and low-density structures relative to lot size. *This underbuilt form constrains the neighborhood’s ability to support more intensive economic activity, such as higher employment uses, mixed-use development or destination retail.*

Fairview’s commercial market is underutilized and shaped by low-density, low-activation uses. The built environment limits business diversification or reinvestment. Unlocking the neighborhood’s economic potential will require attracting higher-value economic activity and enabling more productive land use.

6. Foundational Conditions for Livability and Investment

6.1 Provision of Basic Services

The availability of essential services directly influences residential retention, workforce participation, and business attractiveness. To understand Fairview’s baseline service environment, we compared the neighborhood’s current amenity inventory against relevant planning benchmarks. These benchmarks reflect commonly used standards or practices for service provision and are derived from a mix of sources, including national guidelines and real-world provision patterns observed across U.S. cities.

The table below summarizes benchmark expectations for key amenities, Fairview’s current inventory, the relevant target population, and estimated service gaps. While this is a high-level assessment and does not capture facility size, quality, or utilization rates, it provides a directional understanding on whether Fairview’s current amenity landscape aligns with standard expectations for a functioning neighborhood.

Amenity	Benchmark	# of Facilities in Fairview	Relevant Fairview Market	Gap
Supermarket	1 per 8,000 residents ¹	0	5,346 people	Missing (-1)
Convenience Store	1 per 2,000 residents ²	2	5,346 people	Lacking (-1)
Day Care Center	1 per 75-100 children under 5 years old ³	2	400 children	Lacking (-2 to -3)
Senior Housing	30 units per 1,000 seniors ⁴	217,000 sq ft (i.e., ~310 units assuming 700 sq ft per unit)	900 seniors	Adequate
Primary Healthcare	1 per 2,000 residents ⁵	1	5,346 people	Lacking (-1 to -2)

Notes:

¹ Source: Food Systems Dashboard. 2025. [Number of supermarkets per 10,000 population](#)

² Source: B2B Reviews. 2025. [Convenience Stores in the U.S.: Mapping the Future of Convenience Retail.](#)

³ Derived based on common planning assumptions and national standards, including staff-to-child ratios from the [National Association for the Education of Young Children.](#)

⁴ Derived from planning norms that align with typical provision rates observed in U.S. metropolitan areas, based on data from [National Investment Center, 2020.](#)

⁵ Source: National Conference of State Legislatures. 2023. [Health Insurance Network Adequacy Requirements.](#)

Table 4. Community-serving amenities: Fairview inventory and service gaps

The review revealed shortfalls in the following areas:

- **Grocery Access:** Fairview currently lacks a full-service supermarket, designating it as a food desert. This limits residents' access to affordable food and imposes a burden on households without private vehicles.
- **Convenience Retail:** Two convenience stores are in operation within the study area, falling short of the recommended ratio, and suggesting limited access to daily goods and services.
- **Childcare Facilities:** With about 400 children under age five and only two daycare centers, Fairview may be underserved by two to three facilities. This reduces employment flexibility and may constrain household earning capacity.
- **Senior Housing:** Fairview's estimated senior housing units align with benchmarks for its older adult population, representing a relative strength in senior-targeted provisions.
- **Primary Healthcare:** One medical office serves more than 5,300 residents within the study area – below the benchmark of one per 2,000. Limited access to basic primary care may widen health disparities.

These gaps reflect foundational service deficits that may hinder neighborhood stability, labor force reliability, and investment appeal.

6.2 Perception Factors: Safety and Crime as a Barrier to Investment

Across all community engagement activities – including discussions with residents and stakeholders from advocacy groups, economic development associations, educational institutions, and the local real estate industry – crime and perceptions of safety emerged as a consistent and urgent theme. Stakeholders have consistently cited concerns about public safety as a direct deterrent to residential stability and commercial reinvestment.

These qualitative insights are reinforced by crime data from Crime Grade¹, a national database that compiles crime risk information using FBI and local law enforcement data. Based on Crime Grade, Fairview experiences:

- About 52 crimes per 1,000 residents, with violent crimes accounting for 27% of all incidents. This rate is 20% higher than the Anchorage average, and 109% higher than the national average, with violent crime 252% above national levels alone.
- The estimated annual cost of crime exceeds \$21 million, reflecting the total economic losses resulting from criminal activity, including direct victim costs, criminal justice expenses, and productivity losses.

In summary, crime imposes a structural constraint on Fairview's economic revitalization – increasing operating risks, depressing property values, and reducing the neighborhood's appeal to investors and residents. These safety concerns erode market confidence and hinder household retention and small business growth. Any strategy for inclusive economic development must first address safety as a foundational condition for reinvestment and long-term stability.

¹ Source: Crime Grade, 2025. [Fairview, Anchorage, AK: Crime Maps and Statistics.](#)

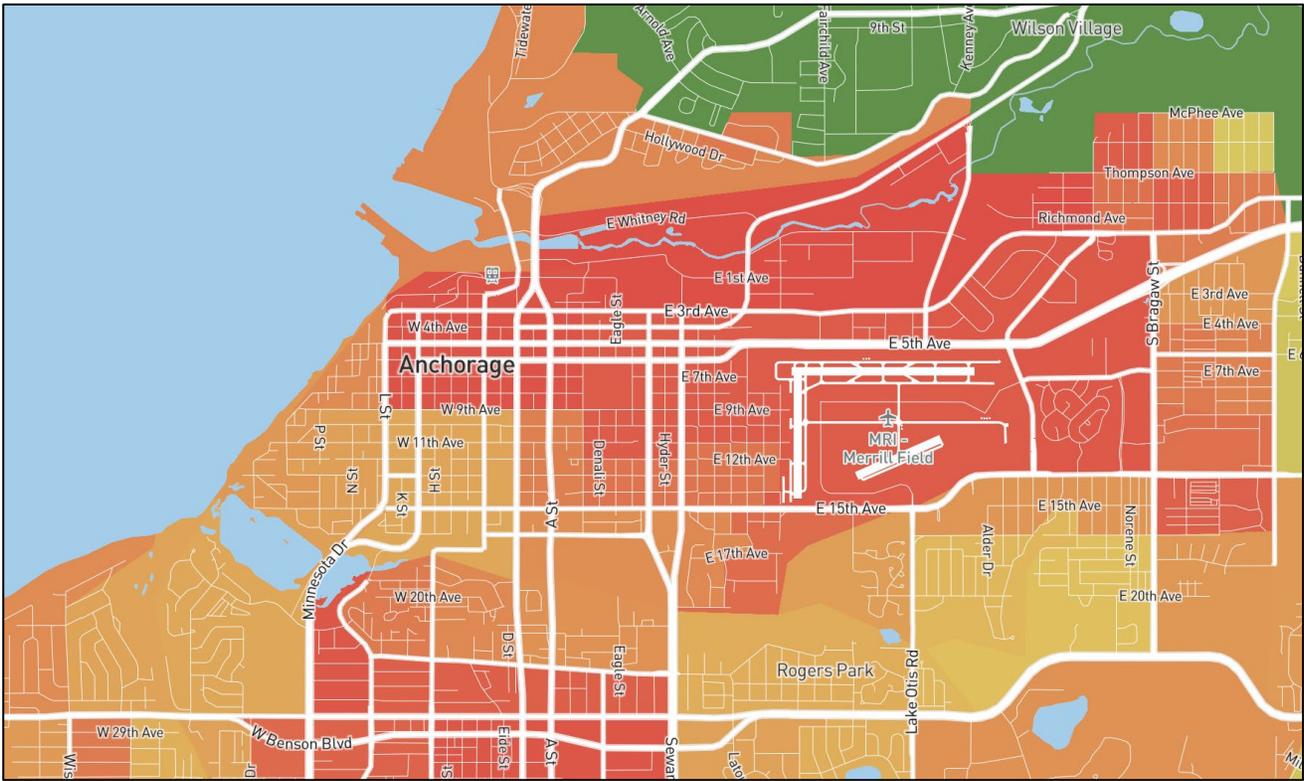


Figure 4. Anchorage Crime Grade Data (2025), with dark green areas scored as safest and red scored as least safe.

7. Zoning, Land Use Framework, and Opportunity Areas

7.1 Zoning Framework

Fairview's current zoning reflects a combination of general business, mixed-use and multifamily residential designations, along with areas reserved for institutional, industrial, and public land uses. The predominant zoning designations for parcels in Fairview currently include R-3 Mixed Residential (38%), R-4 Multifamily Residential (34%), and B-3 General Business District (16%), as shown in **Figure 5**.

While the zoning framework accommodates a range of development types, there remain opportunities to strengthen support for mixed-use, transit-supportive development to enable neighborhood renewal. Key observations include:

- **Fragmented Commercial Zoning and Limited Mixed-Use Flexibility:** B-3 (General Business) runs primarily along Gambell and Ingra streets, creating a central base for business activity. However, the current zoning lacks urban-residential overlays or mixed-use designations, limiting its ability to support integrated development. Gaps in supporting pedestrian infrastructure further limit the area's potential to attract sustained retail investment or anchor an active neighborhood center.
- **Diverse Residential Zoning, with Opportunities for Mixed-Use:** The study area is largely zoned R-3 and R-4, allowing a range of moderate- to high-density multifamily housing types. A smaller share of parcels southeast of the study area falls under R-1A and R-2A, which allow single-family and two-family homes on larger lots. Overall, the current zoning framework permits a diverse housing mix and does not explicitly constrain density.

