

# Soldotna Downtown Riverfront Redevelopment Plan Appendices

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- A.2 Market Analysis
- A.3 Transportation Conditions Assessment
- A.4 Parks and Trails Considerations

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- E.1 Draft Downtown Riverfront Mixed-Use District

# APPENDIX C: MASTER PLAN

## C.1 Development Summary

**Document:** Illustrative Plan, Catalyst Sites and Catalyst Sites Phasing Exhibits. Development Summary spreadsheets. FIRST FORTY FEET

**Description:** Illustrative Plan exhibits and full development summary spreadsheet for Build-out of the project area, Catalyst Sites build-out and development summary spreadsheet and Catalyst Sites Phase 1 projects and development summary spreadsheet.

## C.2 Business Case- 20-Year Build-out

**Document:** Business Case - Soldotna 20-Year Buildout Analysis; ECONorthwest, Economics and Research Consultant

**Description:** *Analysis memo of the economic impacts of constructing the infrastructure and buildings outlined in the Development Summary and illustrative Plan.. Identifies the economic and community benefits warranting the City's continued investment and support of the Redevelopment Plan's catalyst sites and projects..*

## C.3 Development Strategy

**Document:** Downtown Riverfront Redevelopment Plan - Development Strategy Memo; ECONorthwest, Economics and Research Consultant

**Description:** *Development Strategy delineating initial catalyst projects, actions and strategies that are designed to stimulate immediate development and set in motion a trajectory that aligns with the vision articulated in the Plan. Key focus areas include infrastructure investments, strategic land acquisition, market hall feasibility and mixed-income housing. The strategy offers flexible guidance for the City rather than prescriptive direction, outlining initial actions and investment priorities, along with potential partnerships and funding for catalyst projects,*

## C.4 Streets, Sterling Trail and Utilities Cost Estimate

**Document:** City of Soldotna Riverfront Plan: Utility & Roadway Improvements Construction Cost Estimates Memo, Kinney Engineering

**Description:** *Memo updates the preliminary development concepts utilities and roadway construction costs for the preferred plan. Provides additional utilities and roadway construction costs breakdown for the Catalyst Sites.*

## C.5 Plazas and Parks Cost Estimate

**Document:** Rough Order of Magnitude Costs Estimate for Parks, Trail, Boardwalks and Overlooks, Greenworks Landscape Architecture

**Description:** *Rough order of magnitude construction costs for the Bridgehead Park, River Street Park and Soldotna Creek Park Plazas. Includes added trails, boardwalks and overlooks.*







DEVELOPMENT BLOCKS & NEW PARKING LOTS

Block	Building #	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Off-Street Pkg*	On-Street Pkg	Sterling Frontage Pkg	Calc - Required parking
BRIDGEHEAD DISTRICT												
<b>A</b>		<b>Commercial &amp; Townhome</b>	60,000						35	6		—
	A-1	Comm. Bldg . 1		1.0		—	—	5500	—	—		14
	A-2	Comm. Bldg. 2		1.0		—	—	7500	—	—		19
	A-3	Townhome 1-8		2.0	800	12800	8	—	16	—		16
	TOTAL					12800	8	13000				49
<b>B</b>		<b>Hotel &amp; Commercial</b>	155,000	3.0					100	45	83	—
	B-1	Hotel - Bldg 1 (Rooms 2-3)		2.0	11000	22000.0	62	—	—	—		62
	B-1	Gr. Flr. Lobby-Restaurant		1.0				20000	—	—		82
	B-2	Commercial		1.0				5000				13
	B-3	Commercial		1.0				5000				13
	B-4	Commercial		1.0				7750				19
	B-5	Commercial		1.0				5500				14
	B-6	Mixed-Use- Bldg. 6		4.0								—
	B-6	Gr flr. Comm.		1.0	—	—	—	3000				8
	B-6	Residential (Flrs 2-4)		3.0	8775	26325	30	—				30
	TOTAL					26325	30	46250				240
<b>C</b>		<b>Commercial &amp; Townhome</b>	60,000						24	11		—
	C-1	Commercial		1.0	—	—	—	5000				13
	C-2	Commercial		1.0	—	—	—	6750				17
	C-3	Commercial		1.0	—	—	—	3850				10
	C-4	Townhome 1-6		2.0	800	9600	6	—	12			12
	TOTAL					9600	6	15600				51
<b>D</b>		<b>Mixed Use Comm./Resid.</b>	90,000						64	40	32	—
	D-1 Bldg. 1	Existing DQ	5,400					—				—
	D-1 Bldg. 2	Existing GCI	8,400					—				—
	D-2	Mixed Use						—				—
	D-2	Gr. Flr Comml		1.0				4800				12
	D-2	Residential		3.0	16000	48000	54	—				54
	D3	Townhome (1-10)		2.0	800	16000	10	—	20			20
	TOTAL					64000	64	4800				86
<b>E</b>		<b>Commercial &amp; Townhome</b>	75,000						14	—		—
	E-1 Bldg. 1	Existing Riverquest		2.0	4250	8500	8	—				8
	E-2	Townhomes		2.0	800	30400	19	—	38			38
	TOTAL					38900	19	—				46
<b>F</b>		<b>Mixed Use Comm./Resid.</b>	110,000						74	35	56	—
	F-1	Commercial		2.0				14150				35



F-2	Commercial		2.0				13650			34	
F-3	Mixed Use Comm./Resid		3.0							—	
	<i>Gr flr. Comm.</i>		1.0				2700			7	
	<i>Residential (Flrs 2-3)</i>		2.0	5400	9180	12	—			12	
F-4	Mixed Use Comm./Resid.		5.0							—	
	<i>Gr flr. Comm.</i>		1.0				6000			15	
	<i>Residential (Flrs 2-5)</i>		4.0	12600	36930	50	—			50	
F-5	Townhome		2.0	800	12800	8	—		16	16	
				58910		70	36500			169	
<b>G</b>	<b>G1</b>	<b>Existing Asst Living</b>		95,000					—		
<b>H</b>		<b>Mixed Use Comm./Resid</b>		105,000				95	40	56	
H-1	Commercial		2.0				7600			19	
H-2	Commercial		2.0				7600			19	
H-3	Commercial		2.0				7600			19	
H-4	Mixed Use Comm./Resid		4.0							—	
H-4	<i>Gr flr. Comm.</i>		1.0				9800			25	
H-4	<i>Residential (Flrs 2-4)</i>		3.0	17225	43924	59	—			59	
H-5	Mixed Use Comm./Resid		4.0							—	
H-5	<i>Gr flr. Comm.</i>		1.0				6500			16	
H-5	<i>Residential (Flrs 2-4)</i>		3.0	8450	21548	29	—			29	
				65471		87	39100			185	
<b>I</b>		<b>Commercial</b>		00,000				18			
I-1	Commercial- Restaurant		1.0	—	—	—	4000			10	
							4000			10	
<b>J</b>		<b>Commercial</b>		80,000				16	35	23	
J-1 Blazy Bldg	Existing Blazy Mall		2.0							—	
<b>K</b>		<b>Commercial</b>									
K-1	Commercial- Restaurant		1.0	—	—	—	4200	18		11	
							4200			11	
<b>L</b>		<b>Commercial</b>		00,000					—	28	
L-1	Existing bank										
<b>M</b>		<b>Lodging &amp; Commercial</b>		49,500					—	—	
M-1	Existing Kenai River Suites					9				18	
M-2	Townhome		2.0	800	27200	17		34		34	
					27200	17				52	
<b>Subtotal: Bridgehead District</b>				<b>303206</b>		<b>302</b>	<b>163450</b>	<b>594</b>	<b>212</b>	<b>278</b>	<b>898</b>



PARK DISTRICT

N	<b>Public Parking Lot</b>	39,375				69	—	
O	<b>Davis Block Parcel</b>	115,869	0.0	—	—	—	—	
	<b>Parking Structure Level 1&amp;2</b>		2			170		
	<b>Market Hall-Main Level</b>	12,000	3					48
	Commons				4,700			
	Mkt Stalls (13-18 stalls)				4,775			
	Lobby/Seating				825			
	Service/Stair/Elev./Bathroom				1,700			
	<b>Mezzanine Level</b>	7,750						31
	Visitor Center/Chamber Offices				3650			
	Meeting/Classroom				2900			
	Lobby/Seating				1200			
	<b>Lower Level</b>	12,000						48
	Anchor Restaurant				2200			
	Commons				2225			
	Mkt Stalls(5)				1825			
	Lobby/Seating				1200			
	Meetings				2850			
	Service/Stair/Elev./Bathroom				1700			
					31750			127
P	<b>Soldotna Creek Park</b>	343,000	0.0					
	Existing Parking					55		
	New Parking Lot					50		
	States Avenue Parking						22	
	<b>Subtotal: Park District</b>					<b>344</b>	<b>22</b>	
Q	<b>Existing Development</b>	180,000	0.0	—	—	—		

ASSUMPTIONS

Comm. Parking Ratio	0.0025
Multifamily Parking Ratio	1.00
Townhome Parking Ratio	2.00
Res. Unit (average)	750

\*Does not include Sterling Frontage road parking or on-street parking  
 \*Does not include Sterling Frontage road parking  
 \*Does not include Sterling Frontage road parking



# Catalyst Sites- Buildout

**Riverside Hub**  
**Street Segments**  
 River Street (Segment 1)  
 Parking Access Frontage (Segment A)  
 New Street (Segments 1-2)

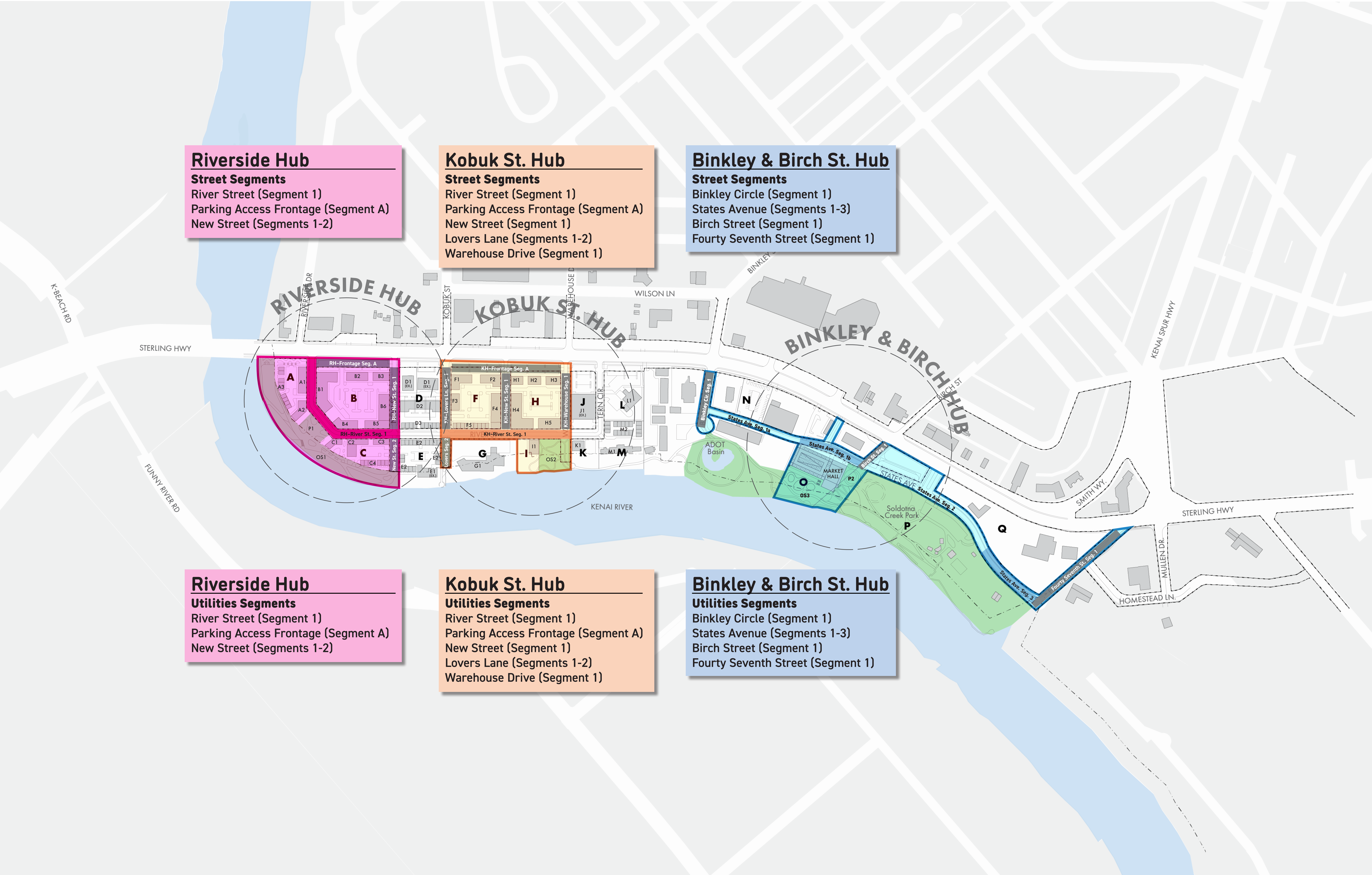
**Kobuk St. Hub**  
**Street Segments**  
 River Street (Segment 1)  
 Parking Access Frontage (Segment A)  
 New Street (Segment 1)  
 Lovers Lane (Segments 1-2)  
 Warehouse Drive (Segment 1)

**Binkley & Birch St. Hub**  
**Street Segments**  
 Binkley Circle (Segment 1)  
 States Avenue (Segments 1-3)  
 Birch Street (Segment 1)  
 Fourty Seventh Street (Segment 1)

**Riverside Hub**  
**Utilities Segments**  
 River Street (Segment 1)  
 Parking Access Frontage (Segment A)  
 New Street (Segments 1-2)

**Kobuk St. Hub**  
**Utilities Segments**  
 River Street (Segment 1)  
 Parking Access Frontage (Segment A)  
 New Street (Segment 1)  
 Lovers Lane (Segments 1-2)  
 Warehouse Drive (Segment 1)

**Binkley & Birch St. Hub**  
**Utilities Segments**  
 Binkley Circle (Segment 1)  
 States Avenue (Segments 1-3)  
 Birch Street (Segment 1)  
 Fourty Seventh Street (Segment 1)





# Catalyst Sites- Phase 1

**Riverside Hub**  
**PHASE ONE**  
**Infrastructure:**  
 River Street (Segment 1)  
 New Street (Segments 1-2)  
 Open Space Trail and Boardwalk

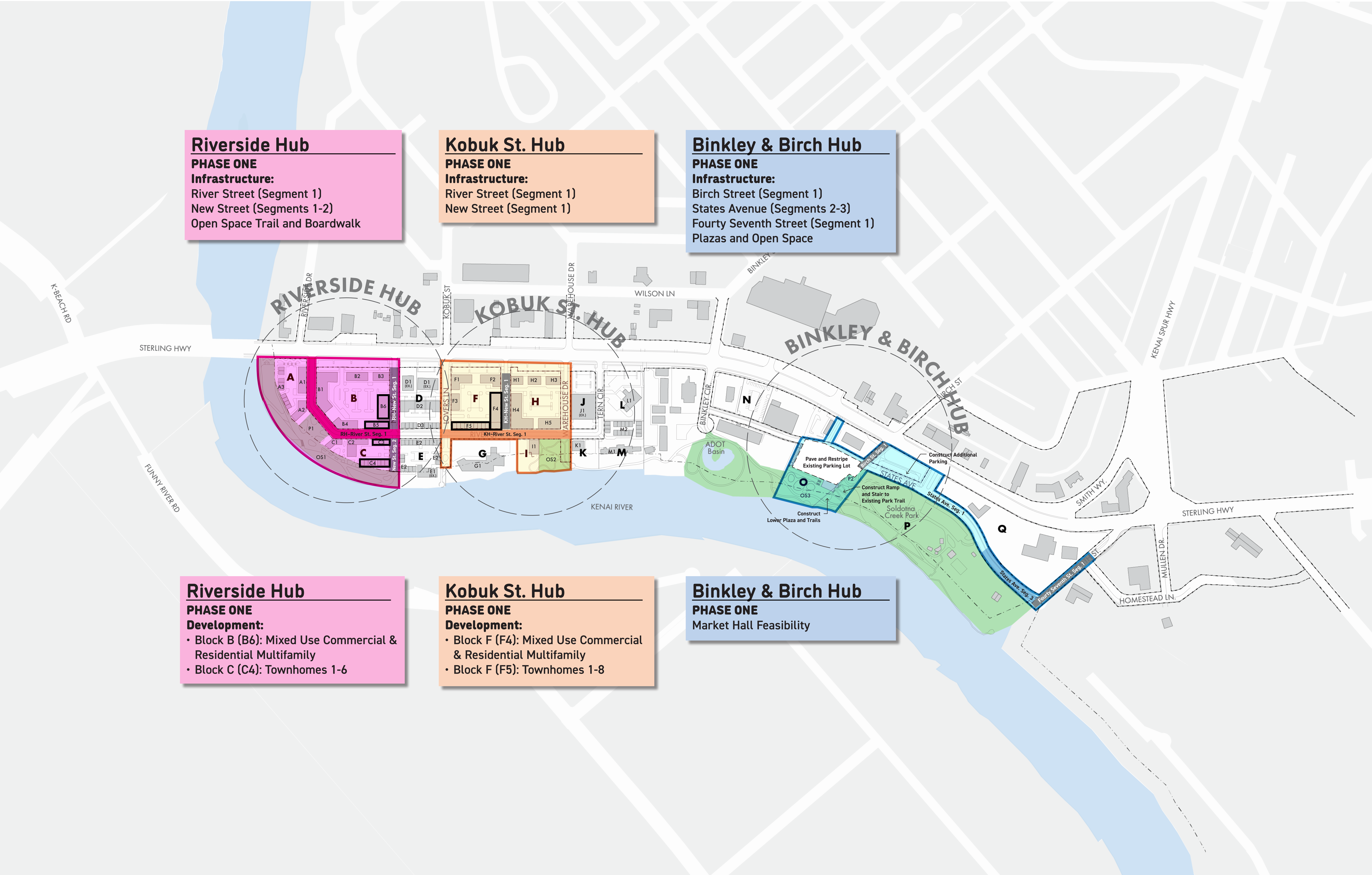
**Kobuk St. Hub**  
**PHASE ONE**  
**Infrastructure:**  
 River Street (Segment 1)  
 New Street (Segment 1)

**Binkley & Birch Hub**  
**PHASE ONE**  
**Infrastructure:**  
 Birch Street (Segment 1)  
 States Avenue (Segments 2-3)  
 Fourty Seventh Street (Segment 1)  
 Plazas and Open Space

**Riverside Hub**  
**PHASE ONE**  
**Development:**  
 • Block B (B6): Mixed Use Commercial & Residential Multifamily  
 • Block C (C4): Townhomes 1-6

**Kobuk St. Hub**  
**PHASE ONE**  
**Development:**  
 • Block F (F4): Mixed Use Commercial & Residential Multifamily  
 • Block F (F5): Townhomes 1-8

**Binkley & Birch Hub**  
**PHASE ONE**  
 Market Hall Feasibility





<b>1 Riverside Hub- Build Out</b>						
Street Improvements		Quantity	Unit	Cost	Unit	Cost
Seg. 1 River Street		760	LF	\$1,465	LF	\$1,113,400
Seg. A Parking Access Frontage		460	LF	\$1,295	LF	\$595,700
Seg. 1 New Street 1-Seg. 1		490	LF	\$1,465	LF	\$717,850
Seg. 2 New Street 1- Seg. 2		78	LF	\$1,465	LF	\$114,270
Total:		1,788				\$2,541,220
Utilities Improvements		Quantity	Unit	Cost	Unit	Cost
Seg. 1 River Street		760	LF	\$1,158	LF	\$880,080
Seg. A Parking Access Frontage		460	LF	\$1,158	LF	\$532,680
Seg. 1 New Street 1- Seg. 1		490	LF	\$1,158	LF	\$567,420
Seg. 2 New Street 1- Seg. 2		78	LF	\$1,158	LF	\$90,324
Total:		1,788				\$2,070,504
Public Amenities Improvements		Quantity	Unit	Cost	Unit	Cost
Boardwalk		1,100	LF	\$1,150	LF	\$1,265,000
Trail Connections		1,260	LF	\$142	LF	\$178,920
Trail Ramp		450	LF	\$425	LF	\$191,250
Plaza		35,553	SF	\$33	LF	\$1,155,473
Sculpture		1	LF		LF	\$365,000
Total:						\$3,155,643
			2,810	TOTAL		\$7,767,367

<b>1 Riverside Hub- Phase 1</b>						
Street Improvements		Quantity	Unit	Cost	Unit	Cost
Seg. 1 River Street		760	LF	\$1,465	LF	\$1,113,400
Seg. A Parking Access Frontage		0	LF	\$1,295	LF	\$0
Seg. 1 New Street 1		490	LF	\$1,465	LF	\$717,850
Seg. 2 New Street 1		78	LF	\$1,465	LF	\$114,270
Total:		1,328				\$1,945,520
Utilities Improvements		Quantity	Unit	Cost	Unit	Cost
Seg. 1 River Street		760	LF	\$1,158	LF	\$880,080
Seg. A Parking Access Frontage		0	LF	\$1,158	LF	\$0
Seg. 1 New Street 1		490	LF	\$1,158	LF	\$567,420
Seg. 2 New Street 1		0	LF	\$1,158	LF	\$0
Total:		1,250				\$1,447,500
Public Amenities Improvements		Quantity	Unit	Cost	Unit	Cost
Boardwalk		1,100	LF	\$1,150	LF	\$1,265,000
Trail Connections		1,475	LF	\$142	LF	\$209,450
Total:		2,575				\$1,474,450
				TOTAL		4,867,470



1		Riverside Hub- Build Out										
Block	Building #	Bridgehead District	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Off-Street Pkg*	On-Street Pkg	Required parking
<b>A</b>		<b>Commercial &amp; Townhome</b>		60,000						41	5	—
	A-1	Comm. Bldg . 1			1.0		—	—	5500	—	—	14
	A-2	Comm. Bldg. 2			1.0		—	—	7500	—	—	19
	A-3	Townhome 1-6			2.0	800	9600	6	—	6	—	12
	TOTAL							6	13000	52	—	45
<b>B</b>		<b>Hotel &amp; Commercial</b>		155,000	3.0					85	127	
	B-1	Hotel - Bldg 1 (Levels 2-3)			2.0	11000	22000.0	62	—	—	—	62
	B-1	Gr. Flr. Lobby-Restaurant			1.0			—	20000	—	—	82
	B-2	Commercial			1.0			—	5000	—	—	13
	B-3	Commercial			1.0			—	5000	—	—	13
	B-4	Commercial			1.0			—	7750	—	—	19
	B-5	Commercial			1.0			—	5500	—	—	14
	B-6	Mixed-Use- Bldg. 6			4.0			—	—	—	—	—
	B-6	Gr flr. Comm.			1.0	—	—	—	3000	—	—	8
	B-6	Residential (Flrs 2-4)			3.0	8775	26325	30	—	30	—	30
	TOTAL							92	46250	242	—	240
<b>C</b>		<b>Commercial &amp; Townhome</b>		60,000						32	10	—
	C-1	Commercial			1.0	—	—	—	5000	—	—	13
	C-2	Commercial			1.0	—	—	—	6750	—	—	17
	C-3	Commercial			1.0	—	—	—	3850	—	—	10
	C-4	Townhome 1-6			2.0	800	9600	6	—	12	—	12
	TOTAL						9600	6	15600	54	—	51
	<b>TOTAL:</b>						<b>45525</b>	<b>42</b>	<b>74850</b>	<b>348</b>		<b>335</b>
							<b>Hotel Rooms</b>	<b>62</b>				

1		Riverside Hub- Phase 1										
Block	Building #	Bridgehead District	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Off-Street Pkg*	On-Street Pkg	Calc - Required parking
	B-6	Mixed-Use- Bldg. 6			4.0			—	—	—	22	—
	B-6	Gr flr. Comm.			1.0	—	—	—	3000	—	—	8
	B-6	Residential (Flrs 2-4)			3.0	8775	26325	30	—	30	—	30
	C-4	Townhome 1-6			2.0	800	9600	6	—	12	—	12
	TOTAL						35925	36	3000	64	—	50
	<b>TOTAL:</b>						<b>35925</b>	<b>36</b>	<b>3000</b>	<b>64</b>		



**Binkley & Birch Street Hub Buildout**

Street Improvements	Quantity	Unit	Cost	Unit	Cost
Seg. 1 Binkley Circle (Enhance)	380	LF	\$1,158	LF	\$440,040
Seg. 1a States Avenue (New)	575	LF	\$1,412	LF	\$811,900
Seg. 1b States Avenue (New)	455	LF	\$1,412	LF	\$642,460
Seg. 1 Birch Street (Enhance)	178	LF	\$1,412	LF	\$251,336
Seg. 2 States Avenue (Enhance)	770	LF	\$1,412	LF	\$1,087,240
Seg. 3 States Avenue (New)	580	LF	\$1,412	LF	\$818,960
Seg. 1 47th Street	680	LF	\$1,412	LF	\$960,160
<b>Total:</b>	<b>3,618</b>				<b>\$5,012,096</b>

**Binkley & Birch Street Hub Buildout**

Utilities Improvements	Quantity	Unit	Cost	Unit	Cost
Seg. 1 Binkley Circle	380	LF	\$749	LF	\$284,620
Seg. 1a States Avenue (New)	575	LF	\$749	LF	\$430,675
Seg. 1b States Avenue (New)	455	LF	\$749	LF	\$340,795
Seg. 1 Birch Street (Enhance)	178	LF	\$749	LF	\$133,322
Seg. 2 States Avenue (Enhance)	770	LF	\$749	LF	\$576,730
Seg. 3 States Avenue (New)	580	LF	\$749	LF	\$434,420
Seg. 1 47th Street (New/Enhance)	680	LF	\$749	LF	\$509,320
<b>Total:</b>	<b>3,618</b>				<b>\$2,709,882</b>

**Binkley & Birch Street Hub Buildout**

Public Amenities Improvements	Quantity	Unit	Cost	Unit	Cost
Trail Connections	780	LF	\$142	LF	\$110,760
Trail Ramp & Stairs	380	LF	\$25	SF	\$9,500
Plaza-Upper	15,075	SF	\$96	SF	\$1,450,969
Plaza-Lower	53,500	SF	\$39	LF	\$2,086,500
<b>Total:</b>					<b>\$3,657,729</b>
	68,575			<b>TOTAL</b>	<b>\$11,379,707</b>
	1,160				

**2 Binkley & Birch Street Hub- Phase 1**

Street Improvements	Quantity	Unit	Cost	Unit	Cost
Seg. 1 Birch Street (Enhance)	178	LF	\$1,412	LF	\$251,336
Seg. 2 States Avenue (Enhance)	770	LF	\$1,412	LF	\$1,087,240
Seg. 3 States Avenue (New)	580	LF	\$1,412	LF	\$818,960
Seg. 1 47th Street (New/Enhance)	680	LF	\$1,412	LF	\$960,160
<b>Total:</b>	<b>2,208</b>				<b>\$3,117,696</b>

**2 Binkley & Birch Street Hub- Phase 1**

Utilities Improvements	Quantity	Unit	Cost	Unit	Cost
Seg. 1 Birch Street (Enhance)	280	LF	\$749	LF	\$209,720
Seg. 2 States Avenue (Enhance)	770	LF	\$749	LF	\$576,730
Seg. 3 States Avenue (New)	580	LF	\$749	LF	\$434,420
Seg. 1 47th Street (New/Enhance)	680	LF	\$749	LF	\$509,320
<b>Total:</b>	<b>2,310</b>				<b>\$1,730,190</b>

**2 Binkley & Birch Street Hub- Phase 1**

Public Amenities Improvements	Quantity	Unit	Cost	Unit	Cost
Trail Connections	780	LF	\$142	LF	\$110,760
Trail Ramp & Stairs	380	LF	\$25	SF	\$9,500
Plaza-Lower	53,500	SF	\$39	LF	\$2,086,500
<b>Total:</b>					<b>\$2,206,760</b>
				<b>TOTAL</b>	<b>\$7,054,646</b>



Binkley & Birch St. Hub Build Out												
Block	Building #	Park District										
	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Surface		Off-Street Pkg*	On-Street Pkg	Calc - Required parking
								Parking Area				
N	<b>Public Parking Lot</b>	39,375								69		
O	<b>Davis Block Parcel</b>	115,869	0.0									
	<b>Parking Structure Level 1&amp;2</b>		2					66700		170		
	<b>Market Hall-Main Level</b>	12,000	3									48
	Commons						4,700					
	Mkt Stalls (13-18 stalls)						4,775					
	Lobby/Seating						825					
	Service/Stair/Elev./Bathroom						1,700					
	<b>Mezzanine Level</b>	7,750										31
	Visitor Center/Chamber Offices						3650					
	Meeting/Classroom						2900					
	Lobby/Seating						1200					
	<b>Lower Level</b>	12,000										48
	Anchor Restaurant						2200					
	Commons						2225					
	Mkt Stalls(5)						1825					
	Lobby/Seating						1200					
	Meetings						2850					
	Service/Stair/Elev./Bathroom						1700					
							31750			170		127
P	<b>Soldotna Creek Park</b>	343,000	0.0									
	Existing Parking									138		
	New Parking Lot							19300		40		
	States Avenue Parking										22	
										200		
	<b>TOTAL:</b>						<b>31750</b>			<b>370</b>		

2 Binkley & Birch St. Hub- Phase 1												
Block	Building #	Bridghead District										
	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Surface		Off-Street Pkg*	On-Street Pkg	Calc - Required parking
								Parking Area				
P	<b>Soldotna Creek Park</b>	343,000	0.0									
	Existing Parking									55		
	New Parking Lot							19300		50		
	States Avenue Parking										22	
	<b>TOTAL:</b>									<b>127</b>		



**Kobuk St. Hub- Buildout**

<b>Street Improvements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>	<b>Unit</b>	<b>Cost</b>
Seg. 2b River Street (New-(Block F-H))	740	LF	\$1,465	LF	\$1,084,100
Seg. B Parking Access Frontage (Enhance)	740	LF	\$1,295	LF	\$958,300
Seg. 1 New Street 2 (New)	490	LF	\$1,465	LF	\$717,850
Seg. 1 Lovers Lane (Enhance)	450	LF	\$1,465	LF	\$659,250
Seg. 2 Lovers Lane (Enhance)	140	LF	\$1,465	LF	\$205,100
Seg. 1 Warehouse Drive (New)	490	LF	\$1,465	LF	\$717,850
<b>Total:</b>	<b>3,050</b>				<b>\$4,342,450</b>

**Kobuk St. Hub Buildout**

<b>Utilities Improvements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>	<b>Unit</b>	<b>Cost</b>
Seg. 2b River Street (New-(Block F-H))	740	LF	\$1,158	LF	\$856,920
Seg. B Parking Access Frontage (Enhance)	740	LF	\$1,158	LF	\$856,920
Seg. 1 New Street 2 (New-(BlockF-H))	490	LF	\$1,158	LF	\$567,420
Seg. 1 Lovers Lane (Enhance)	450	LF	\$1,158	LF	\$521,100
Seg. 2 Lovers Lane (Enhance)	140	LF	\$1,158	LF	\$162,120
Seg. 1 Warehouse Drive (New)	490	LF	\$1,158	LF	\$567,420
<b>Total:</b>	<b>3,050</b>				<b>\$3,531,900</b>

**Kobuk St. Hub- Buildout**

<b>Public Amenities Improvements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>	<b>Unit</b>	<b>Cost</b>
Open Space-2 (Upland)	37,000	SF	\$7.57	SF	\$280,090
<b>Total:</b>	<b>37,000</b>				<b>\$280,090</b>
				<b>Total</b>	<b>\$8,154,440</b>

**Kobuk St. Hub- Phase 1**

<b>Street Improvements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>	<b>Unit</b>	<b>Cost</b>
Seg. 2b River Street (New-(Block F))	370	LF	\$1,465	LF	\$542,050
Seg. 1 New Street 2 (New-(BlockF-H))	490	LF	\$1,158	LF	\$567,420
<b>Total:</b>	<b>860</b>				<b>\$1,109,470</b>

**Kobuk St. Hub- Phase 1**

<b>Utilities Improvements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>	<b>Unit</b>	<b>Cost</b>
Seg. 2b River Street (New-(Block F))	370	LF	\$1,158	LF	\$428,460
Seg. 1 New Street 2 (New-(BlockF-H))	490	LF	\$1,158	LF	\$567,420
<b>Total:</b>	<b>860</b>				<b>\$995,880</b>

**Kobuk St. Hub- Phase 1**

<b>Public Amenities Improvements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>	<b>Unit</b>	<b>Cost</b>
Open Space-2 (Upland)	0	SF	\$0.00	LF	\$0
<b>Total:</b>	<b>0</b>				<b>\$0</b>
				<b>Total</b>	<b>\$2,105,350</b>



Kobuk St. Hub- Build Out		Bridgehead District- Catalyst 3 Buildout										
Block	Building #	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Surface Parking Area	Off-Street Pkg*	On-Street Pkg	Calc - Required parking
<b>F</b>		<b>Mixed Use Comm./Resid.</b>	110,000							73	82	—
	F-1	Commercial		2.0				14150				35
	F-2	Commercial		2.0				13650				34
	F-3	Mixed Use Comm./Resid		3.0								
		Gr flr. Comm.		1.0				2700				7
		Residential (Flrs 2-3)		2.0	5400	9180	12	—				12
	F-4	Mixed Use Comm./Resid.		5.0								
		Gr flr. Comm.		1.0				6000				15
		Residential (Flrs 2-5)		4.0	12600	36930	50	—				50
	F-5	Townhome		2.0	800	12800	8	—		16		16
		<b>Total</b>				58910	70	36500		171		169
<b>G</b>		<b>Existing Asst Living</b>	95,000									
<b>H</b>		<b>Mixed Use Comm./Resid</b>	105,000							102	87	
	H-1	Commercial		2.0				7600				19
	H-2	Commercial		2.0				7600				19
	H-3	Commercial		2.0				7600				19
	H-4	Mixed Use Comm./Resid		4.0								
		Gr flr. Comm.		1.0				9800				25
		Residential (Flrs 2-4)		3.0	17225	43924	59	—				59
	H-5	Mixed Use Comm./Resid		4.0								
		Gr flr. Comm.		1.0				6500				16
		Residential (Flrs 2-4)		3.0	8450	21548	29	—				29
		<b>Total</b>				65471	87	39100		189		185
<b>I</b>		<b>Commercial</b>	00,000							18		
	I-1	Commercial- Restaurant		1.0	—	—	—	4000				18
		<b>Total</b>						4000		18		18
		<b>TOTAL:</b>					158	79,600		378		372

Kobuk St. Hub- Phase 1		Bridgehead District-Phase 1										
Block	Building #	Type	Total Area	Total floors	Res area/floor	Res Area Total	Res Units	Non Res SF*	Surface Parking Area	Off-Street Pkg*	On-Street Pkg	Calc - Required parking
<b>F</b>		<b>Mixed Use Comm./Resid</b>										
	F-4	Mixed Use Comm./Resid.		5.0						50	19	
		Gr flr. Comm.		1.0				6000				15
		Residential (Flrs 2-5)		4.0	12600	36930	50	—				50
	F-5	Townhome		2.0	800	12800	8	—		16		16
		<b>Total</b>					58	6000		85		81
		<b>TOTAL:</b>					58	6,000		85		81



# APPENDIX C: MASTER PLAN

## C.1 Development Summary

Document: Illustrative Plan, Catalyst Sites and Catalyst Sites Phasing Exhibits. Development Summary spreadsheets. FIRST FORTY FEET

Description: *Illustrative Plan exhibits and full development summary spreadsheet for Build-out of the project area, Catalyst Sites build-out and development summary spreadsheet and Catalyst Sites Phase 1 projects and development summary spreadsheet.*

## C.2 Business Case- 20-Year Build-out

**Document: Business Case - Soldotna 20-Year Buildout Analysis; ECONorthwest, Economics and Research Consultant**

**Description: Analysis memo of the economic impacts of constructing the infrastructure and buildings outlined in the Development Summary and illustrative Plan.. Identifies the economic and community benefits warranting the City's continued investment and support of the Redevelopment Plan's catalyst sites and projects..**

## C.3 Development Strategy

Document: Downtown Riverfront Redevelopment Plan - Development Strategy Memo; ECONorthwest, Economics and Research Consultant

Description: *Development Strategy delineating initial catalyst projects, actions and strategies that are designed to stimulate immediate development and set in motion a trajectory that aligns with the vision articulated in the Plan. Key focus areas include infrastructure investments, strategic land acquisition, market hall feasibility and mixed-income housing. The strategy offers flexible guidance for the City rather than prescriptive direction, outlining initial actions and investment priorities, along with potential partnerships and funding for catalyst projects,*

## C.4 Streets, Sterling Trail and Utilities Cost Estimate

Document: City of Soldotna Riverfront Plan: Utility & Roadway Improvements Construction Cost Estimates Memo, Kinney Engineering

Description: *Memo updates the preliminary development concepts utilities and roadway construction costs for the preferred plan. Provides additional utilities and roadway construction costs breakdown for the Catalyst Sites.*

## C.5 Plazas and Parks Cost Estimate

Document: Rough Order of Magnitude Costs Estimate for Parks, Trail, Boardwalks and Overlooks, Greenworks Landscape Architecture

Description: *Rough order of magnitude construction costs for the Bridgehead Park, River Street Park and Soldotna Creek Park Plazas. Includes added trails, boardwalks and overlooks.*



DATE: December 12, 2023  
TO: City of Soldotna  
CC: Jason Graff, First Forty Feet  
FROM: ECONorthwest, Nicole Underwood, Ryan Knapp, Michelle Anderson, Cadence Petros  
SUBJECT: Business Case - Soldotna 20-Year Buildout Analysis

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## Executive Summary

The City of Soldotna aims to revitalize an 85-acre downtown area, transforming it into a vibrant mixed-use waterfront to attract both locals and visitors. To support this goal, the City collaborated on a Master Plan serving as a blueprint for future redevelopment.

ECONorthwest analyzed the economic impacts of constructing the infrastructure and buildings outlined in the Plan. Key findings include:

1. **2,068 jobs and \$109.8M in labor income** created collectively across the City of Soldotna and Kenai Peninsula Borough through construction.<sup>1</sup>
2. **\$155M contributed collectively to the City and Borough's Gross Domestic Product (GDP)** over the course of construction.<sup>2</sup>
3. **\$5.1M in additional local and state tax revenues** from construction.<sup>3</sup>
4. **5.3x return on infrastructure investment**, with every \$1 triggering \$5.30 in development (development to infrastructure cost ratio).<sup>4</sup>

These impacts exclude ongoing operations, which will create additional long-term benefits in terms of jobs, income, and tax revenues (such as sales tax and property taxes from ongoing operations). Beyond quantitative effects, the redevelopment provides qualitative community advantages like new housing, business opportunities, greater year-round tourism, and an enhanced sense of place.