However, many residential parcels are developed with aging, moderate-density stock and experience relatively high vacancies (as discussed in Section). These conditions suggest an opportunity for targeted infill or mixed-use redevelopment, particularly near commercial corridors, to better integrate residential and economic activity.

- **Large Institutional and Industrial Parcels Limit Corridor Edges, but Present Partnership Potential:** Large-scale institutional and industrial uses – including Merrill Field, the Sullivan Arena, and the Anchorage Memorial Park Cemetery – occupy significant portions of land along the study area's edges. While these are essential community and infrastructure assets, they reduce the supply of developable land within the corridor and contribute to long block lengths and inactive street frontages. Opportunities, however, can be created through partnerships that would improve site edge activation and enhance pedestrian connections, thereby strengthening adjacent developments.

Sites adjacent to residential and commercial areas at the southern edge near Chester Creek remain underutilized within current zoning allowances.

In summary, Fairview's current zoning accommodates a variety of residential, commercial, industrial, and institutional uses, with a base that allows moderate- to high-density housing and business activities around the center. However, the zoning lacks mixed-use designations, and large institutional and industrial parcels at the edges constrain connectivity and redevelopment potential.

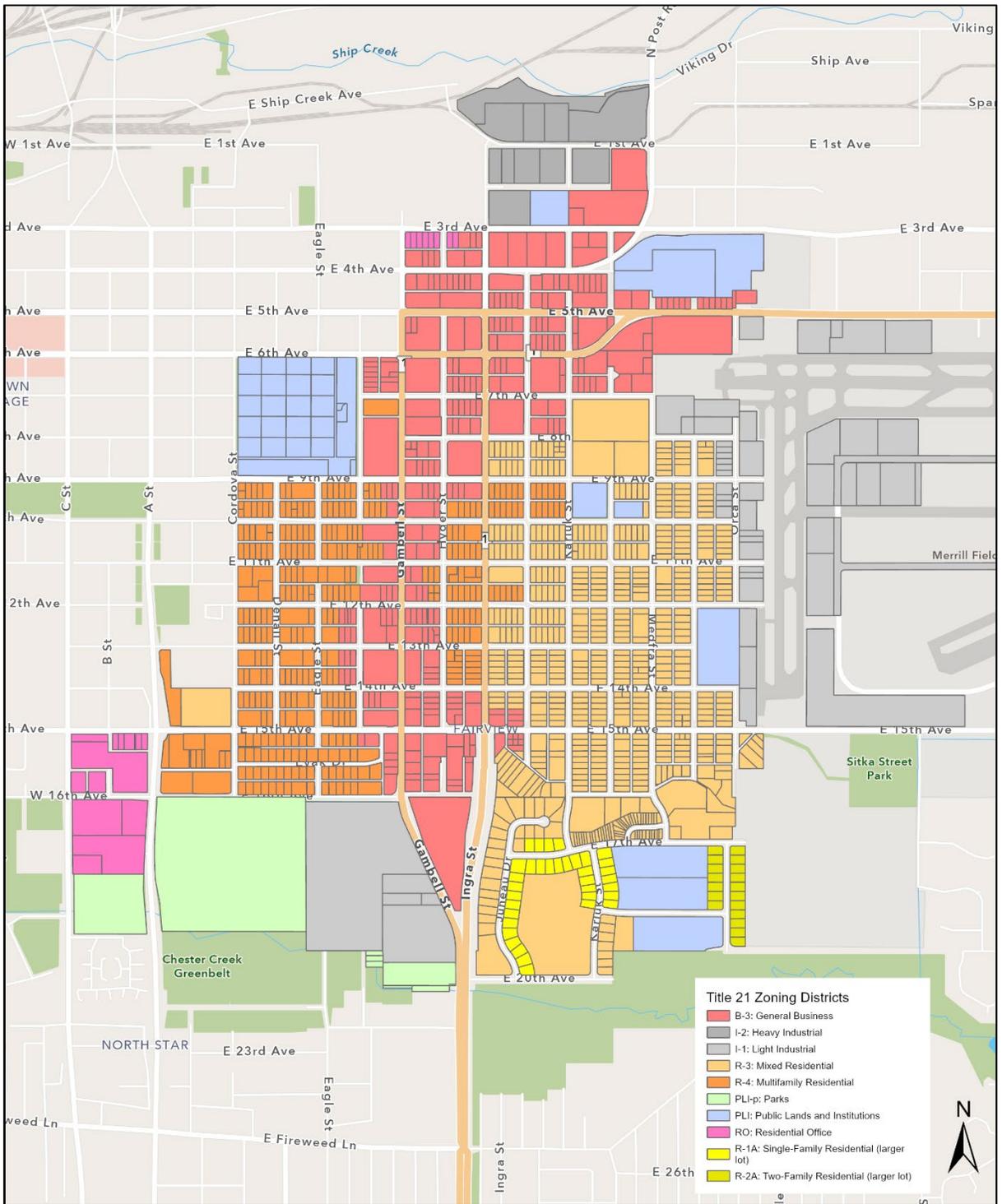


Figure 5. Title 21 Zoning Districts in Fairview

7.3 Land Use Plan

The Anchorage 2040 Land Use Plan responds directly to limitations of Fairview’s existing zoning framework that supports higher-density housing, greater integration of land uses, and improved transitions across the neighborhood’s edges as shown in **Figure 6**. Key implications include:

- **Main Street Corridor and Reinforcing Corridor-Based Commercial Activities:** The Gambell/Ingra corridors are designated as a Main Street Corridor, reflecting the strategic intent to concentrate commercial activity along the central arteries. This designation addresses the scattered, uneven clusters of business activity observed under the current B-3 zoning.
- **Establishing a City Center:** A new City Center is proposed at the northern edge. This allows for a high-density, mixed-use node that strengthens the connection between Fairview and downtown Anchorage, addressing the absence of mixed-use overlays under the current B-3 zoning.
- **Reclassification to Higher-Intensity Residential Uses:** The Plan intends to elevate existing residential zoning to support greater density. Western areas currently zoned as R-4 (Multifamily Residential) would be classified as Urban Residential High, envisioning more compact, larger-scale buildings. In the east, R-3 (Mixed Residential) would be shifted to Compact Mixed Residential – Low, encouraging a more consistent pattern of small-scale attached housing and enabling moderate density increases. At the southern edge, Compact Mixed Residential – Medium designations expand residential capacity in areas previously limited to single-family homes (R-1A). These changes enable more efficient land use and encourage the replacement of aging, lower-density housing stock.
- **Parks and Open Spaces:** Park or Natural Area designations are maintained, notably at the Sullivan Arena site and adjacent lands near the Correctional Complex and Recreation Center. These designations reflect a strategic effort to repurpose oversized or underutilized land into active public space, improving access to recreation, and supporting broader goals of community cohesion.
- **Absence of Transit-Oriented Nodes:** While the Plan reinforces corridor-based development along Gambell/Ingra, it does not identify formal transit hubs or anchor nodes to support public transport. This presents an opportunity to improve connections between land use by introducing key locations where transit access and surrounding development can be more closely coordinated.
- **Incremental Density Strategy, but Lacks Explicit Mixed-Use Overlay:** The Plan takes an incremental approach to intensifying residential use. However, while mixed-use potential may be suggested – particularly within the proposed City Center and along the Gambell/Ingra corridors – there is an opportunity to more explicitly introduce mixed-use overlays that integrate residential and commercial uses at the site or block scale. Incorporating mixed-use spaces – particularly along transition zones and major streets – could better support the corridor, enable small-scale infill, and strengthen the neighborhood’s walkability.