Overall, the project offers economic and community benefits warranting the City's continued investment and support. This report outlines the methodology, assumptions, and detailed findings.

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<sup>1</sup> IMPLAN, 2019 Model Data

<sup>2</sup> *Ibid.*

<sup>3</sup> *Ibid.* Note: While there are few state taxes in Alaska this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

<sup>4</sup> Note: this is calculated as total development cost for buildings divided by infrastructure and public amenities cost. It is not an IMPLAN output. Infrastructure/public amenity costs totaled 27.3M. Building development costs were estimated at \$144M (2023 dollars).



## Background and Purpose

The City of Soldotna aims to transform its 85-acre downtown into an attractive and vibrant mixed-use waterfront area. To guide this effort, the City collaborated with consultants to create a Master Plan outlining the comprehensive vision and phases for redevelopment.

As part of this work, ECONorthwest was tasked with analyzing the economic impacts associated with constructing the proposed infrastructure, amenities, and buildings. This analysis estimated economic impacts and tax revenues based on development assumptions and high-level cost estimates. Rather than precise projections, the outcomes illustrate proportional allocations and order-of-magnitude gains across jurisdictions. By demonstrating tax stimulus alongside the labor income, job creation, and other impacts, the analysis provides evidence supporting public participation where reasonable. Returns to multiple levels of government help justify involvement and partnerships across local, regional, and state government.

The findings from this analysis will assist the City in making the case for additional funding and partnerships to support the project.

## Methodology

To estimate the economic effects, we used the IMPLAN Input-Output modeling framework. IMPLAN traces how spending associated with an industry flows through the local economy, generating direct, indirect (supply-chain), and induced (household spending) impacts.

We focused exclusively on quantifying the impacts of construction activity. We did not model long-term operations and maintenance jobs and impact. This decision stems from the Master Plan's current lack of specificity regarding the types of businesses that will locate in the project area and their associated operating costs and labor. Modeling these long-term operational and maintenance costs would require a level of detail that is presently unavailable for this project. As such, the impact analysis should be considered conservative because on-going operations and maintenance will inevitably generate longer-lasting economic effects into the future through supporting jobs, labor income, and generating taxes in the local economy. To capture these considerations and other community benefits, we've included narrative descriptions of the qualitative impacts of redevelopment.

### Key Inputs and Assumptions

- **Construction costs**
  - Street and utility cost estimates from Kinney Engineering.
  - Public amenity (trails, parks, plazas, etc.) cost estimates from Urbsworks.
  - Total square feet of development estimates from First Forty Feet (FFF).



- Building cost estimates from EConorthwest. EConorthwest multiplied FFF’s square footage estimates by an assumed unit cost to scale up to total construction costs.<sup>5</sup>
- Hotel *pro forma* completed by EConorthwest
- **Phasing: 20-year buildout period**
  - Phase 1: 2024-2028 (first five years of buildout)
  - Remaining Buildout: 2029-2043 (last fifteen years of buildout)
- **IMPLAN data** – We assumed all dollars to be in 2023 denominations. Once the IMPLAN model processed the direct effects, we inflated the impacts to the appropriate year by using IMPLAN’s built-in inflation calculator.<sup>6</sup> We used IMPLAN’s 2019 economic data to generate both the economic and fiscal impacts reported below. At the time of analysis, 2021 economic data were readily available; however, the lingering effects of the COVID-19 pandemic—by way of PPP loans—rendered IMPLAN’s tax impacts difficult to interpret.

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<sup>5</sup> EConorthwest based building costs off the *pro forma* modeling from the Feasibility Analysis memorandum. This translated into \$350,000 per townhome and \$200,000 per apartment unit; these per unit costs were assumed to be split as 65 percent labor income, 35 percent materials (hard costs), and an additional 20 percent for soft costs. For the building types we did not model in the Feasibility Analysis (commercial retail and market hall), we used an assumption of \$300 per square foot—the total costs were distributed using the same percentage split as townhomes and apartments. This estimate is based on various data from the Craftsman cost manual and EConorthwest’s understanding of the design at the time of this study.

<sup>6</sup> IMPLAN uses the Bureau of Economic Analysis’ industry deflator forecast to adjust for inflation.



## What is IMPLAN?

IMPLAN is an Input-Output (I-O) modeling framework that allows policy makers to measure the change in regional economic activity resulting from new economic stimulus (e.g., constructing an apartment complex). The IMPLAN model works by tracing how spending associated with an industry circulates through an economy using backwards-looking supply- and demand-chain linkages. It summarizes the total economic effects resulting from the new economic activity in terms of output, jobs, and income.

IMPLAN estimates economic effects in three distinct impact measures:

- The **direct effects** are the output, jobs, and income associated with the immediate effects of the final demand changes. These are the primary data inputs we supply to the model (i.e., the known dollar value of the stimulus we're estimating).
- The **indirect effects** are the production changes in backward-linked industries caused by the changing input needs of directly affected industries. These are often referred to as supply-chain impacts.
- The **induced effects** are the changes in regional household spending patterns caused by changes in household income—generated from the direct and indirect effects. These are often referred to as consumption-driven impacts.
- The *total economic effects* are the sum of the direct, indirect, and induced effects.

A couple other key IMPLAN terms used throughout this analysis are defined as follows:

- **Value added** means contribution to Gross Regional Domestic Product (GRDP). It is defined as the sum of labor income, taxes on production and imports (property taxes, sales and excise taxes, etc.) net of subsidies, and other property income (corporate profits, consumption of fixed capital, etc.).
- **Output** is the broadest measure of total economic activity. It is defined as **Value Added** plus all **Intermediate Inputs**, which are all the goods and services purchased to produce the economic activity being modeled (e.g., a construction company purchasing lumber, steel, and concrete to erect a new building).

# Construction Impact Results

Redeveloping Soldotna's waterfront will generate economic effects through new construction.

## Phase 1 (2024-2028)

Phase 1 includes public improvements to two catalyst sites (Riverside Hub and Binkley and Birch Hub)<sup>7</sup>, 6 townhomes, 30 affordable apartments, and a 32,000 SF market hall. The buildout is estimated to cost about \$53.7M (see the Output column in Exhibit 1), when accounting for inflation.<sup>8</sup> IMPLAN estimates the total economic effect of the Phase 1 investment to be \$77.5M. This means that for every dollar invested in construction in Soldotna, an additional \$0.44 is supported elsewhere in the City's and Borough's collective economy.<sup>9</sup> This initial development is projected to support:

- **572 full-time jobs during the construction period**
- **\$28.6M in total labor income**
- **\$40.5M in total contributions to the City's and Borough's collective GDP**

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**PHASE 1**

**Riverside Hub improvements**  
Infrastructure and utility improvements to River Street (segment 1) and New Street (segments 1 and 2), open space trail and boardwalk, six townhomes, and 30 affordable apartments

**Binkley and Birch Hub improvements**  
Infrastructure and utility improvements to Birch Street (segment 1) and States Avenue (segment 1b), upper and lower plaza, and market hall (32,000 square feet)

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Additionally, each **\$1 in infrastructure yields \$3.60 in development** - a 3.6x return on investment.<sup>10</sup> Note that while infrastructure is necessary for development, it does not guarantee buildout.

### Exhibit 1. Economic Impacts of Phase 1 Development, 2024–2028

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	FTEs	Wage & Salaries	Value Added	Output
Direct Effect	430	\$23,060,000	\$27,870,000	\$53,720,000
Indirect Effect (Supply-Chain Impact)	42	\$1,770,000	\$4,108,000	\$8,349,000
Induced Effect (Household Consumption Impact)	100	\$3,790,000	\$8,559,000	\$15,444,000
<b>Total Economic Effect</b>	<b>572</b>	<b>\$28,620,000</b>	<b>\$40,537,000</b>	<b>\$77,513,000</b>

Notes: FTE = Full Time Employee

<sup>7</sup> It is important to note that these improvements were for modeling purposes only. Actual Phase 1 development could take place on any one of the catalyst sites depending on how property owners and the city choose to proceed.

<sup>8</sup> This cost is inclusive of infrastructure, trails, other public improvements, and building development. This number varies from that seen in the Development Strategy which only includes infrastructure and public improvement costs.

<sup>9</sup> While the construction impacts being modeled occur in the City of Soldotna, the resulting IMPLAN economic model outputs are for the Kenai Peninsula Borough which was the most granular level available for outputs given data limitations.

<sup>10</sup> Note this is the development to infrastructure cost ratio. It is calculated as total development cost of buildings (\$39.2) divided by infrastructure and public amenities cost (\$11M). It is not an IMPLAN output. Note: these costs combined differ from the \$53M in the output column since they are not inflation adjusted.



IMPLAN estimates the Phase 1 construction investments to generate approximately **\$1.4M in total taxes over five years**.<sup>11</sup> Of the \$1.4M total, about \$289,000 will be generated as a direct result of the construction investment. The remaining \$1.1M in tax generation will result from taxes paid by businesses and households in the Borough because of the new economic activity created by the investment.

The City of Soldotna is expected to generate \$202,000 in taxes, the Borough is expected to generate \$495,000 and the state \$723,000. It is important to reiterate that this is for construction impacts only and the City will see additional tax revenues from ongoing operations. A breakdown of taxes, along with their definitions, are included in Appendix A.

**Exhibit 2. Tax Impacts of Phase 1 Development, 2024–2028**

Source: IMPLAN, 2019 Model data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	City	Borough	State	Total State &
				Local
Direct Effect	\$32,000	\$81,000	\$176,000	\$289,000
Indirect Effect	\$66,000	\$161,000	\$205,000	\$432,000
Induced Effect	\$104,000	\$253,000	\$342,000	\$699,000
<b>Total Economic Effect</b>	<b>\$202,000</b>	<b>\$495,000</b>	<b>\$723,000</b>	<b>\$1,420,000</b>

Note: While there are fewer state taxes in Alaska than many other states, this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

**Remaining Buildout (2029-2043)**

Remaining buildout includes public improvements, 14 townhomes, a new hotel, 5 mixed-use buildings, and 15 commercial retail properties. The buildout over the 15-year period is estimated to cost \$145.7M, when adjusted for inflation. IMPLAN estimates the total economic effect of this construction investment to be \$214.3M. This means that for every dollar invested in construction in the City, an additional \$0.47 is supported elsewhere in the City’s and Borough’s collective economy. The remaining Master Plan buildout is estimated to support:

- **1,496 full-time jobs during the construction period**
- **\$81.2M in labor income**
- **\$114.3M in total contributions to the City’s and Borough’s collective GDP**

Additionally, each **\$1 in infrastructure yields \$6.40 in development** - a 6.4x return on investment.<sup>12</sup> Note that while infrastructure is necessary for development, it does not guarantee buildout.

<sup>11</sup> Note that reported tax impacts are based on 2019 model data. The tax impacts are likely an underestimate of the local and state taxes generated by the construction activity due to the age of the data. These tax estimates should be interpreted as a conservative (lower bound) estimate of actual tax impacts.

<sup>12</sup> Note this is the development to infrastructure cost ratio. It is calculated as total development cost of buildings totaled \$16.3M. Building development costs were estimated at \$104.9M (2023 dollars). These costs combined differ from what is in the output column since it is not inflation adjusted.

### Exhibit 3. Economic Impacts of Remaining Buildout, 2029–2043

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	FTEs	Wage & Salaries	Value Added	Output
Direct Effect	1,116	\$64,780,000	\$77,470,000	\$145,670,000
Indirect Effect (Supply-Chain Impact)	127	\$5,690,000	\$12,517,000	\$24,947,000
Induced Effect (Household Consumption Impact)	253	\$10,730,000	\$24,308,000	\$43,732,000
<b>Total</b>	<b>1,496</b>	<b>\$81,190,000</b>	<b>\$114,295,000</b>	<b>\$214,349,000</b>

Notes: FTE = Full Time Employee

Construction investments are estimated to generate approximately **\$3.7M in total state and local taxes over fifteen years**. Of the \$3.7M total, about \$432,000 will be generated as a direct result of the construction investment. The remaining \$3.3M in tax generation will result from taxes paid by businesses and households in the Borough because of the new economic activity created by the investment.

The City of Soldotna is expected to generate \$522,000 in taxes, the Borough is expected to generate \$1.28M and the state \$1.9M. It is important to reiterate that this is for construction impacts only and the City will see additional tax revenues from ongoing operations. A breakdown of taxes, along with their definitions, are included in Appendix A.

### Exhibit 4. Tax Impacts of Remaining Buildout, 2029–2043

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	City	Borough	State	Total State & Local
Direct	\$28,000	\$77,000	\$327,000	\$432,000
Indirect	\$198,000	\$479,000	\$609,000	\$1,285,000
Induced	\$297,000	\$722,000	\$976,000	\$1,995,000
<b>Total Economic Effect</b>	<b>\$522,000</b>	<b>\$1,279,000</b>	<b>\$1,912,000</b>	<b>\$3,713,000</b>

Note: While there are fewer state taxes in Alaska than other states this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

### Total Impacts (2024-2043)

The full buildout over the 20-year period is estimated to cost \$199.4M, when adjusted for inflation. IMPLAN estimates the total economic effect of this construction investment to be \$291.9M. This means that for every dollar invested in construction in the City, an additional \$0.46 is supported elsewhere in the City’s and Borough’s collective economy. At full buildout, the total impact of redevelopment is projected to support:

- **2,068 full-time jobs over the full buildout period**
- **\$109.8M in labor income**
- **\$154.8M in total contributions to the City’s and Borough’s collective GDP**



In total, each **\$1 in infrastructure yields \$5.30 in development** - a 5.3x return on investment.<sup>13</sup> This demonstrates the powerful economic stimulus and leverage that can be created by the City's infrastructure investments. However, it is important to note that while infrastructure is necessary for development, it does not guarantee buildout.

**Exhibit 5. Total Economic Impacts of Full Buildout, 2024–2043**

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	FTEs	Wage & Salaries	Value Added	Output
Direct Effect	1,546	\$87,840,000	\$105,340,000	\$199,390,000
Indirect Effect (Supply-Chain Impact)	169	\$7,460,000	\$16,625,000	\$33,296,000
Induced Effect (Household Consumption Impact)	353	\$14,520,000	\$32,867,000	\$59,176,000
<b>Total</b>	<b>2,068</b>	<b>\$109,810,000</b>	<b>\$154,832,000</b>	<b>\$291,862,000</b>

Notes: FTE = Full Time Employee

In total the full buildout investments are estimated to generate **approximately \$5.1M in total state and local taxes over twenty years**. Of the \$5.1M total, about \$720,000 will be generated as a direct result of the construction investment. The remaining \$4.4M in tax generation will result from taxes paid by businesses and households in the Borough because of the new economic activity created by the investment.

In total the City of Soldotna is expected to generate \$724,000 in taxes, the Borough is expected to generate \$1.77M and the state \$2.63M. It is important to reiterate that this is for construction impacts only and the City will see additional tax revenues from ongoing operations. A breakdown of taxes, along with their definitions, are included in Appendix A.

**Exhibit 6. Total Tax Impacts of Full Buildout, 2024–2043**

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	City	Borough	State	Total State & Local
Direct	\$60,000	\$158,000	\$503,000	\$720,000
Indirect	\$264,000	\$640,000	\$814,000	\$1,717,000
Induced	\$401,000	\$975,000	\$1,318,000	\$2,694,000
<b>Total</b>	<b>\$724,000</b>	<b>\$1,773,000</b>	<b>\$2,634,000</b>	<b>\$5,132,000</b>

Note: While there are fewer state taxes in Alaska than other states, this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

<sup>13</sup> Note this is the development to infrastructure cost ratio. It is calculated as total development cost of buildings (\$144) divided by infrastructure and public amenities cost (\$27.3M). It is not an IMPLAN output. Note: these costs differ from the \$199.4M in the output column since they are not inflation adjusted.

## Broader Economic and Community Benefits

The construction impacts detailed in the previous section exclude ongoing operations. Ongoing operations will undoubtedly create additional long-term benefits in terms of jobs, income, and tax revenues which we were unable to measure given data limitations. Modeling these long-term operational and maintenance costs would require a level of detail that is presently unavailable for this project, but the City could measure these impacts once they have additional details on the businesses that will locate in the area.

In addition to the quantitative construction impacts, the redevelopment offers advantages for both the local economy and community over the long term.

### Economic Upside

- New commercial spaces allow business expansion and new startups, creating permanent jobs and tax revenue.
- A new market hall incubates local businesses in affordable spaces, enabling them to graduate into retail spaces.
- More housing addresses shortages, while supporting the customer base for businesses.
- Increased tourism due to having a more inviting and iconic downtown captures a greater share of Kenai Peninsula tourism.

### Community Perks

- Greater year-round activity from added tourism and amenities meets residents' desires.
- Housing at varied income levels fills critical needs for workforce and may provide affordable options.
- An enhanced sense of place fosters community pride and livability.

Together, these benefits demonstrate Soldotna's investment in the riverfront area will benefit current and future residents.

## Conclusion

In conclusion, the analysis presents a compelling case for the City's continued support and leadership in bringing the Master Plan vision to life. The quantitative construction impacts, and qualitative benefits offer advantages both in the short and long term for Soldotna's economy and people. The City stands to gain by playing an active role in catalyzing the downtown waterfront's transformation. This report provides key data and insights to aid the City in pursuing the partnerships and resources needed to make the project a reality.



## Appendix A. IMPLAN Tax Estimates

IMPLAN's tax impact estimates are derived from two primary sources. The first source is the Bureau of Economic Analysis's National Income and Product Accounts data (NIPA), which is used for federal government tax estimates. The second source of tax impact data comes from three U.S. Census Bureau survey instruments. They are:

- **The Census of State and Local Government Finances.** This source provides county-level data and "is conducted every 5 years (for years ending in '2' and '7')." <sup>14</sup> In the years between each census, the sample of selected state and local governments are used to form the basis of the dataset. A new sample of governments "is selected every 5 years (for years ending in '4' and '9')." <sup>15</sup>
- **The Annual Survey of State and Local Government Finances.** This source provides county-level data and typically lags 1 to 2 years behind present day.
- **The Annual Survey of State Government Tax Collections.** This source provides up-to-date state-level data. The tax data for each state is distributed to counties based on proxy information that IMPLAN does not publicly disclose.

The IMPLAN tax impact reports aim to provide industry and geographically specific tax information for the businesses and institutions affected by an economic event. However, the raw data has limitations. For example, while taxes are broken down by industry and geography, the breakdown by tax category (e.g. sales tax, property tax) does not have industry-specific detail due to source data constraints.

Despite data limitations, ECONorthwest used IMPLAN's underlying calculations for the high-level construction tax estimates since more precise tax assumptions were unavailable given the lack of detail on exact development that will take place. Rather than precise projections, the tax impacts illustrate proportional allocations and order-of-magnitude revenue gains across jurisdictions. The intent is to validate the scale and proportionality of overall gains rather than provide specific forecasts prone to variability based on limited data and unknown private development details.

Once more project-specific details are available, the City could choose to update this analysis with detailed Direct tax information which would lead to more accurate Indirect and Induced tax impacts.

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<sup>14</sup> U.S. Census Bureau, Annual Survey of State and Local Government Finances. Information retrieved from: <https://www.census.gov/programs-surveys/gov-finances/about.html>

<sup>15</sup> *Ibid.*

Below is a breakdown of how IMPLAN allocated taxes to the City, Borough, and State for this high-level analysis. Definitions of the tax categories follow the tables.

### Exhibit 7. Phase 1 (2024-2028) Tax Impacts by Category

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact				Total State &
	City	Borough	State	Local
Social Insurance Tax	\$0	\$0	\$381,000	\$381,000
TOPI: Sales Tax	\$147,000	\$164,000	\$113,000	\$424,000
TOPI: Property Tax	\$41,000	\$321,000	\$38,000	\$400,000
TOPI: Motor Vehicle License	\$0	\$2,000	\$4,000	\$7,000
TOPI: Severance Tax	\$0	\$0	\$336,000	\$336,000
TOPI: Other Taxes	\$1,000	\$0	\$28,000	\$29,000
TOPI: Special Assessments	\$12,000	\$0	\$0	\$12,000
OPI: Corporate Profits Tax	\$0	\$0	\$92,000	\$92,000
Personal Tax: Motor Vehicle License	\$0	\$5,000	\$13,000	\$19,000
Personal Tax: Property Taxes	\$0	\$1,000	\$0	\$2,000
Personal Tax: Other Tax (Fish/Hunt)	\$0	\$0	\$94,000	\$94,000
<b>TOTAL</b>	<b>\$202,000</b>	<b>\$494,000</b>	<b>\$722,000</b>	<b>\$1,419,000</b>

### Exhibit 8. Remaining Buildout (2029-2043) Tax Impacts by Category

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact				Total State &
	City	Borough	State	Local
Social Insurance Tax	\$0	\$0	\$10,000	\$10,000
TOPI: Sales Tax	\$380,000	\$425,000	\$292,000	\$1,097,000
TOPI: Property Tax	\$106,000	\$830,000	\$98,000	\$1,033,000
TOPI: Motor Vehicle License	\$0	\$6,000	\$12,000	\$18,000
TOPI: Severance Tax	\$0	\$0	\$868,000	\$868,000
TOPI: Other Taxes	\$4,000	\$0	\$72,000	\$76,000
TOPI: Special Assessments	\$31,000	\$1,000	\$0	\$32,000
OPI: Corporate Profits Tax	\$0	\$0	\$257,000	\$257,000
Personal Tax: Motor Vehicle License	\$1,000	\$14,000	\$38,000	\$52,000
Personal Tax: Property Taxes	\$0	\$4,000	\$0	\$5,000
Personal Tax: Other Tax (Fish/Hunt)	\$0	\$0	\$265,000	\$265,000
<b>TOTAL</b>	<b>\$522,000</b>	<b>\$1,279,000</b>	<b>\$1,912,000</b>	<b>\$3,713,000</b>

### Exhibit 9. Full Buildout (2024-2043) Tax Impacts by Category

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact				Total State &
	City	Borough	State	Local
Social Insurance Tax	\$0	\$0	\$13,000	\$5,000
TOPI: Sales Tax	\$527,000	\$589,000	\$405,000	\$1,521,000
TOPI: Property Tax	\$147,000	\$1,151,000	\$136,000	\$1,433,000
TOPI: Motor Vehicle License	\$0	\$8,000	\$16,000	\$25,000
TOPI: Severance Tax	\$0	\$0	\$1,204,000	\$1,204,000
TOPI: Other Taxes	\$5,000	\$0	\$100,000	\$105,000
TOPI: Special Assessments	\$43,000	\$1,000	\$0	\$44,000
OPI: Corporate Profits Tax	\$0	\$0	\$349,000	\$349,000
Personal Tax: Motor Vehicle License	\$1,000	\$19,000	\$51,000	\$71,000
Personal Tax: Property Taxes	\$0	\$5,000	\$0	\$7,000
Personal Tax: Other Tax (Fish/Hunt)	\$0	\$0	\$359,000	\$359,000
<b>TOTAL</b>	<b>\$724,000</b>	<b>\$1,773,000</b>	<b>\$2,634,000</b>	<b>\$5,132,000</b>



Below is a summary of several specific taxes that comprise the broad tax impact measurement groupings shown in Exhibits 7 through 9. Please note that Exhibit 10 is not a comprehensive list of every tax that IMPLAN estimates. The full list can be found on IMPLAN's [website](#).

**Exhibit 10. Sample of Specific Taxes Included in IMPLAN's Tax Impact Summaries<sup>16</sup>**

Source: IMPLAN, 2019 model data.

<b>Tax Type</b>	<b>Taxes Included</b>	<b>Where the Tax is Levied</b>
Social Insurance Tax	Medicare, Medicaid, Social Security, Children's Health Insurance Program (CHIP)	Federal, state, and county
Sales Tax	Alcohol, gross receipts, occupancy, fuel, public utilities	State, county, sub-county general, sub-county special
Property Tax <sup>17</sup>	Property, real estate, machinery and equipment, intangible property,	State, county, sub-county general, sub-county special
Motor Vehicle License	License fees for businesses, license plates, registration fees for businesses	State, county, sub-county general, sub-county special
Severance Tax	Carbon dioxide, natural gas, crude oil, timber	State, county, sub-county general
Other Taxes	Business license, business registration renewal, fishing license, hunting license Nonemployee Compensation	State, sub-county general, sub-county special
Special Assessments	Fee, fine, toll	State, sub-county general, sub-county special
Other Property Income (OPI) Corporate Profits Tax	Corporate profits tax, corporate income tax, private enterprise tax	Federal, state, county, sub-county general

<sup>16</sup> IMPLAN, January 2020. "Taxes: Where's the Tax?" Information retrieved from: <https://support.implan.com/hc/en-us/articles/360041584233-Taxes-Where-s-the-Tax->

<sup>17</sup> Property Taxes on construction impacts are not property taxes on the built structure itself – just on the construction companies' properties and then associated indirect and induced impacts. To get the building's property taxes would require modeling the operating phase. While not captured in the IMPLAN data the City and Borough would benefit from property taxes on the new development.

# APPENDIX C: MASTER PLAN

## C.1 Development Summary

Document: Illustrative Plan, Catalyst Sites and Catalyst Sites Phasing Exhibits. Development Summary spreadsheets. FIRST FORTY FEET

Description: *Illustrative Plan exhibits and full development summary spreadsheet for Build-out of the project area, Catalyst Sites build-out and development summary spreadsheet and Catalyst Sites Phase 1 projects and development summary spreadsheet.*

## C.2 Business Case- 20-Year Build-out

Document: Business Case - Soldotna 20-Year Buildout Analysis; ECONorthwest, Economics and Research Consultant

Description: *Analysis memo of the economic impacts of constructing the infrastructure and buildings outlined in the Development Summary and illustrative Plan.. Identifies the economic and community benefits warranting the City's continued investment and support of the Redevelopment Plan's catalyst sites and projects..*

## C.3 Development Strategy

**Document: Downtown Riverfront Redevelopment Plan - Development Strategy Memo; ECONorthwest, Economics and Research Consultant**

**Description: Development Strategy delineating initial catalyst projects, actions and strategies that are designed to stimulate immediate development and set in motion a trajectory that aligns with the vision articulated in the Plan. Key focus areas include infrastructure investments, strategic land acquisition, market hall feasibility and mixed-income housing. The strategy offers flexible guidance for the City rather than prescriptive direction, outlining initial actions and investment priorities, along with potential partnerships and funding for catalyst projects,**

## C.4 Streets, Sterling Trail and Utilities Cost Estimate

Document: City of Soldotna Riverfront Plan: Utility & Roadway Improvements Construction Cost Estimates Memo, Kinney Engineering

Description: *Memo updates the preliminary development concepts utilities and roadway construction costs for the preferred plan. Provides additional utilities and roadway construction costs breakdown for the Catalyst Sites.*

## C.5 Plazas and Parks Cost Estimate

Document: Rough Order of Magnitude Costs Estimate for Parks, Trail, Boardwalks and Overlooks, Greenworks Landscape Architecture

Description: *Rough order of magnitude construction costs for the Bridgehead Park, River Street Park and Soldotna Creek Park Plazas. Includes added trails, boardwalks and overlooks.*



DATE: December 19, 2023  
TO: City of Soldotna  
CC: First Forty Feet  
FROM: ECONorthwest  
SUBJECT: Downtown Riverfront Redevelopment Plan - Development Strategy

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## Purpose and Context

The City of Soldotna is working to revitalize an 85-acre downtown area along its waterfront, envisioning a vibrant, mixed-use community that captures the essence of Soldotna's identity. Developed in partnership with consultants and robust community input, the Downtown Riverfront Redevelopment Plan outlines the long-term vision for this ambitious undertaking. The Plan envisions densifying the area into a walkable district that enhances quality of life for current residents, preserves the natural environment, and stimulates economic growth. Additionally, the reinvented waterfront intends to position Soldotna as an appealing destination for residents and tourists alike through its unique sense of place.

However, realizing this vision presents its set of challenges. Financial viability currently constrains desired mixed-use and multifamily development. To overcome this hurdle and catalyze development in the near term, the city recognizes the need for strategic interventions, investments, and public private partnerships. Furthermore, the City aims to invest in critical infrastructure improvements, including streets, sidewalks, trails, and open spaces, to lay the foundation for a thriving and connected community.

The timing of both public and private investments is crucial to the success of this endeavor. As such, this Implementation Plan delineates initial projects and strategies that are designed to not only stimulate immediate development but also to set in motion a trajectory that aligns with the vision articulated in the Plan. Key focus areas include infrastructure investments, strategic land acquisition, market hall feasibility and mixed-income housing.

Prioritizing public realm improvements like roads and utilities facilitates site readiness for other investments. Acquiring key parcels early takes advantage of lower costs, securing well-positioned properties for the City to direct toward Plan goals. Partnering to develop a market hall would provide affordable retail space to help launch local businesses, which could then transition to market-rate rents as they grow. Adding housing across affordable and market-rate options promotes Plan densities, proves concept viability, and fulfills community need.

This Implementation Plan offers flexible guidance for the City rather than prescriptive direction, outlining potential initial moves, partnerships, and investment priorities. It channels the Plan's ambitions into strategic starting points. However, the City will need to remain adaptable. As opportunities emerge, the City can choose where to focus investment and may choose to pivot as needed. As the City plans for implementation, building City staffing capacity and pursuing funding sources early will be foundational for success.

# Evaluation and Implementation Framework

Implementing the actions in this plan will take a coordinated effort by the City of Soldotna and community partners. The purpose of this evaluation and implementation framework is to help guide the City of Soldotna's decisions about which strategies to pursue to support the redevelopment of the riverfront and how to phase the implementation of projects, focusing on the how City investments can catalyze future development along the waterfront. It also provides a structure for the City and its partners as they implement the recommended actions.

This Implementation Plan is meant to provide flexible guidance rather than prescriptive direction, outlining initial moves, partnerships, and priorities. As opportunities emerge, the City can pivot across locations and priorities while advancing broader community goals.

## WHY: Vision and Goals for the Redevelopment Area

Drawing from community engagement and multiple discussions with stakeholders, the City developed the following vision and goals for the riverfront Plan.

**Vision:** The project envisions the Kenai River corridor as a woven blend of nature, wildlife, recreation & gathering.

Soldotna, rooted in a history of gathering dating back to Native Alaskan Athabaskan peoples, emerged as a city in the late 1940s through homesteading. Today, Soldotna continues its legacy by preserving its natural environment. The City transformed a former Alaska Department of Transportation maintenance facility into Soldotna Creek Park in 2012, now a community space with green areas, river boardwalks, pavilions, an amphitheater, and year-round public restrooms. Soldotna Creek Park is home to the Kenai Watershed Forum, a non-profit organization dedicated to promoting healthy habitats on the Kenai Peninsula. Soldotna's identity is shaped by its commitment to stewardship and community gathering. This project presents an opportunity to explore how downtown development and community activities can coexist with, expand, and enhance the natural habitats in the project area.

**Objectives:** The City identified objectives for the project area include:

- Create a one-of-a-kind riverfront experience with shopping, dining, entertainment, and lodging in a walkable destination.
- Support the growth and expansion of local businesses and attract new entrepreneurs.
- Highlight the Kenai River and incorporate the natural landscape into the Downtown.
- Provide housing options to meet local needs.
- Identify opportunities for public and private partnerships.
- Identify critical infrastructure to support redevelopment.
- Explore options and strategies for funding and implementation.



## WHO: City of Soldotna and Partners

Successful implementation of the Plan will require time and energy from a variety of partners, but the City will be the champion of the plan. To stimulate desired development in the near term, it is likely the City will need to facilitate redevelopment through participating in public private partnerships (e.g., market hall, subsidized land costs for private development, etc.), constructing infrastructure improvements (e.g., streets and sidewalks, trails, and open space), and carefully considering the timing and location of both public and private investment. The City's role may include land acquisition, site remediation, soliciting developers, coordinating partners, pursuing funding, and implementing actions where possible.

Additional considerations around the City's role are included in the action sheets. Potential partners are listed below. This list is not exhaustive; other potential partnerships might emerge throughout the course of the Plan's implementation.

### Possible Partner Roles

- **Kenai Peninsula Economic Development District (KPEDD):** Partner in economic development activities and provides support to small businesses. KPEDD offers microloans that could support businesses with tenant improvements which could be leveraged by business owners in the market hall or other new retail spaces.
- **Cook Inlet Keeper:** Partner in the market hall development. Cook Inletkeeper currently operates incubator space with a DEC approved kitchen and could share experience and expertise in managing these spaces. May be willing to provide grant writing support.
- **Soldotna Wednesday Market:** Market operator could serve as a resource for market hall operations. Wednesday Market businesses may be interested in market hall space.
- **Soldotna Chamber of Commerce:** Partner for economic development activities and market hall development.
- **Small Business Development Center:** Provide support to small businesses and refer tenants to new commercial space opportunities (including a market hall).
- **Kenai Peninsula Borough:** Partner on redevelopment and establishing local funding sources.
- **Alaska Housing Finance Corporation (AHFC):** Potential partner to develop and manage affordable housing. AHFC provides loans and grants to support affordable housing development.
- **Kenai Peninsula Housing Initiatives (KPHI):** Potential partner to develop and manage affordable housing.
- **Cook Inlet Housing Authority (CIHA):** Potential partner to develop and manage affordable housing. They develop housing for rent and ownership from single-family, plexes, multi-family and mixed-use buildings. CIHA is also a community development financial institution (CDFI).

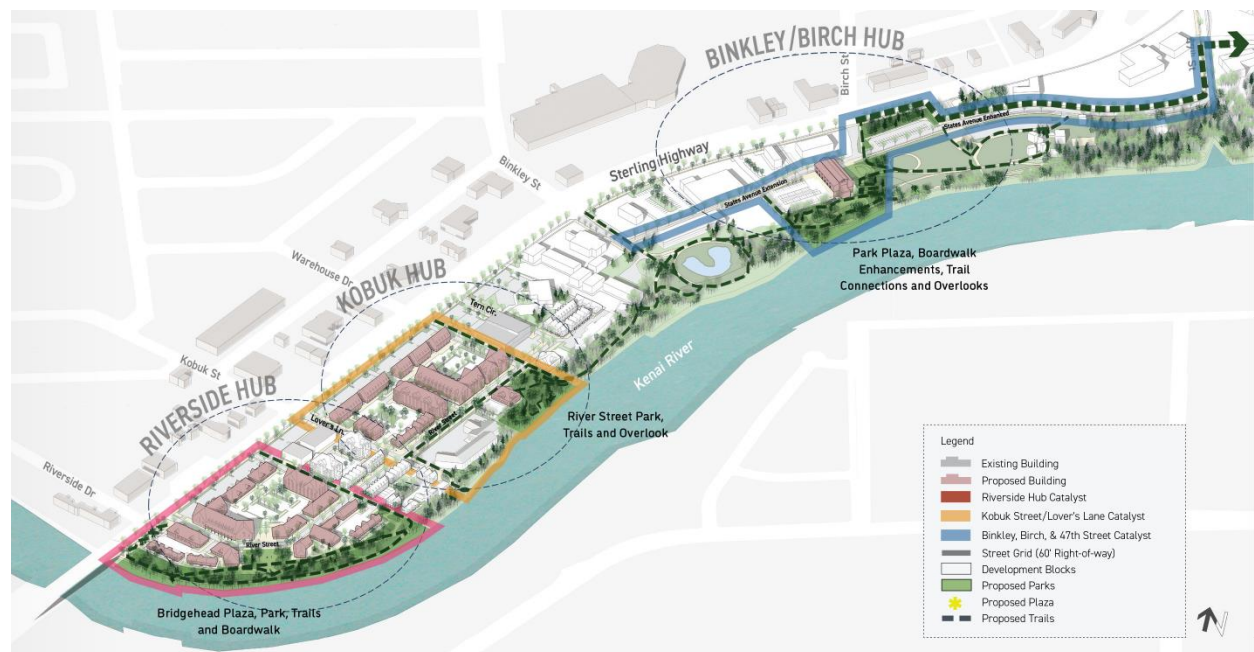
- **Cook Inlet Region, Inc. (CIRI):** Potential partner on community investments. CIRI is committed to preserving and perpetuating Alaskan Native heritage and, through a family of Designated Tribal Organizations, foundation and community nonprofits, provides educational opportunities, housing, health care and social services to shareholders, descendants and other Alaska Native and American Indian people residing in the Cook Inlet region.
- **Kenaitze Indian Tribe:** Potential partner on community investments. The Kenaitze Indian Tribe includes about 1,800 Tribal Members who live across the Kenai Peninsula and beyond. The Tribe delivers a variety of programs and services that promote the wellness of their members and community.
- **Alaska Department of Transportation and Public Utilities (ADOT):** Could provide funding for transportation investments and planning, design, engineering, and permitting assistance.
- **Economic Development Agency (EDA):** Could provide funding for projects that promote economic development including infrastructure. The Plan likely has the strongest alignment with EDA's equity and sustainable development priorities.
- **Other federal agencies:** the US Department of Agriculture (USDA), Department of Housing and Urban Development (HUD), Environmental Protection Agency (EPA) and other federal agencies could provide funding.
- **Other state agencies:** The Department of Commerce, Community, and Economic Development, the Department of Natural Resources, and others could provide funding. The Department of Environmental Conservation could provide planning and funding assistance for infrastructure development and site clean-up activities.
- **Other funding organizations:** Could include the Rasmuson Foundation and Kenai Peninsula Foundation which provide grants for community development.
- **Property owners:** Property owners will be instrumental in the redevelopment of the area. They may serve as direct developers, participate with the City in infrastructure investments, or intentionally convey their property to developers interested in delivering the outcomes of the Plan.
- **Community members:** Some community members may be willing to donate money, time, or expertise to support the Plan's vision.



## WHAT/WHERE: Catalyst Sites and Phasing to Stimulate Development

To make the Plan's vision a reality, the City identified four catalyst sites with near-term and long-term projects for implementation as shown in Exhibit 1. The City's initial investment into these catalyst sites will demonstrate the City's commitment to the plan's vision and create attractive activity hubs for private development. Exhibits 2 through 4 identify the anticipated build-out and long-term potential for development that meets the Plan's objectives and reflects what is desired by the community. To achieve the long-term potential there will need to be time-sensitive actions and initial projects to incentivize early development wins that set the stage for build-out. These early actions and initial projects are discussed in the next section.

**Exhibit 1. Downtown Riverfront Redevelopment Plan Catalyst Sites (Hubs)**



## Exhibit 2. Riverside Hub Development Summary at Full Buildout



### DESCRIPTION

The centerpiece of development and creation of a shopping, dining, entertainment, and lodging district in a walkable destination.