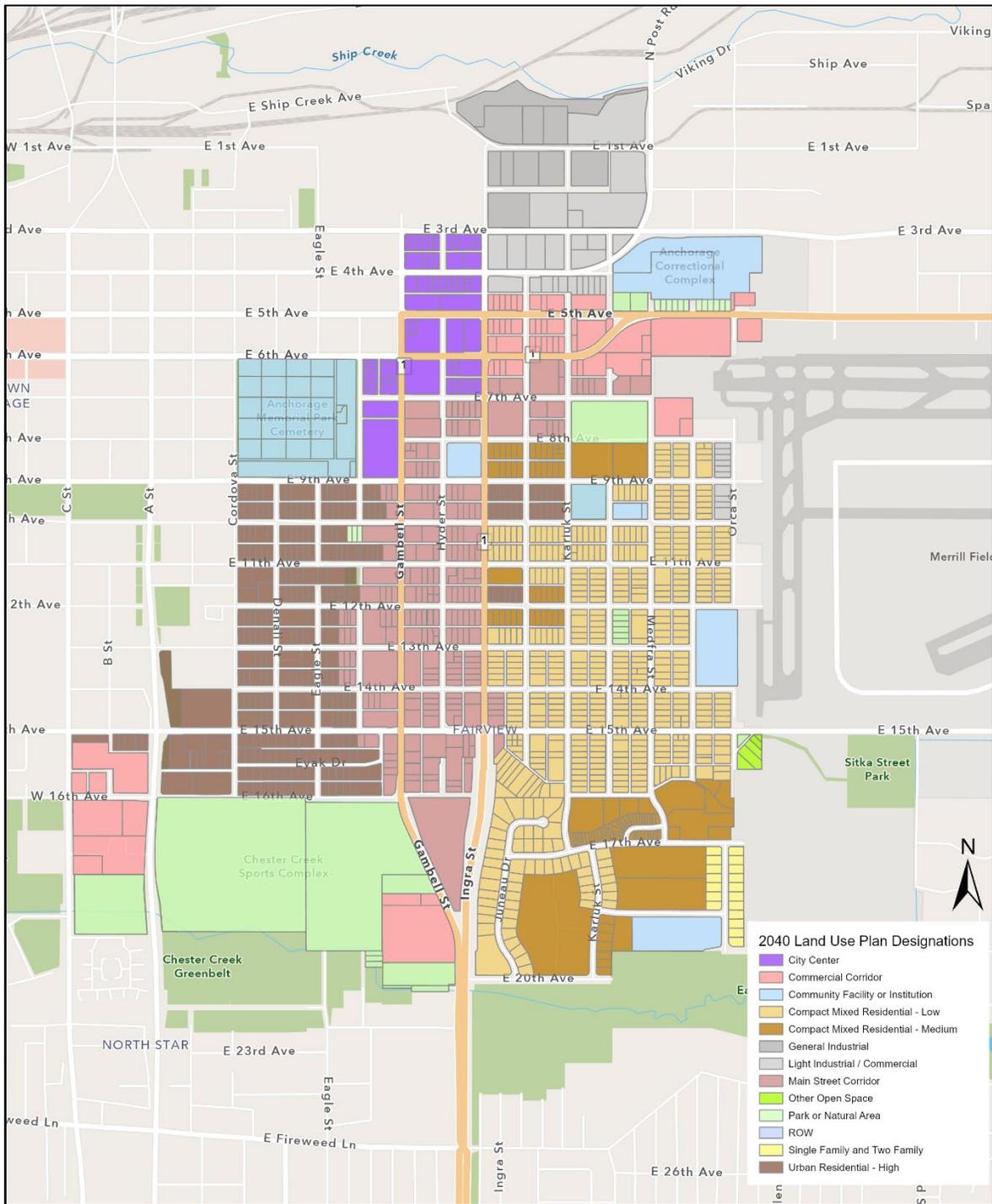


Figure 6. 2040 Land Use Plan Designations for Fairview

7.5 Opportunity Areas for Fairview

Fairview contains numerous parcels that are vacant, underutilized, or currently used for parking as shown in **Figure 7**, each presenting opportunities and requiring strategies to support beneficial reuse and revitalization. **Nearly 300 parcels, each with a median lot size of approximately 7,000 square feet, were identified throughout Fairview, accounting for approximately 94 acres of land that are either vacant or surface parking lots that are underutilized**². These diverse opportunity sites will require targeted and differentiated approaches to unlock their full potential and support Fairview’s broader economic and community revitalization objectives.

- **Vacant Parcels:** Fairview has **186 vacant parcels** dispersed in the neighborhood, including residential, apartment-designated, general, and industrial parcels. These lots – particularly privately-owned parcels concentrated near the Gambell and Ingra corridors – are well-positioned to capitalize on the more intensive land-use framework proposed by the 2040 Plan. Municipally-owned vacant residential parcels, more notably within the area east of Ingra Street, may explore public-private partnerships for targeted residential redevelopment. In contrast, municipally-owned vacant parcels near Chester Creek and the Correctional Complex are specifically envisioned as parks and open space, representing strategic opportunities for public-led initiatives or community facilities that would support community cohesion.
- **Parking Lots:** Fairview contains **at least 102 parcels that serve as surface parking lots**, encompassing approximately 33 acres. These lots are primarily located along Gambell, Hyder, and Ingra Streets, as well as north of 5th Avenue. Given their positioning within the Main Street Corridor as outlined in the 2040 Land Use Plan, these sites present significant opportunities for redevelopment and reuse. Currently, these smaller parking lots lend themselves well to incremental repurposing for commercial or retail activities that enhance corridor vitality. Additionally, larger privately-owned parking parcels at the northern edge offer potential for more significant redevelopment. Policies and incentives – such as structured parking programs and targeted public-private redevelopment initiatives – should be explored to support appropriate reuse and redevelopment.
- **Strategic Large Sites (Former Carrs Site, Sullivan Arena, and Merrill Field Edges):** Fairview’s large, strategically located parcels offer unique opportunities for catalytic redevelopment and public-private partnerships:
 - The former Carrs site (~43,000 sq. ft.) remains a critical commercial anchor site and could attract new major tenants or mixed-use redevelopment that reactivates the corridor.
 - The Sullivan Arena site, including roughly about 11.2 acres of parking area, presents significant potential for partial reuse and activation – such as community facilities, pop-up recreation, or mixed-use civic space—while maintaining open space functions envisioned in the 2040 Plan.
 - Along the Merrill Field edge is about 10.3 acres of underused land that could accommodate logistics or innovation-related uses through coordinated planning with the Municipality and Merrill Field. Portions of these sites – if 20%-30% (~2-3 acres) are secured – could support flexible spaces for pop-up retail or community activation, while larger sections could accommodate higher-intensity mixed use redevelopment.

² Based on parcel land use and lot size information per Anchorage 2025 Tax Assessor information <https://muniorg.hub.arcgis.com/datasets/propertyinformation-hosted>

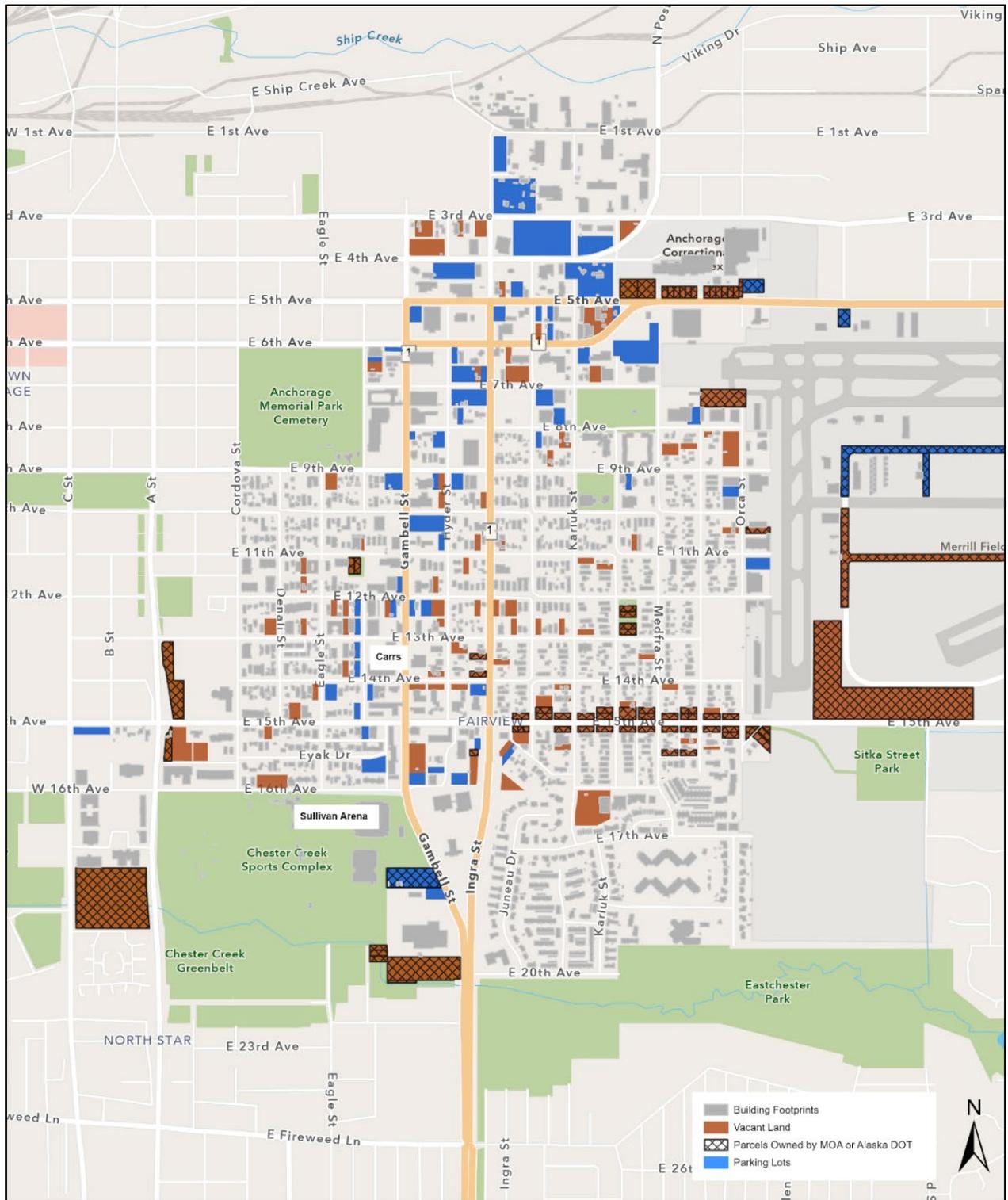


Figure 7. Potential Opportunity Areas based on 2025 Anchorage Tax Assessor Information

7.5.1 Contaminated Sites and Environmental Constraints

The presence of contaminated sites introduces a significant constraint to redevelopment across Fairview. Contaminated sites are defined as parcels designated by the Alaska Department of Environmental Conservation (DEC) Contaminated Sites Program, which identifies and manages locations where hazardous substances – such as petroleum, solvents, or heavy metals – have been improperly disposed of and pose risks to the environment or human health. If a parcel is included in the DEC Contaminated Sites Database, it means contamination has been confirmed or suspected, and the site is being tracked for investigation, remediation, or long-term monitoring. Each site is assigned one of four status categories:

- **Contaminated Sites - Active:** The site has confirmed contamination above action levels and requires further investigation, monitoring, or cleanup before closure can be considered. *There are 15 sites with this designation in Fairview.*
- **Contaminated Sites - Cleanup Complete:** Remediation is finished, and any remaining contamination is below levels that pose a threat to health or the environment. No further action is required. *There are 55 sites with this designation in Fairview.*
- **Contaminated Sites - Cleanup Complete – Institutional Controls (ICs):** Cleanup is complete, but residual contamination remains at levels that restrict certain uses. Legal instruments like Environmental Covenants or Notices of Activity and Use Limitations are used to prevent exposure and ensure long-term protection. *There are 12 sites with this designation in Fairview.*
- **Informational:** The site is not a source of contamination but is affected by contamination from a nearby property. It may also have ICs in place to document and manage residual risks. *There are 2 sites with this designation in Fairview.*

In addition to parcel-based contamination, Fairview is affected by groundwater plumes – subsurface areas where contamination has migrated across multiple parcels:

- **Petroleum plumes:** caused by historic fuel storage and aviation activities. These typically require subsurface investigation and remediation, and they may constrain sensitive land uses. However, parcels above petroleum plumes can often support aviation-related, industrial, or commercial functions if management measures are in place. *There is 1 site with this designation in Fairview.*
- **Chlorinated solvent plumes:** associated with historic dry-cleaning and industrial activity. These plumes may restrict groundwater use and require long-term monitoring, but parcels above them remain suitable for light industrial or commercial reuse under institutional controls. *There are 2 sites with this designation in Fairview.*

As shown in **Figure 8**, there are an estimated **87 contaminated sites** within Fairview. These locations overlap with several of the neighborhood’s largest redevelopment opportunity areas:

- **Gambell Street:** Many parcels are classified as *Cleanup Complete – Institutional Controls*, which allow commercial, office or civic uses but restrict sensitive uses such as housing or childcare. With targeted reuse, these sites could serve as corridor anchors that activate the street while remaining compliant with restrictions.

- **Anchorage Memorial Park Cemetery (west of Gambell Street):** Petroleum groundwater plumes are concentrated around the cemetery. These conditions limit sensitive residential uses but still allow for aviation-related supporting businesses or open-space functions once managed.
- **North of 5th Avenue:** Several *Active* sites are adjacent to underused parking lots and vacant parcels. In addition, chlorinated solvent plumes extend through this area, creating uncertainty that must be managed through long-term monitoring and institutional controls. Prioritizing remediation here could unlock catalytic mixed-use infill development near a transition zone to downtown Anchorage.

Federal and state brownfield remediation programs can be leveraged to clean and reposition land for redevelopment. Addressing these environmental constraints proactively not only improves public health and safety but also helps de-risk private sector participation, expand the supply of redevelopment-ready land, and strengthen the viability of Fairview's opportunity sites.

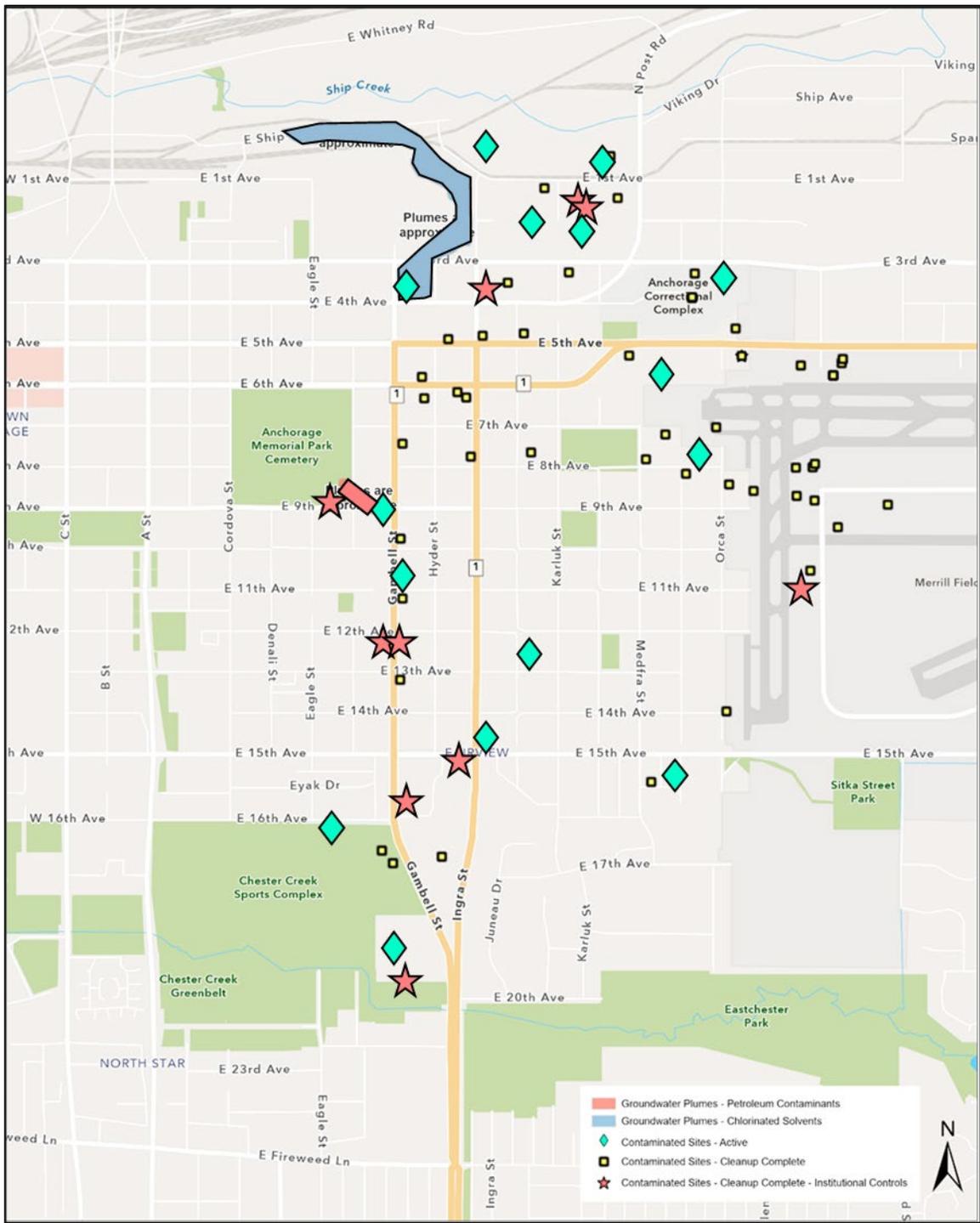


Figure 8. Contaminated Sites reported by Alaska DEC (2025)

7.6 Opportunities for Policy Reform

Fairview's proximity to Downtown Anchorage, its existing street grid, and current commercial and residential market trends make it a viable case study for examining how zoning and land use policy reform could be implemented at a municipal scale. The Anchorage 2040 Land Use Plan was adopted in 2017, and its preceding plan adopted in 2001, demonstrating the need for policy guidance that is flexible yet responsive to current trends, and conducive to supporting a strong real estate market and development patterns.

- **Adopt the Proposed Transit-Supportive Development Overlay:** The Municipality preparing a Transit-Supportive Development (TSD) Overlay, shown in **Figure 9**, that would allow significantly higher densities (25-36 dwelling units per acre), smaller setbacks of five feet, maximum lot coverage, and taller buildings (ranging from 40 to 75 feet). Nearly all of Fairview along Gambell, Hyder, and Ingra as well as streets south of 10th Avenue are included in the proposed overlay, with the exception of Sullivan Arena and municipality-owned parcels. Applying this tool in Fairview would directly encourage mixed-use, transit-supportive redevelopment along Gambell and Ingra, reinforcing their role as the neighborhood's commercial spine.

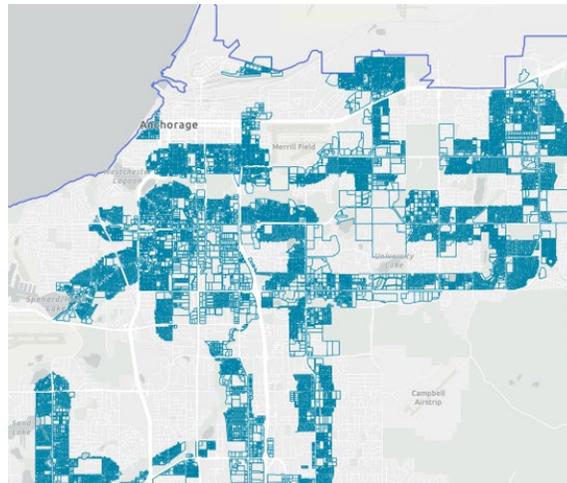


Figure 9. Map of proposed Transit-Supportive Development Overlay designated by Municipality of Anchorage (as of October 2025)

- **Diversify Zoning to Support the Hyder Street Pedestrian Boulevard:** As shown in **Figure 10**, most parcels along Hyder Street are zoned as B-3 General Business, with some parcels east towards Ingra Street zoned as R-4 Multifamily Residential. Current businesses are auto-oriented and do not contribute to a walkable public realm. Expanding zone flexibility here would allow residential and commercial uses that complement the planned Hyder Street Pedestrian Boulevard. For example, emphasizing commercial uses between 9th and 13th Avenue and residential activity nearer 15th Avenue would create a balanced, people-oriented corridor.
- **Expand Permitted Uses for Essential Community Amenities:** Current zoning does not permit many basic neighborhood-serving uses by-right in the R-3 or R-4 district. Convenience stores, grocery stores, and farmers markets require discretionary approvals, while trade schools and community gardens face tighter restrictions outside of R-3, R-4, and B-3 districts. Expanding permitted uses to allow these activities by-right would reduce barriers to opening essential services.