### DEVELOPMENT SUMMARY FOR FULL BUILDOUT

Retail + Commercial	74,850 SF
Housing	42 Units
Hotel	62 Rooms
Street Improvements	1,788 LF
Utilities Infrastructure	1,788 LF
Bridgehead Plaza	35,553 SF
Trails + Boardwalks	2,810 LF

## Exhibit 3. Kobuk Street Hub Development Summary at Full Buildout



### DESCRIPTION

A mix of highway and riverfront oriented commercial uses and concentration of residential units.

### DEVELOPMENT SUMMARY FOR FULL BUILDOUT

Retail + Commercial	79,600 SF
Housing	158 Units
Street Improvements	3,050 LF
Utilities Infrastructure	3,050 LF
Park + Trails	37,000 SF



## Exhibit 4. Binkley and Birch Street Hub Development Summary at Full Buildout



### DESCRIPTION

Expands the use and function of Soldotna Creek Park with added park amenities, parking and a year-round market hall.

### DEVELOPMENT SUMMARY FOR FULL BUILDOUT

Market Hall	31,750 SF
Parking Structure	170 SP
Street Improvements	3,618 LF
Utilities Infrastructure	3,618 LF
Park Plaza	68,575 SF
Trails + Boardwalks	1,160 LF

## WHEN: Phasing Plan with a Focus on Near-Term, Catalytic Projects

The Plan presents a long-term vision for the riverfront requiring phased implementation over many years. Prioritizing near-term investments is crucial to catalyze change. Early projects should meet current needs while establishing foundations to attract future private development.

The feasibility study, completed as a part of the Plan process, provided guidance in determining the phases and the specific land uses in this document. The feasibility study showed that three-story mixed-use and three-story multifamily developments are not currently feasible. These dense housing and mixed-use types are fundamental to the Plan vision but unlikely to be developed by the private market in the first phase. Townhomes have more potential especially with favorable land costs. A hotel is likely feasible in later phases if amenities i.e., new streets, riverfront plaza and trails, are provided.

The following phased approach is designed to meet community needs and establish essential infrastructure to support future buildout.

## Time- Sensitive Projects: Getting Ready for Phase 1 Development

Time-sensitive projects are those that directly or indirectly impact Plan implementation and Phase 1 initiatives. These projects include ensuring City staffing capacity can meet the demands of overseeing Plan implementation, initiating regulatory amendments to ensure alignment with the Plan, and conducting additional studies to inform future spending and capital projects tied to the Plan. A summary of these time-sensitive projects is included below with more detail included in the Action Plan section of this document.

- **Establish staffing to manage implementation.** Effective implementation will require coordination and leadership by the City of Soldotna. It is recommended that the City establish a single point-of-contact staff position to coordinate and manage plan implementation for at least the first three years.

To build stewardship beyond the City staff position it is recommended that the City Council appoint an Implementation Oversight Committee. The purpose and role of the committee would be to provide recommendations to the City Council for any expenditure of public resources throughout the life of the implementation plan and be a community conduit to their respective networks for identifying redevelopment partners and public advocacy for the Plan.

- **Initiate regulatory amendments, studies, and plans that are necessary to ensure future development is compatible with the Plan.** Additional studies, plans and analysis will need to occur to direct decision-making with respect to a future market hall, management and access along the Sterling Highway, determining City capacity to purchase land and acquire easements or rights-of-way, and prioritizing housing needs that support the local community.

## Phase 1 Development

Phase 1 development focuses on infrastructure investments, strategic land acquisition, market hall development and mixed-income housing. Prioritizing public realm improvements like roads and utilities facilitates site readiness for other investments. Acquiring key parcels early likewise takes advantage of lower costs, securing well-positioned properties for the City to direct toward Plan goals. Partnering to develop a market hall (pending a feasibility analysis) would provide affordable retail space to help launch local businesses, which could then transition to market-rate rents as they grow. Adding housing across affordable and market-rate options promotes Plan densities, proves concept viability, and fulfills community need.

Phase 1 development is summarized below with more detail included in the Action Plan section of this document.



▪ **Identify which sites, if any, the city will purchase; focus Phase 1 redevelopment around City-owned property.** Limited time and resources mean that the City will want to

prioritize investment in the areas that will stimulate future private development. The City may have the opportunity to purchase property, obtain easements, or dedicate rights-of-way in the first phase on Riverside Hub or Kobuk Street Hub or the City may choose to work with the property owners to stimulate first phase development. The Riverside Hub includes property that is contaminated and is undergoing active clean-up and remediation. If this site is selected for initial investment, the City may benefit by leading any continued or future remediation efforts. Any other sites the City may consider purchasing should be evaluated for potential contamination early in the due diligence process, including a Level One Environmental assessment (and Level Two if indicated in the preliminary assessment).<sup>1</sup>

Phase 1 Summary
<ul style="list-style-type: none"><li>• Site Ownership and Remediation<ul style="list-style-type: none"><li>○ Purchase site or partner with site owner for redevelopment</li><li>○ Conduct site remediation, if necessary (on own or in coordination with property owner if not city-owned). The Riverside Hub includes property that is contaminated</li></ul></li><li>• Infrastructure Improvements (Action Sheet A)</li><li>• Trail and Public Space Improvements (Action Sheet B)</li><li>• Redevelopment (Action Sheets C-F)</li></ul>

▪ **Improve streets, utilities, trails, and public space associated with Phase 1 development.** Trail, street, and public space enhancements will make first phase development possible and serve as foundational elements for subsequent stages of development by creating developable parcels near public amenities.

▪ **Establish a market hall, pending additional feasibility analysis.**<sup>2</sup> Creating a market hall would meet the community's need for affordable retail/restaurant space, addressing gaps in private market support. This strategic move lays the foundation for future private development phases by cultivating a pipeline of retail businesses to tenant new development and establishing a vibrant focal point to stimulate later development. If the City's desired design and/or location for a market hall proves to be too expensive for Phase 1, the City could develop a temporary structure in Phase 1 and expand on it in the future. This would give the City time to prove the concept, build funding capacity and refine design.

▪ **Support housing development.** Private, three-story multifamily or mixed-use development is unlikely to develop in the near term in the current market. The City could instead pursue an affordable multifamily project, which does not rely on market debt and equity like market rate developments. This approach accelerates progress

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<sup>1</sup> Environmental contamination is one of many aspects of a property that should be investigated prior to purchase.

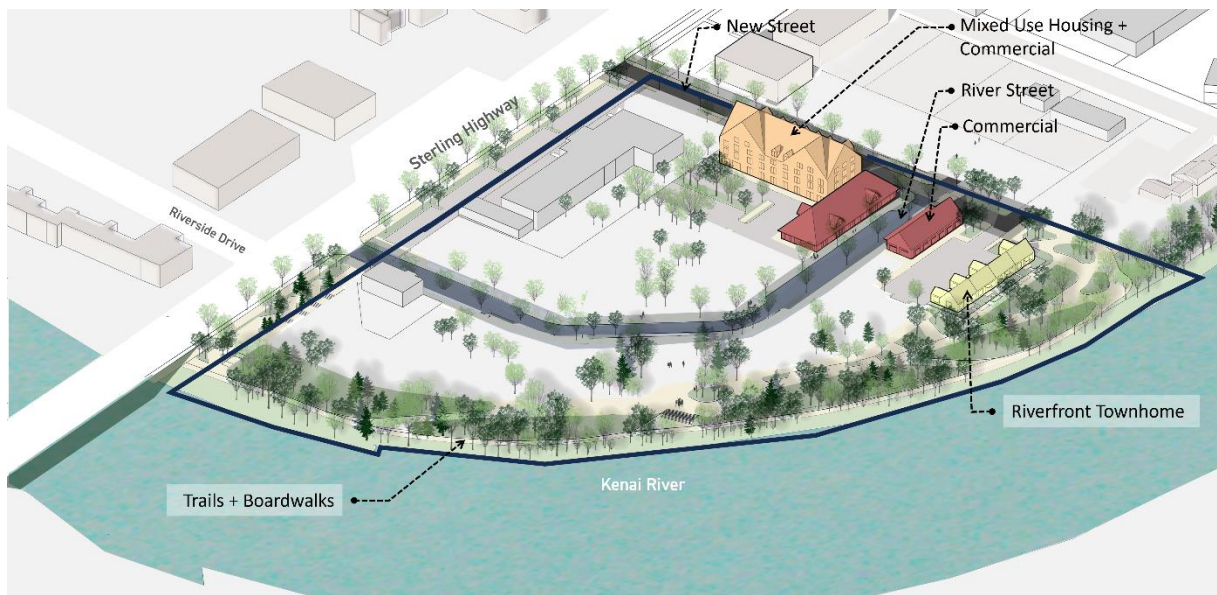
<sup>2</sup> A market hall feasibility analysis, completed in a single or multiple studies, would identify a preferred site, desired building program, preliminary cost estimate, initial funding assessment, preferred operations model, and funding implications.

toward the Plan’s density goals, while also providing needed affordable housing for residents. It can also help provide proof of concept for denser development types.

The City could also encourage the development of townhomes in the first phase. Townhomes were the most feasible residential type found in the feasibility study that still meet the desired density of the Plan. Including townhomes in first phase development offers a promising means to reinvigorate the area through private investment.<sup>3</sup>

While the Plan suggests initial improvements for infrastructure and other development activities in multiple hubs, the City may choose which hubs to focus on in Phase 1. This choice will depend on partnerships, landowner willingness, funding availability, and other city priorities. Exhibits 5-7 show the catalyst sites (Hubs) with potential Phase 1 projects.

**Exhibit 5. Riverside Hub with Phase 1 Buildout**

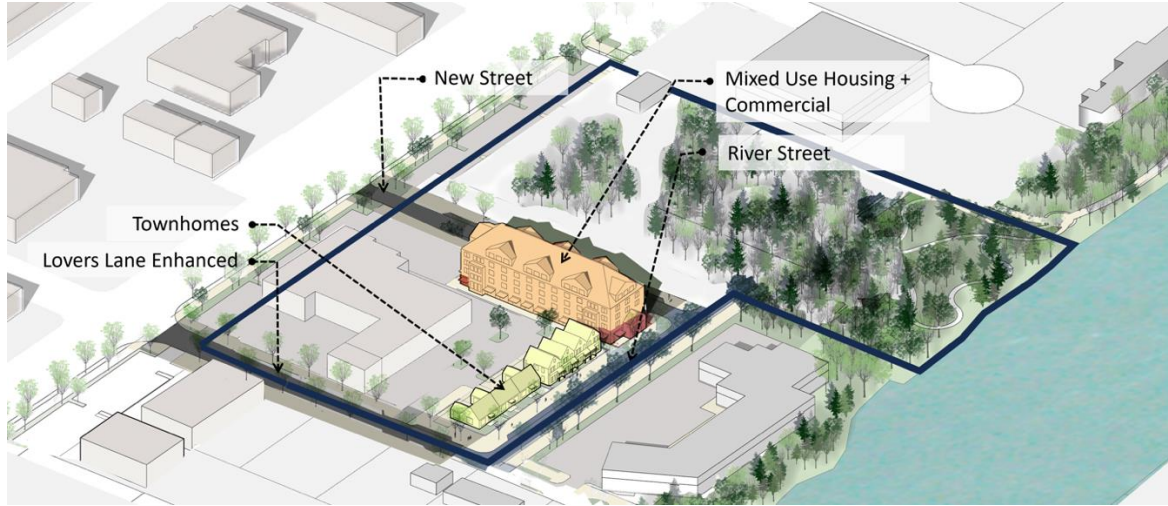


DESCRIPTION	DEVELOPMENT SUMMARY FOR PHASE 1	
The centerpiece of development and creation of a shopping, dining, entertainment, and lodging district in a walkable destination.	Workforce Housing	30 Units
	Townhomes	6 Units
	Street Improvements	1,328 LF
	Utilities Infrastructure	1,250 LF
	Trails + Boardwalks	2,575 LF

<sup>3</sup> If the City chooses not to focus on affordable housing or townhomes, the City could talk to developers to gauge interest in other types of dense market rate housing or mixed use in the near term. While feasibility findings showed three story multifamily and mixed use is unlikely in the first phase, some developers may be willing to invest earlier if the City demonstrates its commitment to the Plan, such as through infrastructure investments.



**Exhibit 6. Kobuk Street Hub with Phase 1 Buildout**



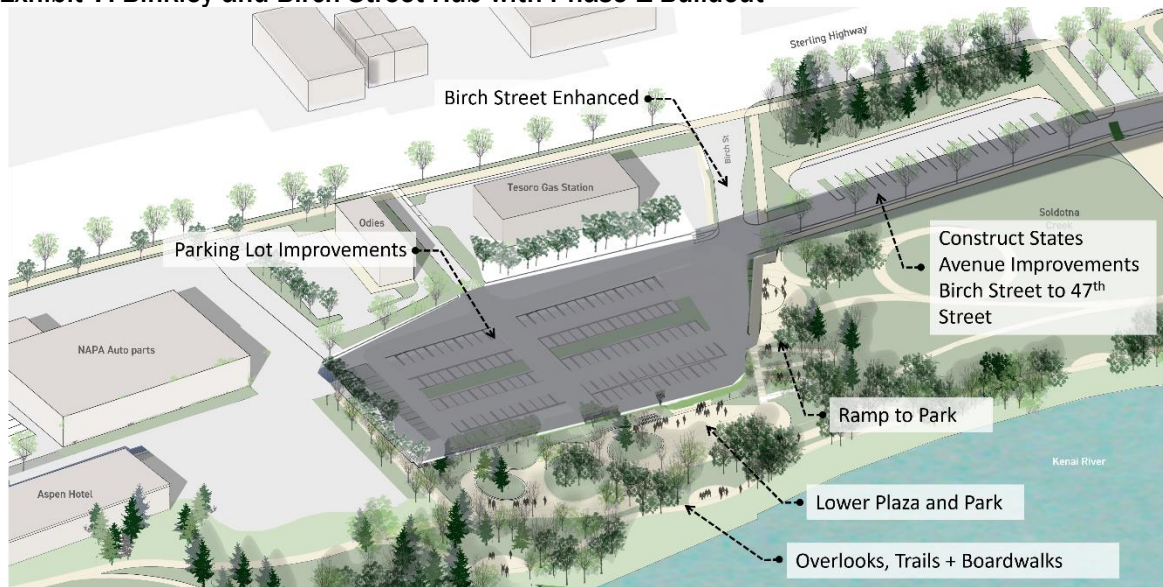
**DESCRIPTION**

A mix of highway and riverfront oriented commercial uses and concentration of residential units.

**DEVELOPMENT SUMMARY FOR PHASE 1**

Retail + Commercial	6,000 SF
Housing	58 Units
Street Improvements	860 LF
Utilities Infrastructure	860 LF
Park + Trails	37,000 SF

**Exhibit 7. Binkley and Birch Street Hub with Phase 1 Buildout**



**DESCRIPTION**

Expands the use and function of Soldotna Creek Park with added park amenities and improved parking lot.

**DEVELOPMENT SUMMARY**

Parking Lot Paved	120 SP
Street Improvements	2,208 LF
Utilities Infrastructure	2,310 LF
Park Plaza (Lower)	53,500 SF
Trails + Boardwalks	1,160 LF

## Considerations for Future Buildout

As the City makes initial investments, the intent is for future development to become more privately driven. Given the many potential directions the City could pursue, providing detailed long-term guidance is difficult at this early stage. However, some additional considerations for future buildout are included below.

- **Continued street, utilities, trails and public space improvements to support buildout.** Not all infrastructure improvements will be accomplished in Phase 1 and will need to be continued into future.
- **Recruit a hotel.** As area improvements take shape, a hotel becomes a logical progression. These enhancements assure upscale hotel developers that the necessary amenities for long-term success are in place.

The Plan shows a hotel locating at the Riverside Hub. If this is the case, it is possible that just starting infrastructure improvements may be enough to gain hotelier interest. Or a hotelier may be more interested after Bridgehead Plaza and riverfront improvements are complete. Regardless, the City will want to start talking with potential hoteliers in Phase 1 even if the hotel is not built right away. This will alert potential hoteliers of the City's plans as well as give the City insight into different hotels' needs and preferences. Note: while the Plan shows the Riverside Hub as a location for a hotel, hoteliers have their own criteria for site selection. The City, in collaboration with a developer/hotelier, may want to conduct a location analysis to identify a preferred location.<sup>4</sup>

- **Market hall continued (if applicable).** If the City's desired design and/or location for a market hall proves to be too expensive for Phase 1, the City may choose to only develop the States Avenue and Birch Street and utilities improvements, Soldotna Creek Plaza (lower and stair/ramp) and trail connections in Phase 1. The market hall could be developed after these improvements, in later phases.
- **Adaptive reuse.** The City and property owners may consider ways to enhance buildings that already exist. It is likely that larger scale development may not be feasible right away. Adaptive reuse could be one way to continue the momentum of redevelopment in a more cost-effective way. Adaptive reuse could also take place in Phase 1 if existing property owners are interested. Or property owners may wait to see how City improvements progress first. Property owners may pursue financial support such as façade improvement grants offered by the City.
- **Larger scale mixed-use development.** Initial investments in Phase 1 are designed to make private development more feasible in future phases by enabling developers to command higher rents. Balancing affordability with redevelopment remains a crucial consideration.

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<sup>4</sup> The City's role in hotelier recruitment and location analysis is up to the City and should be determined as a part of answering the critical questions in Action Sheet F.



## Prioritizing Actions within a Project

The projects outlined in the phasing plan are interconnected, with some actions needing to occur first to enable subsequent steps. The “Do First, Do Second, Do If” sequencing framework detailed in Exhibit 8 allows Soldotna to quickly understand the critical pathway and next steps for each project. Implementation steps for each proposed Phase 1 project is organized according to this framework.

**Exhibit 8. “Do First, Do If, Do When” Sequencing Framework for Actions and Projects**

Do First	Do Second	Do If
<p><b>Actions to pursue immediately</b></p> <p>These actions are foundational to achieving Soldotna’s goal of encouraging and stimulating development. They occur first and influence the how and where projects happen. They lay the groundwork for creating a “place” for current and future residents and tourists.</p>	<p><b>Actions to pursue later</b></p> <p>Soldotna should pursue when necessary foundational actions are complete. This could be foundational actions from the same or other projects.</p>	<p><b>Actions that require additional consideration; not guaranteed</b></p> <p>The City should only pursue these actions after analysis is completed as a part of the “Do First” actions. External partners and/or funding sources will be required.</p>

## HOW MUCH: Costs and Funding Sources

To implement the plan and catalyze redevelopment, Soldotna will need to leverage diverse funding sources. Pursuing a mix of funding will allow the City to incrementally take steps toward achieving the Plan vision as resources permit. Understanding high-level costs will help Soldotna prioritize actions when funding and resources become available. Specific infrastructure projects include planning estimates, but other projects lack detailed cost estimates. Resource considerations include financial needs along with staff and partner capacity. Potential sources and funding tools are listed in this section and project sheets where applicable. Funding tools are broken into three categories:

- Local, Public Revenue Sources
- Grants and Loans
- Philanthropic Sources

It is important to note that City investments are meant to stimulate future privately funded development. As such private developers will also be sources of funding. However, this section focuses on revenue sources for the City to pursue to support publicly funded improvements. The City may also choose to pursue public-private partnerships as a way to spread cost across public and private entities.