- **Introduce Floor Area Ratio (FAR) Standards:** Fairview’s development is low-intensity, with a median FAR of 0.27. Introducing FAR standards would give developers flexibility to build larger, denser projects relative to lot size, while allowing variation in design. FAR has been successfully used in cities like Portland, Oregon³ and Monterey Park, California⁴ to support more compact, mixed-use neighborhoods.
- **Streamline Permitting and Strengthen Incentives:** In 2024, the Assembly extended the Fairview / East Downtown Revitalization Area tax exemption and abatement zone to 2035 to encourage economic investment. In August 2025, the Anchorage Assembly passed AM No. 553-2025, creating new tax incentives for property owners who improve vacant or abandoned homes.

Despite these measures, uptake has been limited. Additional research and engagement is needed to understand why current incentive areas, as shown in **Figure 11**, have not yielded a high interest from developers. Similar tools could be tailored for Fairview to support projects that improve public space, reduce crime, promote traffic calming, or deliver other visible community benefits.

At the same time, greater attention should be given to policies that expand affordable housing production. Options include approved standard blueprints, streamlined permit review timelines, density bonuses, in-lieu fees, or deed restrictions.

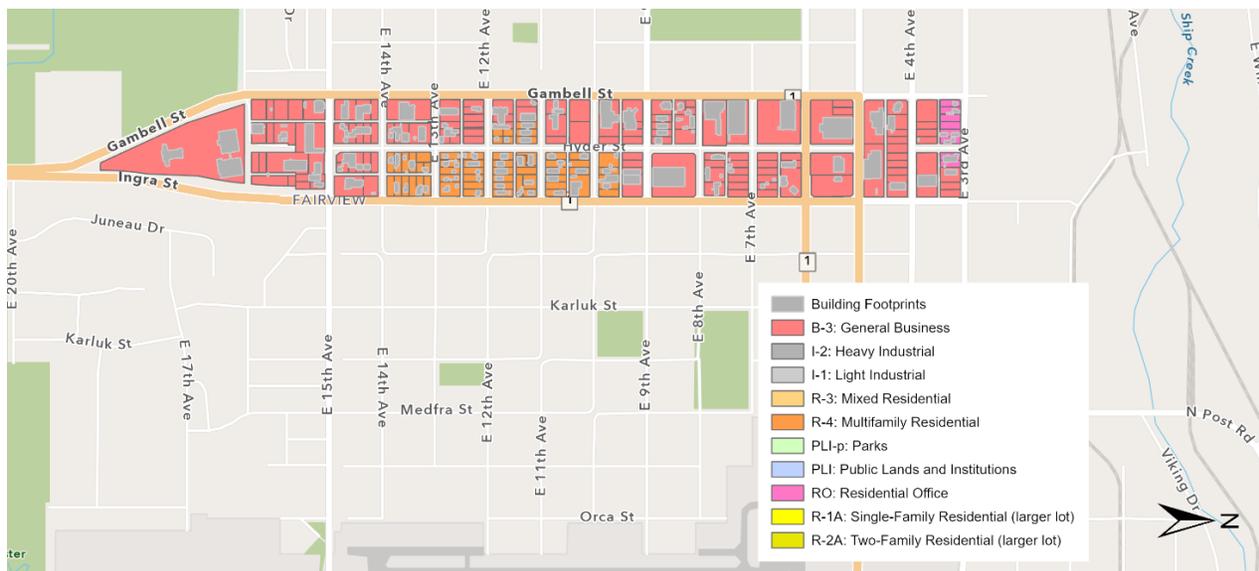


Figure 10. Zoning and building footprints along Hyder Street based on Municipality of Anchorage data

³ City of Portland. (2025). Residential Infill Options - How Does Floor Area Ratio (FAR) Affect Your Project?.

⁴ City of Monterey Park. (2025). Floor Area Ratio.

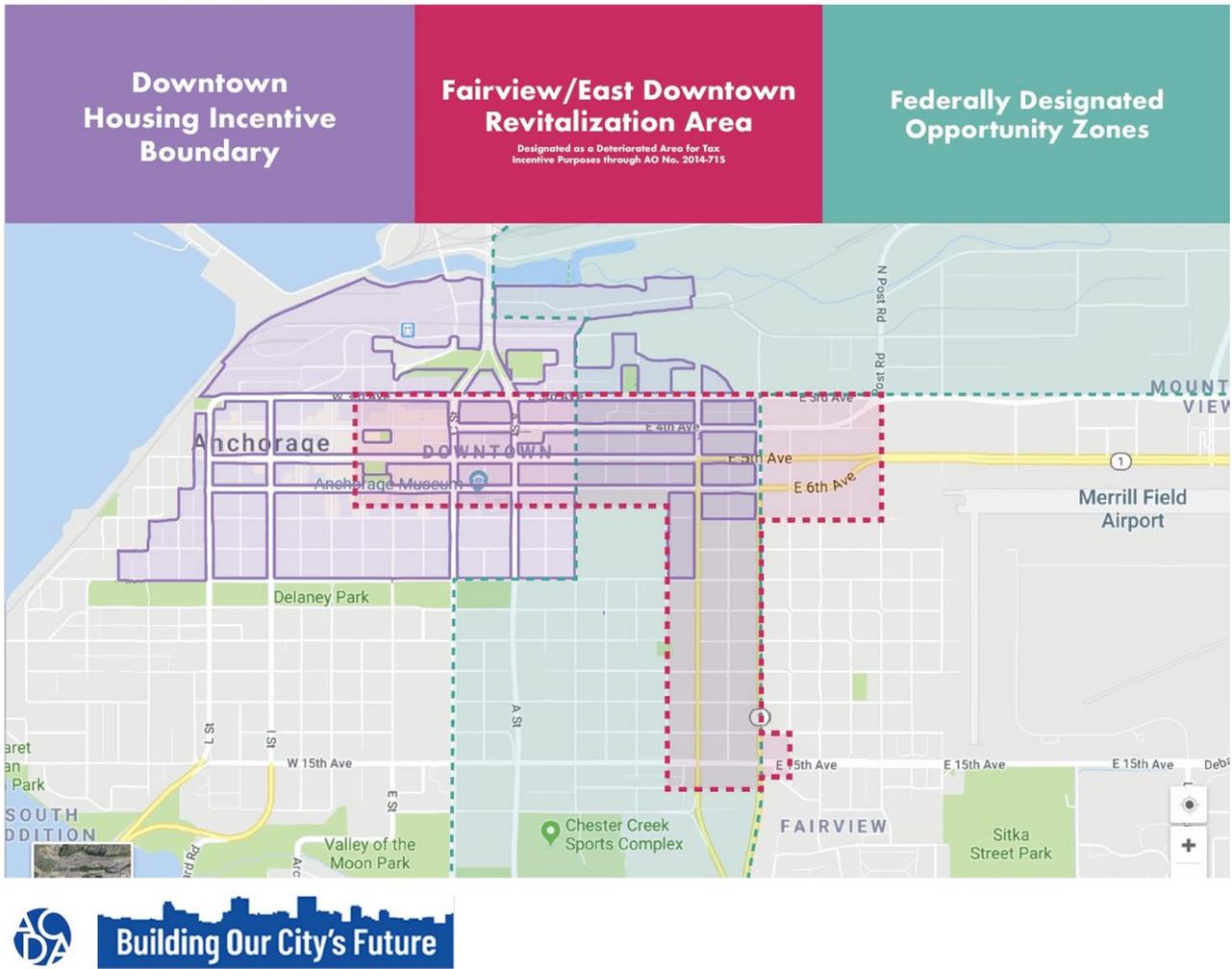


Figure 11. Map of development incentive program boundaries (2023) produced by the Anchorage Community Development Authority

8. Evaluating Innovation-Based Revitalization Best Practices

8.1 Selection of Case Studies: Methodology and Rationale

This section reviews well-documented success stories of revitalization efforts from two U.S. neighborhoods – East Liberty (Pittsburgh, PA) and Midtown Detroit, MI. Case studies were selected using clear criteria to ensure relevance to Fairview’s context and actionable lessons for policy and strategy.

A focused, multi-criteria approach was used to identify the case studies closely matching Fairview’s conditions. Selection was based on:

- **Planning Scale:** Neighborhood- or corridor-level initiatives were considered rather than large-scale, city-wide redevelopment models.
- **Similar Challenges:** Communities experiencing similar structural issues, including crime, food insecurity, and chronic disinvestment. These shared conditions increase the likelihood that the revitalization strategies employed elsewhere can inform responses to Fairview’s own redevelopment barriers.
- **Comparable Industry and Workforce Profile:** Cases with similar industries, including retail, healthcare and education, and hospitality and entertainment. This ensures that economic development strategies – particularly supporting local job creation – are grounded in a comparable industry mix.
- **Recent and Demonstrated Outcomes:** Efforts with documented successful implementation outcomes and have been realized post-2010. Focusing on recent initiatives ensures that policy tools and institutional strategies are practical within today’s development landscape.

8.2 Best Practice Review and Analysis

8.2.1 Case Study: East Liberty Revitalization Project – Pittsburgh, PA⁵

Background and Context

East Liberty is a compact inner-urban neighborhood of ~0.5 square miles, located adjacent to Pittsburgh’s core. Historically its main commercial spine – Penn Ave and Centre Ave – was reconfigured in the 1960s-70s into Penn Circle, which isolated the business district and contributed to disinvestment.

The neighborhood’s land use pattern was characterized by corridor-oriented commercial development surrounded by multifamily and single-family residential blocks. Large institutional and public housing sites formed the edges, producing a land use mix similar to Fairview.

By 2008, East Liberty faced significant socioeconomic challenges. Its population had declined to about 6,300 (30% drop from 1990), with nearly one-third of residents living below the poverty line and median household income well below the citywide median. Vacancy and blight were widespread: in 2000, 14% of homes stood vacant and 82% of units were renter-occupied. The neighborhood experienced residential instability, high

⁵ Sources: (1) East Liberty Development Inc. (ELDI). 2023. The Impact Report: Two Decades of Community-Driven Transformation. (2) ELDI. 2016. East Liberty Revitalization: Crime Strategy Implementation. (3) ELDI. 2010. East Liberty Community Plan.

turnover, and poorly managed properties. Livability conditions were strained by persistent crime, negative safety perceptions, and food insecurity.

Revitalization Strategies

Beginning in the late 1990s, East Liberty Development, Inc. (ELDI), a community development corporation, launched a coordinated revitalization plan with the City of Pittsburgh, the Urban Redevelopment Authority, and private developers. Implementation was largely completed by the late 2000s, with visible progress by 2010. Key strategies included:

- **Creation of Affordable and Mixed-Income Housing Opportunities** – ELDI acquired and renovated blighted properties using flexible capital from foundations and Low-Income Housing Tax Credits, while also demolishing three obsolete public housing towers and replacing them with about 400 mixed-income units. At the same time, nonprofit partners led scattered-site redevelopment and infill housing, creating new homeownership opportunities for first-time buyers and offering a right-to-return to displaced residents.
- **Commercial Corridor Revitalization and Business Attraction** – Retail anchors such as Whole Foods, Home Depot, and Trader Joe’s were recruited with the support of tax increment financing and infrastructure upgrades, which in turn spurred adjacent private development. Alongside these anchors, ELDI fostered a supportive ecosystem for small businesses through a Business Enterprise Program, a new Small Business Association, and the creation of incubator and co-working spaces. These efforts lowered barriers to entry for local entrepreneurs, freelancers, and startups. The neighborhood also benefited from transit investment, including the East Liberty Transit Center, which catalyzed adjacent mixed-use projects. The public realm was upgraded through major improvements to Penn Circle, including enhanced pedestrian lighting, sidewalk repairs, and better connectivity. Commercial district revitalization generated over 2,800 jobs and more than \$1.2 billion (2023\$) in new investment.
- **Workforce Development** – New retailers signed local hiring agreements, while social service partners provided career development support to help residents access and retain employment.
- **Crime Reduction Strategy** – Public safety was addressed through a coordinated strategy that combined targeted policing in high-crime hotspots with community-based measures such as block watches and tenant associations. These efforts reduced crime substantially by 50% between 2008 to 2011 in targeted areas, with offenses declining by another 44% from 2011 to 2021.

8.2.2 Case Study: Midtown Detroit, MI⁶

Background and Context

Midtown Detroit is a large inner-city district of about 2.8 square miles, centrally located between downtown and surrounding neighborhoods, and bounded by I-75, I-94, I-375, and the John C Lodge freeway. Its land use was historically fragmented, with aging multifamily and single-family housing, large institutional anchors such as universities and hospitals, and a struggling commercial spine along Woodward Ave. Across the district, numerous vacant lots, surface parking, and underused industrial sites reinforced disinvestment.

By the early 2000s, the neighborhood faced steep socioeconomic challenges. Population was at ~18,400, with a high share of young adults but low median income – over 80% earning less than the city average.

⁶ Sources: (1) Klinkert et al. 2012. [Detroit Economic Innovation Project](#). U.S. Economic Development Administration. (2) MDI. 2023. [Business Services](#). (3) Minnesota Housing Partnership. 2012. [Community First: Detroit’s Live Midtown Program Leveraged Partnerships to Attract Employees](#). (4) Helms, M. 2015. [Housing deals boost Midtown’s revival in Detroit](#). (5) Sasaki. 2025. [Midtown Detroit TechTown District](#).

Residential vacancy ranged from 15% to 25%, and commercial occupancy along key corridors were below 60%. Livability was further undermined by crime, with violent offenses reported at two to three times the citywide average.

Revitalization Strategies

Revitalization in Midtown Detroit was coordinated by Midtown Detroit, Inc. (MDI), a community development nonprofit that worked over three decades with major foundations, anchor institutions, philanthropic investors, and the City of Detroit. Between 2001 and 2011, MDI and its partners secured \$2.4 billion in investment to catalyze transformation. Key strategies include:

- **Housing Stabilization** – MDI pursued aggressive property acquisition of vacant and abandoned parcels, while leveraging historic designations to access federal and state tax credits for rehabilitation and adaptive reuse. These efforts spurred both new construction and the redevelopment of existing stock. Since 2015, 2,170+ rental units have been delivered or are under construction, 1,300 affordable units have been rehabilitated, and a pipeline for 450 affordable homes has been established.

Housing developments were supported through a diverse mix of financing tools, including LIHTC, HOME funds, gap financing, New Market Tax Credits, Michigan Brownfield Credits, and philanthropic capital, resulting in occupancy rates consistently above 97%.

Tenant stabilization programs helped further guard against displacement. The Live Midtown initiative (2011-2016) provided rental assistance, forgivable homebuyer loans, and home improvement grants to attract and retain employees of Wayne State, Henry Ford, and the Detroit Medical Center. In addition, the Stay Midtown program continued rental assistance and relocation support for lower-income households, ultimately attracting and retaining 1,200 residents.

- **Small Local Business Growth** – Midtown’s commercial base was strengthened through extensive support for entrepreneurs and small businesses. MDI and TechTown Detroit provided technical assistance in business planning, branding, and licensing, along with matching grants for façade improvements, security upgrades, and expansion. These efforts supported more than 3,000 startups.

Anchor institutions reinforced this strategy by redirecting procurement to local businesses through The Source Detroit, which identified and prequalified local vendors and organized trade fairs to match suppliers with anchors’ needs in construction, food services, and printing. In parallel, Hire Detroit facilitated pathways into anchor jobs for neighborhood residents, resulting in over 100 local hires during early pilot phases. Altogether, these initiatives redirected \$16.5 million in anchor procurement spending into the neighborhood economy.

- **Policy and Zoning Changes** -- To accelerate redevelopment, Midtown was rezoned as a special district, enabling higher-density, mixed-use, and innovative development. The permitting process was streamlined to accommodate live-work units, art spaces, and innovation hubs, making adaptive reuse and creative redevelopment more feasible.
- **Public Realm Enhancements** – Major investments were made in streetscapes, lighting pedestrian infrastructure, and greenways, most notably through improvements to the Midtown Loop and Woodward Avenue. These upgrades enhanced walkability and strengthened the district’s identity as a connected urban center.
- **Crime Reduction** – Midtown was one of the first neighborhoods to adopt Project Green Light, a live-stream video surveillance program implemented in partnership with the Detroit Police Department. Hundreds of businesses and multifamily sites participated, enabling rapid response and real-time monitoring. Security was further reinforced by coordinated patrols from anchor institutions,

neighborhood safety meetings, and expanded community policing. Collectively, these efforts reduced violent and property crimes by about 10%-20% across Midtown.