## Local, Public Revenue Sources

Some of the actions in this plan could be implemented using the City's existing General Fund. However, General Funds are limited and already support many City priorities. Given the limited existing revenue sources, the City may want to consider establishing the following locally controlled tools to generate additional revenue for improvements.

- **Urban Renewal** is a locally controlled program, authorized under state law, to improve specific areas of a city that are not achieving local land use and development objectives. Urban renewal diverts property tax revenues from growth in assessed value inside an urban renewal area for investment in capital projects within the area to alleviate blight. To fund long-term projects along the waterfront, the City may be able to establish an Urban Renewal District. However, to make this happen the City would first need to establish that urban renewal is appropriate and then collaborate with the Borough and other taxing districts to ensure that all extra tax revenue goes toward urban renewal, not just the City's share. While funds generated through urban renewal can be substantial, it can take many years before enough revenue is generated for significant investment.
- **Special Assessment Districts** are a way to finance the construction of public capital improvements which primarily benefit property owners in a limited geographical area. This distinguishes them from improvements which benefit the entire community and are generally paid for with City funds or grants. The City may want to consider establishing a Special Assessment District for Plan areas where infrastructure will strongly benefit property owners.
- **Transient Occupancy Taxes** are fees charged to customers for overnight lodging, generally for periods of less than 30 consecutive days. The fee is generally a percentage of lodging charges incurred by the customer. These taxes are widely used throughout Alaska. Design and implementation of the program is up to the individual boroughs and cities, but many cities use the revenues to support the tourism industry and other community priorities. Soldotna could implement the Transient Occupancy Tax and use revenues to support a variety of projects in the Plan which in turn support tourism. A Transient Occupancy Tax is currently under consideration with the City Council. While it could be used to support Plan priorities, revenue may be limited given competing priorities.
- **General Obligation (GO) Bonds** are used for capital improvement projects, such as roads, schools, public buildings, parks, etc. and are paid back through taxes or other sources of general fund revenue. GO bond levies must be approved by a public vote. Soldotna recently established GO bond for the construction of the Field House at Soldotna Regional Sports Complex. Additional bond measures may be challenging to enact at this time but could be used to support infrastructure projects in the Plan. The public may be more willing to support a GO Bond for riverfront improvements like trails and parks.



- **Revenue Bonds** allow a public body to issue debt to fund public projects. Revenue bonds are used for projects that can generate revenue that can be used to pay back the debt. Examples would be electric utilities, water and sewer utilities, or a parking structure that generates revenue through user fees. Revenue bonds could support utility and parking improvements in the Plan.
- **Development Driven Sources** such as Construction Excise Tax (CET) or System Development Charges (SDC) could help fund some of the necessary infrastructure in the Plan. However, given that the scale of development envisioned in the Plan is currently infeasible without City support, adding additional taxes and charges on developers is likely to discourage development. The City may want to consider CETs and SDCs at a future date when development feasibility improves.
- **User Fees** such as parking fees (raised from both operations and fines) and/or park-user fees could provide another funding option. However, these fees would be minimal and most likely be used to support ongoing maintenance of facilities than support large-scale redevelopment. Adding fees for parking and park use where it was previously free may be more likely to meet with public resistance.

While not a local funding source, the City could consider advocating for funding to support the Plan with state representatives and senators. Congressional appropriations (also known as Congressionally Directed Spending Requests) are highly competitive but could provide significant support for Plan priorities, if granted.

The City may also want to consider increasing existing local revenue sources if appropriate. Currently the City generates most of its revenues from sales taxes and a smaller portion from property taxes. The City could consider raising rates, pending additional discussion with community members and stakeholders.

## Grants and Loans

Because currently available funding sources are limited, grants are likely to play an important role in project implementation. Grant funds are not typically included in funding forecasts because they are too project-specific and uncertain to predict. However, if the City is successful in receiving grant money, it could use local revenue as matching funds to leverage additional grant dollars.

ECONorthwest researched regional, state, federal, and foundation-based grant programs that the City of Soldotna could consider pursuing for eligible projects in the project area. A summary of these sources is listed below and are included in the Action Sheets when applicable.

Appendix A provides additional details on the grants available from these agencies. It is important to note that the grants in Appendix A provide the City with an initial list of grants to consider but actual eligibility will vary based on specific grant objectives and requirements.

- **US Economic Development Administration (EDA)** has a variety of grants and loan programs, including the Public Works and Economic Adjustment Assistant Program, to support economic development in communities, including funds to support critical

infrastructure that will allow businesses to locate or expand operations. The Plan aims to promote economic development in an equitable and sustainable way and may be eligible for EDA funds if the City focuses on projects that align with EDA's investment priorities. The Plan likely has the strongest alignment with EDA's equity and sustainable development priorities.

- **Alaska Department of Transportation and Public Facilities (ADOT)** manages programs that provide funding and technical assistance for transportation planning and improvements, including the Community Transportation Program and Transportation Alternatives Program, which support a variety of transportation improvement projects.
- **US Department of Transportation (USDOT)** manages programs that provide funding and technical assistance for transportation planning and improvements, including the RAISE and Reconnecting Communities and Neighborhoods Programs.
- **Alaska Department of Environmental Conservation** administers water/wastewater financing programs that fund the design and construction of public infrastructure needed to ensure compliance with the Safe Drinking Water Act or the Clean Water Act.
- **Alaska Department of Natural Resources - Division of Parks and Outdoor Recreation (DPOR)** administers Alaska's Federal Highway Administration (FHWA) Recreational Trails Program grant. The DPOR offers this competitive, reimbursable, matching trail grant for maintaining public recreational trails and related facilities, and for safety and educational projects.
- **Alaska Department of Commerce, Community and Development** manages the Community Assistance Program (CAP) and competitive Community Development Block Grants (CDBG). CAP provides Alaska's boroughs, cities, and unincorporated communities with funds vital to the delivery of basic public services. CAP funds can be used for any public purpose that have been determined as a priority of the funding recipient. CDBG competitive grants (funded by HUD, distributed by the Department of Commerce, Community, and Development) are single-purpose project grants that can support community development, planning and special economic development.
- **Environmental Protection Agency (EPA)** administers Brownfields Program which provides several types of nationally competitive grants for brownfield assessment and cleanup.
- **USDA Rural Development** is focused on communities with populations of less than 10,000 and offers funding for infrastructure, economic development, housing, and other community priorities.
- **US Department of Housing and Urban Development (HUD)** administers a variety of programs to support housing development including the PRO Housing Pathways to Removing Obstacles grant. This is a competitive grant to identify and remove barriers for affordable housing. This could apply to both implementation as well as planning should the City decide to pursue a Housing Needs Analysis.

- **Foundations.** The Kenai Peninsula Foundation, Rasmuson Foundation, and AARP all offer grants to support community development projects.

## Philanthropic Sources

Many residents and organizations in Soldotna are passionate about investing in the community. Some have the financial means to support projects they believe in or are excited to see come to fruition. To gauge the community's willingness to support projects in the study area, the City could consider asking for financial support to implement key projects which resonate with the community. Fundraising options include:

- **Traditional capital fundraising campaign:** A coordinated effort to raise a substantial pool of funds for a specific project or effort. While a campaign deadline is typically established, the fundraising period can span many years. Campaigns require increasing public awareness through various channels (phone calls, emails, mailers, events) and may require volunteer support or heightened staff capacity.
- **Crowdfunding campaign:** An online fundraising campaign aimed at gathering small contributions from many individuals or groups.
- **Business or corporate sponsorship program:** An arrangement where a business pays to support a project in exchange for recognition. The sponsoring entity gains visibility through its name/logo being displayed on the project. Sponsorship programs can vary, such as sponsoring an entire project or participating in a tiered donation system.
- **Naming rights and legacy gift program:** Similar to a business or corporate sponsorship program, a naming rights/legacy gift program can be established to generate funds from a wider range of people and groups.
- **In-kind donations requests:** A request for non-monetary donations which may include volunteer support, goods or material, and/or services.

## HOW: Determining Strategies, Catalytic Projects, and Actions for Implementation

The project team developed the Plan as part of a planning process which took place in late 2022 through 2023. To ensure that the Plan reflected the community's goals, the project team held various community engagement events throughout the project to develop the vision, goals and preferred concept for the project area.

This implementation plan draws from previous work products including a market analysis, development feasibility study, infrastructure cost analysis, economic impacts analysis as well as extensive engagement. The project team met with City Council three times to share analysis and engagement findings and establish the preferred concept. The projects and strategies outlined in this plan are meant to guide Soldotna's efforts in implementing the Plan.



## Evaluation Criteria

In alignment with the Plan's vision and as a basis for including projects in the first phase of development, each project and strategy was vetted with the City staff and evaluated by the following criteria:

- **Community Support.** How does this project or action align with what the community has identified as a priority? How much value does it add to the community?
- **Equity Impact.** How will this strategy advance equity in the Plan area? What are the consequences of pursuing / not pursuing this strategy?
- **Required Resources and Return on Investment.** How much public investment will this project require? If leveraging City funds, how does this generate a return on investment to the City in terms of public benefit, additional private sector development, employment growth, and tax revenues?
- **Available Funding Sources.** Is there a funding source available to implement this strategy? How difficult will it be to acquire funds to implement the strategy?
- **Timing.** Is this a foundational project that will stimulate private development and immediate redevelopment momentum? Given resource considerations, should this strategy be a focus in the next five years?
- **Location.** Is this strategically located to induce nearby private sector development?

## Action Plan: Plan Adoption and Phase 1 Projects

This section provides details for the City on immediate next steps as well as detailed action sheets for Phase 1 projects. Given the many potential directions the City could pursue, the action sheets focus on near-term (Phase 1) opportunities, since providing detailed long-term guidance is difficult at this early stage. As the City makes initial public investments, the intent is for future development to become more privately driven.

As Phase 1 projects progress, the City should consider appropriate next steps based on progress. This adaptive approach allows plans to evolve based on how earlier investments shape private market interest and feasibility.

### Time Sensitive Projects and Immediate Next Steps

Time-sensitive projects are those that directly or indirectly impact Plan implementation and Phase 1 initiatives. The time-sensitive projects include:

- **Establish staffing to manage implementation.**
  - *City Implementation Manager.* Effective implementation will require coordination and leadership by the City of Soldotna. It is recommended that the City establish a single point-of-contact staff position to coordinate and manage plan implementation for at least the first three years. The Implementation Manager would lead implementation efforts, coordinating and holding periodic meetings with City department leadership and sharing periodic updates to City Council.
  - *Implementation Oversight Committee.* To build stewardship beyond the City staff position it is recommended that the City Council appoint an Implementation Oversight Committee. The City might consider reconvening willing members of the Downtown Riverfront Redevelopment Plan project advisory committee, key technical advisory City staff, and representative downtown interests. The purpose and role of the committee would be to provide recommendations to the City Council for any expenditure of public resources throughout the life of the implementation plan and be a community conduit to their respective networks for identifying redevelopment partners and public advocacy for the Plan.

The Implementation Oversight Committee would be formally appointed by the City Council and would receive support from City staff. This support would include providing necessary data and information, scheduling support for regular meetings, and support preparing an annual report and briefing materials. The Committee would meet at regular intervals to review and provide recommendations to the City Council on implementation progress and provide an annual report and briefing to City Council.

Exhibit 9 shows the fundamental characteristics of the Implementation Oversight Committee including members, purpose, and annual report.

### Exhibit 9. Implementation Oversight Committee Fundamental Characteristics

Committee Members	Committee Purpose	Committee Annual Report
<p>The Implementation Oversight Committee should have diverse representation such as property and business owners, representatives of downtown business associations, advocacy groups, City departments and commissions.</p>	<p>The Implementation Oversight Committee should meet regularly to review implementation progress and identify opportunities for advancing implementation efforts. Tasks of the Oversight Committee may include:</p> <ul style="list-style-type: none"> <li>• Meeting Monthly</li> <li>• Keeping the Plan ‘Alive and Breathing’</li> <li>• Tackling topics and components of the Plan, setting goals, finding community members to engage in goals, advocating for goals, and creating committees to achieve goals</li> <li>• Seeing the plan through</li> <li>• Recognizing that City support is essential for plan success</li> <li>• Recognizing that accomplishments of the Plan are the result of a community-wide effort</li> </ul>	<p>The Implementation Oversight Committee should prepare an annual report. An annual report and briefing to City Council identifies implementation progress and provides a basis for establishing partnerships and prioritizing City funds for implementation projects. The annual report should include updates on:</p> <ul style="list-style-type: none"> <li>• Accomplishments for the year</li> <li>• List of Plan accomplishments since the start of the plan</li> <li>• Committee’s immediate goals for the near future</li> </ul>

- **Initiate regulatory amendments.**

- *Downtown Riverfront Redevelopment Plan Adoption (Plan).* Plan adoption is crucial to proceed with the implementation of the development strategy (this document). The initial step involves the Planning Commission providing recommendations for adoption to City Council, and City Council adopting the Plan through a resolution. Subsequently, the Kenai Peninsula Borough adopts the Plan via a similar process. Through resolution, the Plan is deemed a binding document, serving as a tool for implementing the Comprehensive Plan. It will guide capital facilities, and transportation improvements, direct economic development initiatives, and direct amendments to the Title 17 zoning ordinance to encourage development aligned with the Plan.
- *Potential Comprehensive Plan Amendments.* The Downtown Riverfront Redevelopment Plan's land use, mobility and utilities frameworks and development strategy are consistent with the Comprehensive Plan goals. To maintain consistency between this Plan and the Comprehensive Plan the City should consider amending the map of General Future Land Use and the Proposed Land Use Concept map as indicated in the Downtown Riverfront Redevelopment Plan.
- *Mixed-Use District Zone.* Adopting zoning updates is a time-sensitive task necessary to guide alignment with the Plan. Specifically, establishing the proposed Mixed-Use District Zone included within the Plan will help ensure quality development and provide certainty to private developers and the community.



- **Conduct additional studies.**

- *Market Hall Feasibility Study.* As a part of Action Sheet F, the City should fund and manage a market hall feasibility study to determine the appropriate site, building program, and funding needed to construct and operate the market hall as well as evaluate operator options.
- *Sterling Highway Access Management Plan and Trail Feasibility Study.* The City should initiate and manage a Sterling Highway Access Management Plan and Trail Feasibility Study with ADOT. The study would identify the design of pedestrian, bicycle and landscape improvements, consolidation of driveways, pedestrian and signal enhancements, and improvements to the parking access frontage between the Kenai River Bridge Crossing and Birch Street.
- *Kenai Peninsula Housing Needs Analysis.* In partnership with the Kenai Peninsula Borough and surrounding cities, Soldotna could conduct a Housing Needs Analysis. Rising housing costs affect not only Soldotna but the broader Kenai Peninsula region. Rather than a localized challenge, unaffordable home prices and rents reflect regional economic shifts and housing undersupply.

Conducting a housing needs analysis that encompasses the entire region could illuminate the scale and drivers of the supply-demand imbalances over recent years. Collaboration with the Kenai Peninsula Borough and neighboring cities offers more policy tools and resources to address shared housing challenges. Regional coordination also prevents fragmented approaches from simply displacing problems between communities. Soldotna and partners may consider pursuing grant funding such as the PRO Housing: Pathways to Removing Obstacles grant from HUD to support this work (outlined in Appendix A).

- **Consider local funding sources and incentives to support Plan implementation** (see Action Sheet G for more details on developing local funding sources).
- **Identify where the City will focus Phase 1 investments.** Before acting on specific projects or partnerships within the Hubs, the City needs to identify if it will focus efforts on the Riverside Hub or the Kobuk Street Hub. It is assumed that the City will pursue development of the Binkley, Birch and “Y” Hubs as it owns the former Davis Block currently used for parking at the riverfront. However, the City may decide differently.

For development at the Riverside and Kobuk Street Hubs, the City needs to answer the following questions:

- Is the City purchasing the land or partnering with the owner? Is the owner willing to sell or support redevelopment of their property?

The answer to these questions will impact the location of Phase 1 focus. If the City pursues a development on the Riverside Hub which contains contaminated property, the City will need to conduct site remediation on its own or in coordination with the property owner. The City could pursue grants such as the EDA’s Public Works and

Economic Adjustment Assistance Program or the EPA’s Brownfield Program to fund cleanup.

- **Initiate discussions with riverfront property owners to acquire trail easements or acquisitions of rights-of-way.** As contiguous segments with easements and/or acquired right-of-way are assembled the City should fund the trail design and construct the segments. Pursuing this as an immediate next step will build community excitement and fuel early wins for the Plan.

## Phase 1 Projects

When the City is ready to pursue specific projects, the City can use Action Sheets A – F to outline the necessary steps. Exhibit 3 shows a summary of Phase 1 projects and the actions that will come *after* the City establishes staffing to manage overall Plan implementation and finalizes Phase 1 site selection.