8.3 Lessons Learned for Fairview

The reviewed case studies provide a set of actionable, evidence-based lessons for Fairview’s revitalization efforts. The following are key strategies that have been undertaken to navigate comparable barriers, such as safety concerns, fragmented land use, and disinvestment:

- 1. Resolve Crime and Restore Public Safety as a Precondition for Renewal** – Effective revitalization is only possible when crime and safety concerns are addressed upfront. Midtown Detroit’s early adoption of Project Green Light – pairing real-time video surveillance with Detroit Police Department rapid response – was instrumental in reducing violent and property crime. Similarly, East Liberty targeted high crime “hot spots” through coordinated property management, lease enforcement, block watches, and improved lighting, resulting in 50%+ decline in crime. ***For Fairview, investing in visible safety infrastructure, supporting community policing, and targeting interventions at high crime blocks must precede and underpin any renewal effort.***
- 2. Enhance the Public Realm and Invest in Visible Improvements** – Physical improvements – streetscapes, lighting, pedestrian amenities, and public spaces – helped build community character and reinforced gains in safety. Midtown’s investments in the Woodward Avenue corridor and new parks, and East Liberty’s grid restoration and public realm upgrades, created more attractive, functional neighborhoods. ***For Fairview, this means prioritizing investments such as safer crosswalks, improved sidewalk networks, upgraded street lighting, and the creation or enhancement of parks and gathering spaces along key corridors. Highly visible improvements can quickly demonstrate change, reinforce safety strategies, and attract further development.***
- 3. Foster Mixed-Use Revitalization** – Both neighborhoods demonstrate the value of focusing resources on key commercial corridors. Targeted corridor-based strategies in East Liberty (Penn/Centre Avenue) and Midtown Detroit (Woodward Avenue and adjacent arteries), coupled with updates to zoning and permitting frameworks, catalyzed new housing, retail, cultural assets, and services, creating easily visible progress and generating momentum for wider neighborhood change. ***For Fairview, this means not only targeting investment and placement along primary corridors, but also modernizing local zoning and streamlining permitting to support mixed-use projects, creative redevelopment, and innovation hubs that drive economic and community activity.***
- 4. Secure Key Sites and Line Up Redevelopment Funding** -- Securing control of vacant and underutilized land was a foundational strategy in both case studies. ELDI in East Liberty and MDI in Midtown Detroit systematically acquired distressed properties to enable strategic redevelopment, prevent speculative holding, and created a pipeline of sites ready for adaptive reuse or new construction. Both organizations also worked with foundations and public agencies to assemble flexible capital, including predevelopment funding and gap financing, which reduced risk for private developers and allowed smaller firms to participate. ***Fairview may consider a similar approach, combining land acquisition, land banking, and the assembly of capital for land acquisition, remediation, and predevelopment work.***
- 5. Address Contaminated Sites and Environmental Constraints to Unlock Redevelopment** – Both cases illustrate that land control and reinvestment strategies depend on sites being development-ready. In Fairview, however, an estimated 84 contaminated parcels and several groundwater plumes present added challenges. These constraints overlap with key opportunity areas particularly along Gambell Street. ***Addressing contamination proactively – through state and federal brownfield remediation***

programs, partnerships, and clear land-use guidance – can de-risk sites, expand the supply of redevelopment-ready land, and attract private investment. Fairview can leverage Institutional Control parcels for compatible commercial or civic uses, prioritize active sites for cleanup to enable infill, and pair remediation with public realm upgrades to strengthen market confidence.

- 6. Engage Anchor Institutions to Drive Housing and Local Economic Growth** – Universities, hospitals, and major employers can be catalysts for neighborhood renewal if directly engaged. Midtown Detroit’s Live Midtown and Stay Midtown programs offered housing incentives to employees of anchor institutions, stabilizing demand and supporting mixed-income growth. Anchor-led procurement (Source Detroit) and local hiring (Hire Detroit) directed spending and jobs to local businesses and residents. **For Fairview, this means working proactively with existing anchors – such as Alaska Regional Hospital, nearby educational institutions (e.g., University of Alaska Anchorage), major service-sector employers – to design housing incentives for their employees, support targeted homeownership and rental programs, and coordinate on housing investments that stabilize local demand. Fairview can also develop procurement and hiring agreements that encourage these institutions to contract with neighborhood-based businesses and prioritize local residents for entry-level and support roles, following the Source Detroit and Hire Detroit model. Formalizing these partnerships through memoranda of understanding or local hiring ordinances can help ensure that economic benefits are retained within Fairview and that anchors become active partners in the neighborhood’s renewal.**
- 7. Promote Local Business Growth and Expand Job Opportunities** – Both case studies show that neighborhood revitalization succeeds when local businesses and residents are given practical tools to thrive. **In Fairview, this means offering technical assistance and small grants to help neighborhood entrepreneurs start and grow their businesses, improving storefronts, and navigating regulations. In addition to anchor-driven procurement, the community can encourage local employers and public agencies to “buy local,” keeping more economic activity within Fairview. Expanding partnerships with a range of employers, trade groups, and job training providers ensures that residents have clear pathways to new job opportunities, not just with anchors but across the broader economy.** By focusing on grassroots business growth and diverse workforce connections, Fairview can foster a more resilient, inclusive local economy that supports existing residents and small businesses.
- 8. Deliver Affordable and Mixed-Income Housing with Anti-Displacement Protections** – Both case studies demonstrate that successful revitalization hinges on ensuring a stable, diverse resident base. In East Liberty, large public housing complexes were replaced with new mixed-income communities. While this reduced the concentration of units on individual sites, it improved safety and reduced stigma. These efforts were complemented by scattered-site homeownership programs, which maintained overall housing supply and provided original residents with a right-to-return to prevent displacement. Midtown Detroit pursued a different model – combining new affordable construction with tenant assistance programs such as Stay Midtown, which offered direct rental assistance and relocation support to at-risk households of being priced out. Both approaches relied on layered financing -- including federal Low Income Housing Tax Credits, public funding, and philanthropic support – to deliver long-term affordability. **For Fairview, this means pairing the creation of new affordable homes with strong tenant protections and direct assistance, while ensuring that higher-density redevelopment is designed to avoid challenges arising from isolated, single-use housing projects.**

In summary, neighborhood revitalization requires a coordinated, multi-faceted approach. Applying these lessons means focusing on public safety, leveraging anchor institutions, modernizing the zoning, supporting local businesses, and ensuring that revitalization benefits both current and future residents.

9. Next Steps

Lessons learned described in the previous section will be further refined with project stakeholders to identify the community's highest priorities for implementation. Furthermore, Task 7 will identify necessary policy changes to deliver the vision of the Reconnecting Fairview Corridor Plan such as zoning amendments, street classification designations, and more.

9.1 Opportunity Sub-Areas

As part of the first round of community workshops conducted in August 2025, a list of “sub-areas” began to emerge in the discussion of aspirations for Fairview. A conceptual map of these is shown in **Figure 12** to be used for further discussion and refinement with community members. The sub-areas proposed include:

1. **Ship Creek Gateway:** Fairview's northern parcels north of 5th Avenue have advantageous proximity to Ship Creek, industrial access to the Don Young Port of Alaska, and regional connectivity to both Downtown Anchorage and outlying areas. This area would serve as the northern terminus for a Hyder pedestrian-oriented complete street.
2. **Fairview Main Street Center:** The heart of Fairview's commercial corridor, this sub-area could focus on Gambell, Ingra, and Hyder streets from 5th Avenue to 14th Avenue. At the heart of this area would be a pedestrian-oriented complete street with supporting land uses centered on adaptive reuse of existing spaces, community services and anchor tenants, and other commercial-oriented uses.
3. **Neighborhood Mixed Use:** Proposed for 9th and 13th avenues, these sub-areas leverage the planned traffic calming improvements adopted in the 2050 Metropolitan Transportation Plan by encouraging walkable, pedestrian-oriented mixed-use spaces. With development at a smaller intensity compared to uses that may be seen on Gambell or Ingra, this sub-area would focus more on the transition to residential uses while still providing opportunity for retail, food, community gathering space, and more.
4. **Arena District:** Focused on revitalization of the Sullivan Arena, this sub-area would focus on drawing anchor tenants that promote a lively and walkable district focused on arts, culture, entertainment, and recreation. In addition to the primary arena parcels, zoning that allows for supportive uses on Gambell, Ingra, and Hyder streets south of 14th Avenue such as restaurants, transit-oriented development, and tourism would provide adjacent land uses that complement arena activities.
5. **Fairview Innovation Zone:** Leveraging Fairview's proximity to Merrill Field, this sub-area would focus on increasing access to workforce development, local business growth, and emerging industries to Fairview. Existing parcels zoned as industrial along Orca Street are suited for this vision, with connectivity to Fairview Elementary School providing a pipeline for STEAM (Science, Technology, Engineering, Arts, and Mathematics)-focused education.
6. **Chester Creek Gateway:** Fairview's southern parcels east of Ingra Street and south of 15th Avenue are known for distinct residential character and proximity to Chester Creek. This area would serve as the southern terminus for a Hyder pedestrian-oriented complete street, with a new east-west connection either across Ingra Street or 15th Avenue, as well as leveraging the success of the north-south Karluk Street greenway connection.