**Exhibit 10. Phase 1 Timeline of Actions**

Phase 1 Projects	Phase 1 Actions	
	Do First	Do Second
A. Construct street and utility improvements	<ul style="list-style-type: none"> <li>● Identify the City’s capacity to invest in infrastructure directly and in full or through partnerships with willing owners/developers.</li> <li>● Conduct outreach with property owners and potential developers to identify willing partners and possible City contribution to specific street and utility improvements.</li> <li>● Secure easements or right-of-way, as necessary</li> <li>● Secure funding through grants or CIP for 30% construction design documentation of City committed projects</li> <li>● Complete 30% construction documentation of City committed projects</li> </ul>	<ul style="list-style-type: none"> <li>● Secure funding through grants or CIP for 100% construction</li> <li>● Complete 100% construction documentation and prepare bid package for contractor solicitation</li> <li>● Select contractor and complete permitting and construction</li> </ul>
B. Construct trail and public space improvements	<p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>● Agree on the purpose, objectives, and benefit of trail/public space improvements.</li> <li>● Evaluate the City’s capacity and interest in pursuing trail and public space improvements in full or through partnerships with willing owners/developers.</li> <li>● Conduct outreach with property owners and potential developers to identify willing partners and possible City contribution to specific trail and public space improvements.</li> </ul> <p>IF THE CITY IS INTERESTED IN MOVING FORWARD</p> <ul style="list-style-type: none"> <li>● Assign a City Project Manager and/or coordinate efforts with the Parks and Recreation Department</li> <li>● Conduct design and programming for trail and public space improvements</li> <li>● Secure easements or right-of-way</li> </ul>	<ul style="list-style-type: none"> <li>● Form stakeholder “Blue Ribbon” committee</li> <li>● Refine programming and conduct preliminary design</li> <li>● Prepare cost estimate and phasing plan</li> <li>● Determine City funding capacity (and other federal and state sources the City can leverage)</li> <li>● Develop fundraising plan</li> <li>● Select contractor and complete permitting and construction</li> </ul>

	<ul style="list-style-type: none"> <li>● Conduct a preliminary fundraising analysis.</li> <li>● Seek or provide next phase project funding (or stop here)</li> <li>● Evaluate management options (organizations and/or groups)</li> </ul>	
C. Partner to develop affordable multifamily housing	<p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>● Agree that affordable housing is a priority</li> <li>● Consider the City’s preferred role (initially and ongoing) as well as the City’s stretch role</li> <li>● Evaluate the City’s capacity and interest</li> </ul> <p>IF THE CITY IS INTERESTED IN CONTINUING</p> <ul style="list-style-type: none"> <li>● Assign a City Project Manager. This could be a new staff position or an expansion of a staff member’s duties.</li> <li>● Spread the word to potential partners and funders</li> </ul> <p>IF THE CITY IS NOT INTERESTED IN CONTINUING</p> <p>If the City chooses not to focus on affordable housing the City could talk to developers to gauge interest in other types of dense market rate housing in the near term. While feasibility findings showed three story multifamily is unlikely in the first phase, some developers may be willing to invest earlier if the City demonstrates its commitment to the Plan. However, market rate rents of new development may be higher than many residents can afford.</p>	<ul style="list-style-type: none"> <li>● Conduct site analysis (including infrastructure needs)</li> <li>● Assign site(s)</li> <li>● Determine City funding capacity (and other federal and state sources the City can leverage)</li> <li>● Conduct solicitation for affordable housing project (if on City-held site)</li> <li>● Build needed infrastructure, if any (note: potential CDBG usage if Consolidated Plan allows for it and affordable housing is a designated use for the site)</li> </ul>
D. Encourage townhome development	<p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>● Agree that townhomes are a priority for Phase 1</li> <li>● Consider the City’s preferred role and stretch role</li> <li>● Evaluate the City’s capacity and interest</li> </ul> <p>IF THE CITY IS INTERESTED IN CONTINUING</p> <ul style="list-style-type: none"> <li>● Assign a City Project Manager. This could be a new staff position or an expansion of a staff member’s duties.</li> <li>● Continue conversations with property owners to understand needs and goals</li> <li>● Evaluate site assemblage and/or redevelopment opportunities (including infrastructure needs, if any)</li> <li>● Meet with potential developers</li> </ul> <p>IF THE CITY IS NOT INTERESTED IN CONTINUING</p> <p>If the City chooses not to focus on townhomes, the City could talk to developers to gauge interest in other types of dense market rate housing in the near term. Some developers may be willing to invest in other housing types in Phase 1 if the City demonstrates its commitment to the Plan.</p>	<p>IF CITY PROPERTY:</p> <ul style="list-style-type: none"> <li>● Conduct any site remediation needed</li> <li>● Evaluate infrastructure needs, if any, and determine phasing</li> <li>● Conduct developer solicitation</li> </ul> <p>IF PRIVATE PROPERTY</p> <ul style="list-style-type: none"> <li>● Evaluate infrastructure needs if any</li> <li>● Determine City role, if any, in matchmaking with developers, infrastructure investment, etc.</li> </ul>
E. Pursue development of	ANSWER CRITICAL QUESTIONS	<ul style="list-style-type: none"> <li>● Form stakeholder “Blue Ribbon” committee</li> </ul>



<p>a market hall</p> <p><i>Market hall development may happen in Phases 1 or later phases, but these actions should start in Phase 1.</i></p>	<ul style="list-style-type: none"> <li>● Agree on the purpose and objectives of market hall</li> <li>● Consider the City's preferred role in development and ongoing operations</li> <li>● Evaluate the City's capacity and interest in pursuing a market hall (move forward or stop here)</li> </ul> <p>IF THE CITY IS INTERESTED IN CONTINUING</p> <ul style="list-style-type: none"> <li>● Assign a City Project Manager. This could be a new staff position or an expansion of a staff member's duties.</li> <li>● Conduct a programming exercise and location analysis</li> <li>● Conduct a preliminary fundraising analysis</li> <li>● Seek or provide next phase project funding (or stop here)</li> <li>● Evaluate potential operator options (organizations and/or individuals)</li> </ul>	<ul style="list-style-type: none"> <li>● Determine preferred site</li> <li>● Identify operator (organization or individual)</li> <li>● Refine programming and conduct preliminary design</li> <li>● Obtain cost estimate</li> <li>● Develop fundraising plan</li> </ul>
<p>F. Recruit a hotel</p> <p><i>Hotel is likely to be developed in after Phase 1, however these actions could be completed in the Phase 1.</i></p>	<p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>● Agree that a hotel is a priority in the area</li> <li>● Consider the City's preferred and stretch roles (initially and ongoing)</li> <li>● Evaluate the City's capacity and interest (move forward or stop here)</li> </ul> <p>IF THE CITY IS INTERESTED IN CONTINUING</p> <ul style="list-style-type: none"> <li>● Assign a City Project Manager. This could be a new staff position or an expansion of a staff member's duties.</li> <li>● Spread the word: go meet developers, potential hotel operators, etc. to let them know of the City's plans and desires and to find out what they need</li> <li>● Conduct location analysis (where would a hotel make the most sense given property owners' and City's plans re: acquisition/redevelopment)</li> </ul>	<p>IF CITY PROPERTY:</p> <ul style="list-style-type: none"> <li>● Conduct any site remediation needed</li> <li>● Evaluate infrastructure needs, if any, and determine phasing</li> <li>● Determine City investment role, if any (land write-down, gap funding through occupancy tax, etc.)</li> <li>● Conduct developer/hotelier solicitation</li> </ul> <p>IF PRIVATE PROPERTY</p> <ul style="list-style-type: none"> <li>● Evaluate infrastructure needs if any</li> <li>● Determine City role, if any, in matchmaking with developers, infrastructure investment, etc.</li> </ul>
<p>G. Establish local funding sources and incentives for City priorities</p>	<ul style="list-style-type: none"> <li>● Identify top funding priorities for Plan implementation in the short and mid-term</li> <li>● Evaluate local funding opportunities, soliciting community feedback</li> <li>● Discuss funding opportunities with sister jurisdictions (e.g., Kenai Borough, State of Alaska)</li> </ul>	<ul style="list-style-type: none"> <li>● Select one local funding opportunity to pursue in the near term and identify specific incentives/subsidies that could be offered with that funding source.</li> </ul>

# Phase 1: Detailed Action Sheets

## A Construct street and utility improvements for Phase 1

Strategy Description	Soldotna's Role and Partners
<p>The City will consider investing or partnering where feasible in street and utility improvements throughout the project area to stimulate desired development and improve accessibility for multimodal traffic.</p> <ul style="list-style-type: none"> <li> <b>Riverside Hub Catalyst Site (Exhibit 11):</b> Acquire Public Right-of-way/Design/Construct River Street (Segment 1), and New Street (Segments 1-2)                     </li> </ul> <p>River Street and new street improvements would provide direct and convenient local access between the Sterling Highway and the Kenai River, include necessary utilities, and support an interconnected street grid for existing/future development. These investments can stimulate new development opportunities along the Kenai River and the Sterling Highway and establish a parallel road network connecting developments between them. The design of these streets will promote walking and biking, include on-street parking and stormwater management.</p> <p><b>Exhibit 11. Phase 1 Streets and Utilities Improvements, Riverside and Kobuk Street Hubs</b></p>	<p><b>Soldotna:</b> Partner with private developer to acquire right-of-way and or easements /design/construct infrastructure and utilities and maintain as public right-of-way</p> <p><b>Potential Partners:</b> Developers may construct and dedicate ownership and maintenance as a public right-of-way to the City</p>

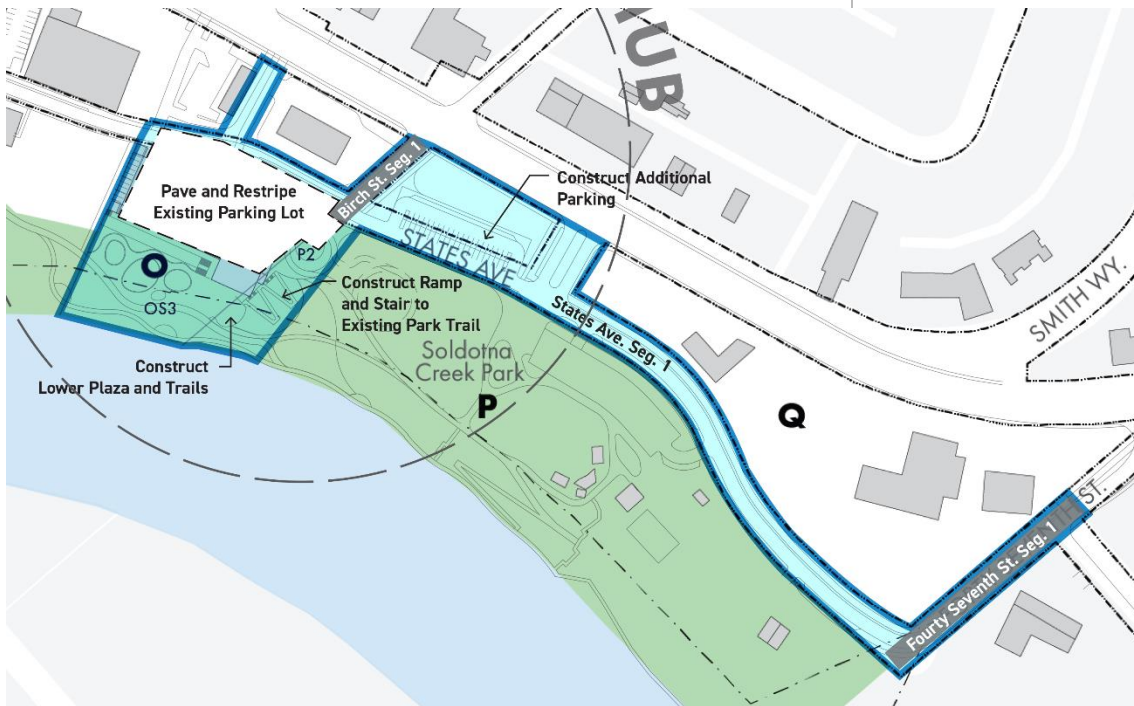


<ul style="list-style-type: none"> <li> <b>Kobuk Street Hub Catalyst Site (Exhibit 11):</b> Acquire Public Right-of-way or Easement/Design/Construct River Street (Segment 1), and New Street (Segments 1-2) and utilities improvements. Enhance Lover's Lane (widen sidewalks, add street trees and lighting).                     </li> </ul> <p>River Street, new street and enhanced Lover's Lane improvements would provide direct and convenient local access between the Sterling Highway and the Kenai River, include necessary utilities, and support</p>	
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an interconnected street grid for existing/future development. These investments can lead to new development opportunities along the Kenai River and the Sterling Highway and establish a parallel road network connecting developments between them. The design of these streets will promote walking and biking, include on-street parking and stormwater management.

- Binkley, and Birch Street Hub Catalyst Site (Exhibit 12):**  
 Design/Construct States Street extension (Segment 1), 47<sup>th</sup> Street (Segment 1) and enhance Birch Street (Segment 1). States Avenue extension and utilities improvements would provide direct and convenient local access between Soldotna Creek Park, 47<sup>th</sup> Street and Homestead Drive, and support an interconnected street grid for existing/future development. The States Avenue investments between Birch Street and 47<sup>th</sup> Street can connect existing and new development with the park. The design of these streets will promote walking and biking, include on-street parking and stormwater management.

**Exhibit 12. Phase 1 Streets and Utilities Improvements, Binkley and Birch Street Hub**



Rationale and Potential Impacts	Considerations and Risks
<p>The City is interested in establishing a complete street network to enhance access to businesses (new and existing) and river amenities. Investing in an interconnected street network and upgrading or installing new utilities can play a significant role in promoting and supporting the redevelopment of vacant and underutilized properties and enhancing existing business access to the Sterling Highway.</p>	<p>Developing new infrastructure is expensive and will require coordination with existing businesses. The City will need to consider if there are opportunities for cost sharing</p>



Complete streets investments ensure safe, accessible connections for all, especially vulnerable populations, to reach daily needs without a car. Community feedback showed that walking/biking downtown and along the waterfront is important.

such as through a Special Assessment District.

Developing infrastructure is necessary for new development, but developing infrastructure is not a *guarantee* of future private development.

<p><b>Timeline and Implementation Steps</b></p>	<p><b><u>Do First</u></b></p> <ul style="list-style-type: none"> <li>• Identify the City’s capacity to invest in infrastructure directly and in full or through partnerships with willing owners/developers.</li> <li>• Conduct outreach with property owners and potential developers to identify willing partners and possible City contribution to specific street and utility improvements.</li> <li>• Secure easements or right-of-way, as necessary</li> <li>• Secure funding through grants or CIP for 30% construction design documentation of City committed projects</li> <li>• Complete 30% construction documentation of City committed projects</li> </ul> <p><b><u>Do Second</u></b></p> <ul style="list-style-type: none"> <li>• Secure funding through grants or CIP for 100% construction</li> <li>• Complete 100% construction documentation and prepare bid package for contractor solicitation</li> <li>• Select contractor and complete permitting and construction</li> </ul>
<p><b>Project Costs J</b></p> <p><b>Riverside Hub</b> (streets and utilities)</p> <ul style="list-style-type: none"> <li>• Full Buildout: \$4.6 million             <ul style="list-style-type: none"> <li>○ Phase 1 only: \$3.4 million</li> </ul> </li> </ul> <p><b>Kobuk Street Hub</b> (streets and utilities)</p> <ul style="list-style-type: none"> <li>• Full Buildout: \$7.9 million             <ul style="list-style-type: none"> <li>○ Phase 1 only: \$2.1 million</li> </ul> </li> </ul> <p><b>Binkley, Birch and 47<sup>th</sup> Street Hubs</b> (streets and utilities)</p> <ul style="list-style-type: none"> <li>• Full Buildout: \$7.7 million             <ul style="list-style-type: none"> <li>○ Phase 1 only: \$4.8 million</li> </ul> </li> </ul>	<p><b>Funding Sources and Considerations</b></p> <p>LOCAL SOURCES: The City of Soldotna may choose to make some of these improvements with General Funds as allocated as a part of its Capital Improvement Plan (CIP). Projects already included in the CIP:</p> <ul style="list-style-type: none"> <li>• Portion of the States Avenue improvements that consist of a trail between the park and 47<sup>th</sup> Street and new sidewalks on Homestead Drive between 47<sup>th</sup> Street and Mullen Drive.</li> </ul> <p>The City may also choose to establish a local funding source such as Urban Renewal, bonds, or a Special Assessment District to fund infrastructure improvements as outlined in Action Sheet G.</p> <p>GRANTS: Infrastructure costs will be substantial, and the City will likely also want to pursue grants and/or loans to fund improvements. Grants and loans available to support infrastructure development may include:</p> <ul style="list-style-type: none"> <li>• ADOT’s Community Transportation Program or Transportation Alternatives Program</li> <li>• Alaska Department of Commerce’s CAP program or competitive CDBG grants</li> <li>• USDOT’s RAISE or Reconnecting Communities and Neighborhoods Programs</li> <li>• EDA’s Economic Assistance program</li> <li>• USDA’s Community Facilities Direct Loan and Grant</li> </ul> <p>These grants and others are described in greater detail in Appendix A.</p> <p><i>*To support overall Plan priorities, the City could consider pursuing state capital funds or Congressionally Directed Spending Requests by advocating for the Plan with state representatives and senators.</i></p>

## B Construct trail and public space improvements for Phase 1

Strategy Description	Soldotna's Role and Partners
<p>The City will consider investing or partnering where feasible in trail and public space improvements throughout the project area. These improvements will provide more public gathering spaces and improve pedestrian access to businesses and riverfront amenities.</p> <ul style="list-style-type: none"> <li>● <b>Riverside Hub Catalyst Site:</b> Acquire Public Right-of-way or Easement/Design/Construct riverfront trail and boardwalk enhancements. Riverfront trail and boardwalk provides public access and serves as an amenity for the community and new development.</li> <li>● <b>Kobuk Street Hub Catalyst Site:</b> No trail and public space improvements.</li> <li>● <b>Binkley, Birch and "Y" Hubs Catalyst Site:</b> Design/Construct upper and lower plazas, stairs and ramp, and trail and boardwalk connections. Plaza, trails and boardwalk connections expand the use and function of Soldotna Creek Park as the community's central public gathering space.</li> </ul>	<p><b>Soldotna:</b> Design/Construct plazas, trails and boardwalk connections.</p> <p><b>Potential Partners:</b> Philanthropy and voter approved capital investment program</p>
Rationale and Potential Impacts	Considerations and Risks
<p>The construction of Soldotna Creek Park was a city-wide effort to transform the former ADOT maintenance facility into Downtown's central gathering space on the riverfront. The park's trails and boardwalks provide visual and fishing access to the Kenai River and is a significant attraction to the community and visitors alike. Amenities such as parks, plazas, trails, and boardwalks can play a significant role in promoting and supporting the redevelopment of vacant and underutilized properties, strengthening existing uses and attracting high quality development.</p> <p>Plazas provide hardscape and water features to support a range of events, programs, and active play. Trails and boardwalks investments ensure safe, accessible connections for all, especially vulnerable populations. Community feedback showed that walking/biking downtown and along the waterfront is important. The City's Recreation and Trails Master Plan and Comprehensive Plan identifies the importance of trail connections in future public improvements.</p>	<p>Developing trails, parks, plazas and open space is expensive and will require coordination with existing businesses and local community support. The City will need to consider if there are opportunities for cost sharing such as through a Special Assessment District.</p> <p>Developing amenities and trail infrastructure is necessary to promote downtown as a unique destination, but developing infrastructure is not a <i>guarantee</i> of future private development.</p>
<p><b>Timeline and Implementation Steps</b></p>	<p><b><u>Do First</u></b></p> <p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>● Agree on the purpose, objectives, and benefit of trail/public space improvements.</li> <li>● Consider the City's preferred role in development and ongoing operations.</li> <li>● Evaluate the City's capacity and interest in pursuing trail and public space improvements (move forward or stop here)</li> </ul> <p>IF THE CITY IS INTERESTED IN MOVING FORWARD</p> <ul style="list-style-type: none"> <li>● Assign a City Project Manager and / or coordinate efforts with the Parks and Recreation Department</li> <li>● Conduct design and programming for trail and public space improvements</li> <li>● Conduct a preliminary fundraising analysis.</li> <li>● Seek or provide next phase project funding (or stop here)</li> <li>● Evaluate management options (organizations and/or groups)</li> </ul> <p><b><u>Do Second</u></b></p> <ul style="list-style-type: none"> <li>● Form stakeholder "Blue Ribbon" committee</li> </ul>

	<ul style="list-style-type: none"> <li>● Refine programming and conduct preliminary design.</li> <li>● Prepare cost estimate and phasing plan.</li> <li>● Determine City funding capacity (and other federal and state sources the City can leverage)</li> <li>● Develop fundraising plan</li> <li>● Select contractor and complete permitting and construction</li> </ul>
Project Costs	Funding Sources and Considerations
<p><b>Riverside Hub</b> (trails/public improvements)</p> <ul style="list-style-type: none"> <li>● Full Buildout: \$3.2 million <ul style="list-style-type: none"> <li>○ Phase 1 only: \$1.5 million</li> </ul> </li> </ul> <p><b>Kobuk Street Hub</b> (trails/public improvements)</p> <ul style="list-style-type: none"> <li>● Full Buildout: \$280,000 <ul style="list-style-type: none"> <li>○ Phase 1 only: \$0</li> </ul> </li> </ul> <p><b>Binkley, and Birch Street Hub</b> (trails/public improvements)</p> <ul style="list-style-type: none"> <li>● Full Buildout: \$3.7 million <ul style="list-style-type: none"> <li>○ Phase 1 only: \$2.2 million</li> </ul> </li> </ul>	<p>LOCAL SOURCES: The City of Soldotna may choose to make some of these improvements with the General Fund, or the City may also choose to establish a local funding source such as Urban Renewal, Transient Occupancy Taxes, or user fees as outlined in Action Sheet G.</p> <p>GRANTS: The City could also pursue grants such as:</p> <ul style="list-style-type: none"> <li>● The Recreational Trails Program from Alaska Division of Parks and Outdoor Recreation</li> <li>● ADOT's Community Transportation Program or Transportation Alternatives Program</li> <li>● Alaska Department of Commerce's CAP program or competitive CDBG grants</li> <li>● Foundation grants from the Kenai Peninsula Foundation, T-Mobile, AARP, or the Rasmuson Foundation</li> </ul> <p>These grants are described in greater detail in Appendix A.</p> <p>PHILANTHROPY: The City may want to pursue a fundraising campaign for certain trail and public space improvements.</p> <p><i>* To support overall Plan priorities, the City could consider pursuing Congressionally Directed Spending Requests by advocating for the Plan with state representatives and senators.</i></p>