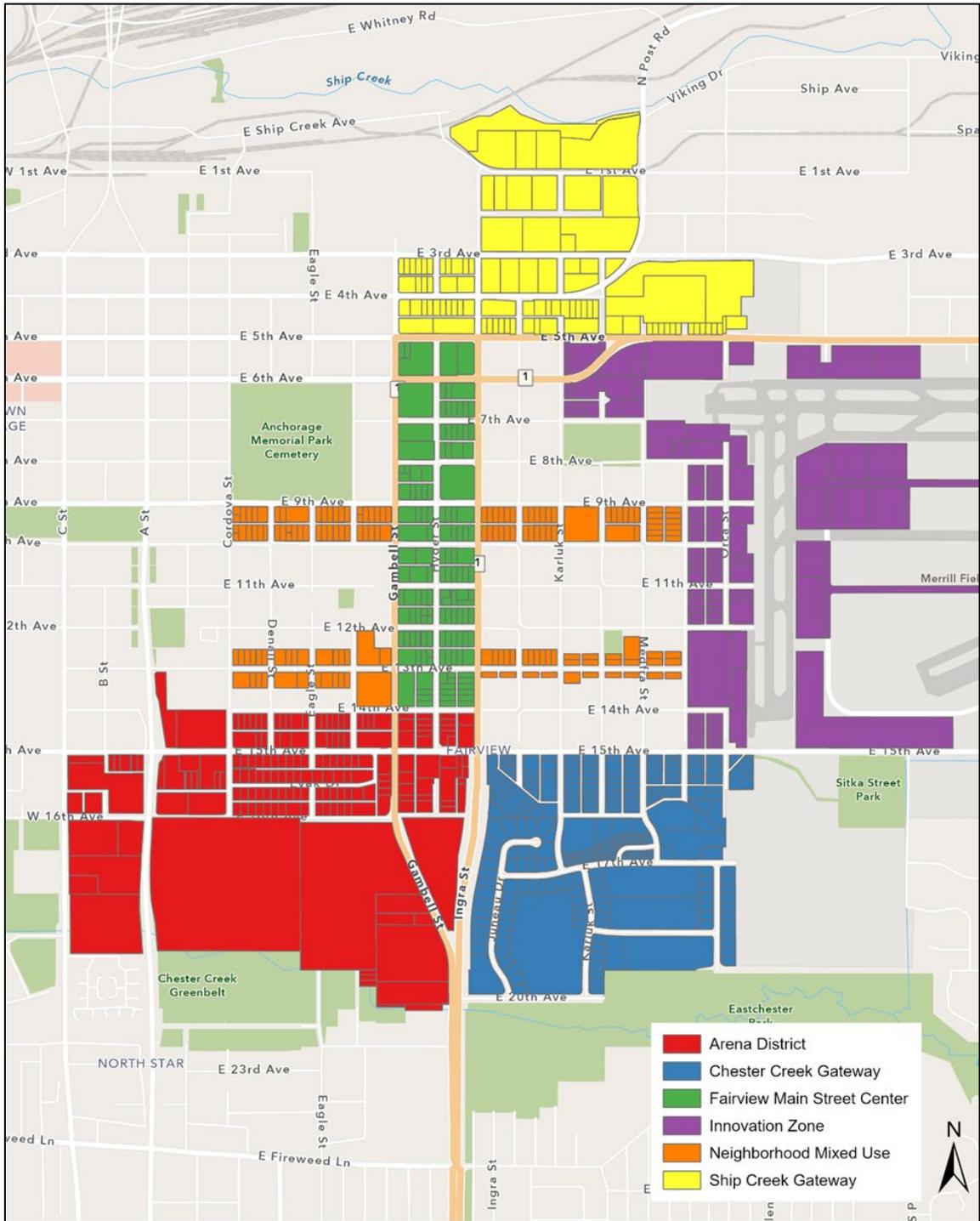


Figure 12. Draft In-Progress Fairview Sub-areas based on Workshop #1 Feedback

9.2 Net Opportunity Sub-Areas

Building on the identification of sub-areas and the analysis of vacant and underused parcels, this assessment evaluates the net developable opportunities remaining after accounting for environmental constraints. **Table 5** and **Figure 13** summarize these findings, highlighting where strategic investment, remediation, and partnership efforts can most effectively support Fairview’s revitalization goals. Key observations include:

- Ship Creek Gateway: Despite the presence of multiple contaminated sites and solvent plume, large parking areas could support partial or interim community uses once remediation is initiated. Proximity to Ship Creek and Downtown positions this area well for future employment and activity.
- Fairview Main Street Center: The western portion faces few contamination constraints and contains several large, underused parcels, particularly near the former Carrs site, which could attract new anchor tenants or community-serving investments.
- Neighborhood Mixed Use: Eastern blocks are largely unconstrained and suitable for incremental housing or mixed-use infill. The western section, anchored by the former Carrs site, remains a critical site for major reinvestment once contamination issues in the northwest block are resolved.
- Arena District: About 11 acres of surface parking could be partially repurposed for mixed-use or community functions, complementing redevelopment of the Sullivan Arena area as a civic and recreational anchor.
- Fairview Innovation Zone: Within the Merrill Field right-of-way, developable edge parcels offer potential for innovation and logistics-related uses in partnership with the Municipality and Merrill Field.
- Chester Creek Gateway: This southern sub-area is relatively unconstrained and well-suited for recreation, community space, or residential development.

These findings seek to guide the refinement of Fairview’s implementation framework under Task 7, including the refinement of priority redevelopment areas, enabling policies, and potential public-private partnerships to support site activation and long-term investment.

Sub-Area	Scale of Constraints	Opportunities
Ship Creek Gateway	<ul style="list-style-type: none"> • Multiple contaminated sites and solvent plume 	<ul style="list-style-type: none"> • Large parking areas could support partial, interim community uses once edges are remediated.
Fairview Main Street Center	<ul style="list-style-type: none"> • Few contamination issues on west 	<ul style="list-style-type: none"> • Several large, underused parcels (particularly near Carrs) could attract a new anchor
Neighborhood Mixed Use	<ul style="list-style-type: none"> • East mostly unconstrained • NW block has petroleum plume and contaminated sites 	<ul style="list-style-type: none"> • Eastern block supports incremental housing or mixed-use infill • Western section contains the Carrs site – remains a critical anchor location for major investment
Arena District	<ul style="list-style-type: none"> • Contamination hotspots within the Arena area 	<ul style="list-style-type: none"> • 11 acres of parking could be partially repurposed for mixed-use, or community uses
Fairview Innovation Zone	<ul style="list-style-type: none"> • Within Merrill Field ROW 	<ul style="list-style-type: none"> • Requires partnerships with Merrill Field; well-suited for innovation or logistics-related uses
Chester Creek Gateway	<ul style="list-style-type: none"> • Relatively unconstrained 	<ul style="list-style-type: none"> • Well-positioned for recreation or community space activities

Table 5. Summary of constraints and opportunities per proposed subarea

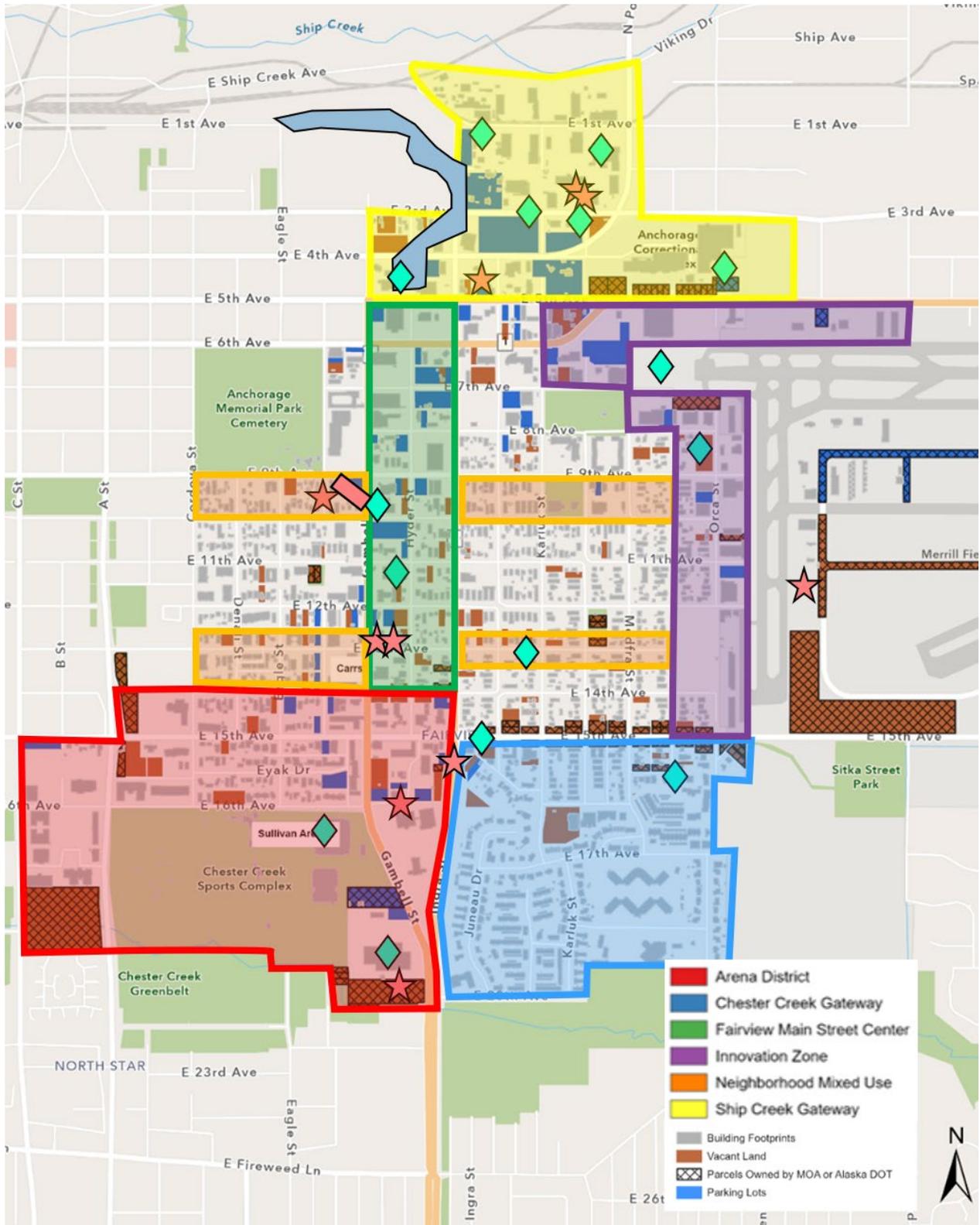


Figure 13. Draft In-Progress Fairview Net Opportunity Sub-Areas (including vacant parcels, parking lots, and contaminated sites)