## C Partner to develop affordable multifamily housing

Strategy Description	Soldotna's Role and Partners
<p>The City of Soldotna supports housing in the district. Affordability to residents and workforce is an important priority. The City could include affordable housing as a part of its Plan. To do this, the City could identify/acquire a site and prepare a Request for Proposals soliciting affordable housing developers. The City could donate the land to support the development.</p> <p>The City could also establish local funding sources or incentives to encourage future affordable housing development in the Plan area (Action Sheet G).</p>	<p><b>Soldotna:</b> Varies but could include: Land acquisition (then transfer to a nonprofit or other affordable housing developer), deal facilitator (find partners, help find other funders, etc.), build adjacent infrastructure (help provide a developable site), gap funder</p> <p><b>Potential Partners:</b> Affordable housing developers such as Kenai Peninsula Housing Initiatives, Cook Inlet Housing Authority, or Alaska Housing Finance Corporation</p>



Rationale and Potential Impacts	Considerations and Risks
<p>The cost of housing has increased substantially over the past few years both in Soldotna and across the nation. Community engagement revealed concern with housing affordability. Including affordable housing as a part of the Plan helps ensure that Soldotna remains affordable and accessible to existing lower income residents as well as ensuring that future residents with a variety of income levels can call Soldotna home. It can directly or indirectly ameliorate displacement issues caused by redevelopment.</p> <p>Developing affordable housing in the first phase can also provide the density called for in the Plan that the private market cannot provide on its own in the early phases of redevelopment.</p> <p>Attaining housing affordability is also vital to attracting and retaining workers in lower-wage industries like retail and restaurants, which are key parts of the Plan vision. Employees in these sectors typically earn lower wages and require affordable housing options within their means.</p>	<p>Developing affordable housing will require City effort and potentially City funding (either through land purchase or gap funding). Affordable housing projects can be difficult to fund and often require multiple funding partners</p>

<p><b>Timeline and Implementation Steps</b></p>	<p><b>Do First</b> ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>• Agree that affordable housing is a priority</li> <li>• Consider the City’s preferred role (initially and ongoing) as well as the City’s stretch role</li> <li>• Evaluate the City’s capacity and interest (move forward or stop here)</li> </ul> <p>IF THE CITY IS INTERESTED IN MOVING FORWARD</p> <ul style="list-style-type: none"> <li>• Assign a City Project Manager. This could be a new staff position or an expansion of a staff member’s duties.</li> <li>• Spread the word to potential partners and funders</li> </ul> <p><b>Do Second</b></p> <ul style="list-style-type: none"> <li>• Conduct site analysis (including infrastructure needs)</li> <li>• Assign site(s)</li> <li>• Determine City funding capacity (and other federal and state sources the City can leverage)</li> <li>• Conduct solicitation for affordable housing project (if on City-held site)</li> <li>• Build needed infrastructure, if any (note: potential CDBG usage if Consolidated Plan allows for it and affordable housing is a designated use for the site)</li> </ul> <p>*IF THE CITY IS NOT INTERESTED IN AFFORDABLE HOUSING</p> <p>If the City chooses not to focus on affordable housing the City could talk to developers to gauge interest in other types of dense market rate housing in the near term. While feasibility findings showed three story multifamily and mixed-use development is unlikely in the first phase, some developers may be willing to invest earlier if the City demonstrates its commitment to the Plan. However, rents may be higher than many residents can afford.</p>
<p><b>Funding Source(s)</b></p> <p>City of Soldotna</p> <p>LIHTC, CDBG funds, grant programs</p>	<p><b>Funding and Resource Considerations</b></p> <p>LOCAL SOURCES: The City could donate publicly owned land to reduce costs for affordable housing development. The City could also use the general fund for affordable housing programs (through ordinances) and/or support infrastructure development needed to support affordable housing development</p>

*\* To support overall Plan priorities, the City could consider pursuing Congressionally Directed Spending Requests by advocating for the Plan with state representatives and senators.*

STATE and GRANTS: The City could use CDBG funds if the Consolidated Plan allows for it and affordable housing is a designated use for the site. The City could also directly pursue grant opportunities to support gap financing and infrastructure development such as the Pro Housing Pathways to Removing Obstacles grant from HUD. This grant along with other grant opportunities the city could pursue to support infrastructure development are described in Appendix A.

DEVELOPER RESOURCES: It is likely that the City would work with a nonprofit who would then develop affordable housing. A nonprofit like Cook Inlet Housing Authority or Kenai Peninsula Housing Initiatives has expertise in pursuing funding for affordable housing projects. However, funding sources for new affordable housing construction could include:

- **Low Income Housing Tax Credits (LIHTC)** – the Alaska Housing Finance Authority (AHFC) awards LIHTC to developers through a competitive process.
- **Other federal sources** such as HOME Investment Partnership Program (awarded through the AHFC), Community Development Block Grant (CDBG), Indian Housing Block Grant (IHBG), Project Based Rental Assistance (PBRA), Housing Choice Vouchers (HCV), and Federal Home Loan Bank (FHLBank) Affordable Housing Program (AHP), and Multifamily Housing Direct Loan program from USDA
- **Other state sources** such as Housing Alaskans, a state housing trust established in 2022, and the Supplemental Housing Development Grants Program through AHFC.

The City may want to consider establishing additional local funding sources or incentives to encourage more affordable housing development in the future. This could include establishing an Urban Renewal District and/or establishing tax credits, density bonuses, or fee waivers for affordable housing and multifamily development. This would provide the city with more options for supporting affordable housing in the future. These options are discussed in more detail in Action Sheet G.

D Encourage townhome development	
Strategy Description	Soldotna’s Role and Partners
Townhomes are the most feasible residential type currently, offering a promising means to reinvigorate the area through private investment.	<p><b>Soldotna:</b> Varies but could include: discussions with, and technical assistance for, property owners, site acquisition and remediation, conduct infrastructure improvements, developer solicitation, provide development incentives</p> <p><b>Potential Partners:</b> Property owners, developers</p>
Rationale and Potential Impacts	Considerations and Risks
Encouraging private development of townhomes can help to “prove out” the area as a developable neighborhood which lays the groundwork for more dense development moving forward. More people living in the neighborhood will bring activity to the area and patrons for businesses.	<p>Townhomes represent a less dense type of development than is generally desired by the Plan.</p> <p>Attracting a developer may also require some City assistance (land write-down, other incentives etc.) which can reduce funding available for other City priorities.</p>

New townhomes could attract buyers seeking second homes or short-term rental investments rather than primary residences. If the City aims to prioritize year-round occupancy, the City could consider regulating short-term rentals and/or second homes such as by capping the number permitted, as done in other U.S. cities. However, before pursuing any regulation, the City will need to determine legal viability. If the City is concerned with second homes and short-term rentals, as a next step, the City could commission legal guidance to vet policy tools, then craft tailored solutions to fit Soldotna's conditions and objectives.

<p><b>Timeline and Implementation Steps</b></p>	<p><b>Do First</b> ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>• Agree that townhomes are a priority for the first phase</li> <li>• Consider the City's preferred role as well as the City's stretch role</li> <li>• Evaluate the City's capacity and interest (move forward or stop here)</li> </ul> <p>IF THE CITY IS INTERESTED IN MOVING FORWARD</p> <ul style="list-style-type: none"> <li>• Assign a City staff member to manage the project. This could be a new staff position or an expansion of a staff member's duties.</li> <li>• Continue conversations with district property owners to understand their short and long-term needs and goals</li> <li>• Evaluate site assemblage and/or redevelopment opportunities (including infrastructure needs, if any)</li> <li>• Meet with potential developers (locally, within Alaska, and the lower 48)</li> <li>• Identify preferred site(s) for townhome development (versus more dense development in later phases)</li> </ul> <p><b>Do Second</b> IF CITY PROPERTY:</p> <ul style="list-style-type: none"> <li>• Conduct any site remediation needed</li> <li>• Evaluate infrastructure needs, if any, and determine phasing</li> <li>• Conduct developer solicitation</li> </ul> <p>IF PRIVATE PROPERTY</p> <ul style="list-style-type: none"> <li>• Evaluate infrastructure needs if any</li> <li>• Determine City role, if any, in matchmaking with developers, infrastructure investment, etc.</li> </ul> <p><b>*IF THE CITY IS NOT INTERESTED IN TOWNHOMES</b> If the City chooses not to focus on townhomes, the City could talk to developers to gauge interest in other types of dense market rate housing in the near term. Some developers may be willing to invest in other housing types in Phase 1 if the City demonstrates its commitment to the Plan.</p>
<p><b>Funding Source(s)</b></p> <p>N/A</p>	<p><b>Funding and Resource Considerations</b></p> <p>The City needs to consider what level of financial involvement it will have in townhome development. City-lead site cleanup and infrastructure investments may be enough to attract development.</p>



## E Pursue development of a market hall

<p><b>What: Strategy Description</b></p> <p>The City of Soldotna is interested in including a market hall as a part of its first phase development of the Plan. To do this, the City would identify/acquire a site and select/establish a nonprofit partner to develop and operate the market hall.</p> <p>The market hall can serve as a community accessible space for small business development through leased stalls, large indoor gathering space for programming events year-round, additional meeting rooms and divisible space for small and larger meetings or conference type uses, and for locating the visitors center, exhibit space and local chamber of commerce offices.</p>	<p><b>Who: Soldotna's Role and Partners</b></p> <p><b>Soldotna:</b> Landowner, facilitator of idea, organizer of new nonprofit, funder/fundraiser, ongoing operating partner</p> <p><b>Potential Partners:</b> Nonprofit developer/operator (this may require establishing a new entity), KPED, SBDC, Cook Inletkeeper, community members (residents and businesses), CIRI, Soldotna Chamber of Commerce</p>
<p><b>Rationale and Potential Impacts</b></p> <p>Creating a market hall would meet the community's need for affordable retail/restaurant space, addressing gaps in private market support. This strategic move lays the foundation for future private development phases by cultivating a pipeline of retail businesses to tenant new development and establishing a vibrant focal point to stimulate later development phases.</p> <p>Public investment in a market hall and adjacent improvements will support the expanded use and function of Soldotna Creek Park which is a key downtown destination. The Market Hall program could:</p> <ul style="list-style-type: none"> <li>• Contribute to small business development which supports a City goal for promoting local economic development.</li> <li>• Support the visitors center and chamber of commerce mission to relocate the facility to better serve the visitor economy and promotion of local businesses.</li> <li>• Provide needed community meeting space to support a fulfill a range of community groups</li> <li>• Promote the visitor and local Soldotna economy with a one-of-a-kind and river adjacent facility for food, beverage and retail sales and programming of events year-round.</li> </ul> <p>Community engagement revealed broad community support for a market hall as well as resident interest in operating, tenanting, and supporting the market hall.</p>	<p><b>Considerations and Risks</b></p> <p>Developing a market hall comes with risks including:</p> <ul style="list-style-type: none"> <li>• Requires extensive time and effort</li> <li>• Potential risk of failure</li> <li>• Reduces capacity to pursue other city priorities for investment</li> </ul>
<p><b>Potential Location</b></p>	<p>The Davis Block is a city owned property adjacent to Soldotna Creek Park with extensive river frontage and easily accessible to Sterling Highway from Birch Street. The site currently provides overflow parking for programmed events. The project area size is such that future redevelopment has the capacity to support a multi-level market hall, structured park, hall and event parking, and additional park plaza and open space to promote the expanded use and function of Soldotna Creek Park as a central community gathering space.</p>
<p><b>Timeline and Implementation Steps</b></p>	<p><b>Do First</b></p> <p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>• Agree on the purpose and objectives of market hall</li> <li>• Consider the City's preferred role in development and ongoing operations</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluate the City’s capacity and interest in pursuing a market hall (move forward or stop here)</li> </ul> <p><b>IF THE CITY IS INTERESTED IN MOVING FORWARD</b></p> <ul style="list-style-type: none"> <li>• Assign a City Project Manager. This could be a new staff position or an expansion of a staff member’s duties.</li> <li>• Conduct a programming exercise and location analysis</li> <li>• Conduct a preliminary fundraising analysis</li> <li>• Seek or provide next phase project funding (or stop here)</li> <li>• Evaluate potential operator options (organizations and/or individuals)</li> </ul> <p><b>Do Second</b></p> <ul style="list-style-type: none"> <li>• Form stakeholder “Blue Ribbon” committee</li> <li>• Determine preferred site</li> <li>• Identify operator (organization or individual)</li> <li>• Refine programming and conduct preliminary design</li> <li>• Obtain cost estimate</li> <li>• Develop fundraising plan</li> </ul> <p>*If the City’s desired market hall design/location is too expensive to complete as a part of Phase 1, the City could consider establishing a temporary structure or butler building for the market hall on the preferred location. Then as a part of later phases, the City could expand the market hall, after proof of concept has been established.</p>
Funding Source(s)	Funding Considerations
<p>City of Soldotna,  Philanthropy, CDBG funds, Community Assistance Program, grant programs</p> <p><i>* To support overall Plan priorities, the City could consider pursuing Congressionally Directed Spending Requests by advocating for the Plan with state representatives and senators.</i></p>	<p><b>LOCAL SOURCES:</b> The City could provide land for a market hall (donation or land lease). The City may want to use the City’s discretionary general fund for capital and operational dollars through the annual budgeting process. The City may also want to consider additional local funding sources for development and ongoing operations as outlined in Action Sheet G such as establishing a Transient Occupancy Tax.</p> <p><b>STATE:</b> The City may be able to use CDBG funds and Alaska’s Community Assistance Program if the project meets certain criteria</p> <p><b>GRANTS:</b> The City could pursue grant opportunities for both feasibility analysis and construction of the market hall. Developing a market hall may be an eligible project under the following grants (or others) highlighted in Appendix A.</p> <ul style="list-style-type: none"> <li>• USDA Rural Development Grants</li> <li>• Economic Adjustment Assistance Program through EDA, especially if the City highlights the equity aspects of the market hall (affordable business space) and how it can function as an incubator for retail businesses</li> <li>• Tier 1 and 2 grants from the Rasmuson Foundation. The Foundation requires that at least 50% of the total project budget be secured or pending before they make a commitment.</li> </ul> <p><b>PHILANTHROPY:</b> For market hall development, the City may also want to pursue a fundraising campaign.</p>

## F Recruit a hotel

Strategy Description	Soldotna's Role and Partners
<p>The City of Soldotna is interested in including a hotel as a part of its Plan. As area improvements take shape, a hotel becomes a logical progression. These enhancements assure upscale hotel developers that the necessary amenities for long-term success are in place.</p>	<p><b>Soldotna:</b> Varies but could include: Site acquisition and remediation, conduct infrastructure improvements, hotelier solicitation, provide development incentives.</p> <p><b>Potential Partners:</b> Property owners, developers, hotelier (such as Alyeska Resort)</p>
Rationale and Potential Impacts	Considerations and Risks
<p>A hotel can help activate the area. It can build excitement and increases the likelihood of future mixed-use development. A hotel would also have favorable liquor licensing and would be able to serve beer, wine and spirits. A restaurant, if included as a part of the hotel, would benefit from this liquor license, creating an opportunity for an attractive food/beverage location.</p>	<p>To attract a hotel, the area would likely need to install preliminary amenities like the park/trail extension and/or a market hall. Attracting a hotel may also require some City assistance (land write-down, other incentives etc.) which can reduce funding available for other City priorities.</p>
Timeline and Implementation Steps	<p><b><u>Do First</u></b></p> <p>ANSWER CRITICAL QUESTIONS</p> <ul style="list-style-type: none"> <li>• Agree that a hotel is a priority in the area</li> <li>• Consider the City's preferred and stretch roles (initially and ongoing)</li> <li>• Evaluate the City's capacity and interest (move forward or stop here)</li> </ul> <p>IF THE CITY IS INTERESTED IN MOVING FORWARD</p> <ul style="list-style-type: none"> <li>• Assign a City Project Manager. This could be a new staff position or an expansion of a staff member's duties.</li> <li>• Spread the word: go meet developers, potential hotel operators, etc. to let them know of the City's plans and desires and to find out what they need</li> <li>• Conduct location analysis (where would a hotel make the most sense given property owners' and City's plans re: acquisition/redevelopment)</li> </ul> <p><b><u>Do Second</u></b></p> <p>IF CITY PROPERTY:</p> <ul style="list-style-type: none"> <li>• Conduct site remediation if on Riverside Hub</li> <li>• Evaluate infrastructure needs, if any, and determine phasing</li> <li>• Determine City investment role, if any (land write-down, gap funding through occupancy tax, etc.)</li> <li>• Conduct developer/hotelier solicitation</li> </ul> <p>IF PRIVATE PROPERTY</p> <ul style="list-style-type: none"> <li>• Evaluate infrastructure needs if any</li> <li>• Determine City role, if any, in matchmaking with developers, infrastructure investment, etc.</li> </ul>
Funding Source(s)	Funding and Resource Considerations
<p>City of Soldotna</p> <p>Grant programs</p>	<p>The City needs to consider what level of financial involvement it will have in hotel development. If pursuing site acquisition and remediation the City may want to pursue federal resources for brownfield redevelopment such as:</p> <ul style="list-style-type: none"> <li>• EDA's Public Works and Economic Adjustment Assistance Program</li> <li>• EPA's Brownfield Program</li> </ul>



To attract developers, the City may also want to consider incentives such as fee waivers or accelerated permit review times. The City may also consider land donation or infrastructure investment. Grants available to support infrastructure and amenity development are detailed in Appendix A and Action Sheets A and B.

## G Establish local funding sources and incentives to support City priorities

Strategy Description	Soldotna's Role and Partners
<p>To implement the plan and catalyze redevelopment, Soldotna will need to leverage diverse funding sources. Pursuing a mix of funding will allow the City to incrementally take steps toward achieving the Plan vision as resources permit. Currently, the City has limited local resources available beyond the General Fund to support the Plan's priorities. The City could establish local funding sources or incentives to encourage development in the Plan area. Some local funding sources to consider include:</p> <ul style="list-style-type: none"> <li>• Urban Renewal</li> <li>• Special Assessment Districts</li> <li>• Transient Occupancy Taxes</li> <li>• General Obligation Bonds</li> <li>• Revenue Bonds</li> <li>• Development Driven Sources (CET, SDCs)</li> <li>• User Fees</li> </ul> <p>The City may also want to consider incentives to encourage desired development such as waiving development fees or tax exemptions on certain types of development (affordable housing, multifamily housing).</p>	<p><b>Soldotna:</b> Evaluate potential local funding sources; collaborate with the Borough and other taxing districts</p> <p><b>Potential Partners:</b> Kenai Peninsula Borough, local taxing districts, residents and businesses</p>
Rationale and Potential Impacts	Considerations and Risks
<p>To stimulate desired development in the near term, it is likely the City will need to facilitate redevelopment through participating in public private partnerships (e.g., market hall, subsidized land costs for private development, etc.), constructing infrastructure improvements (e.g., streets and sidewalks, trails, and open space), and carefully considering the timing of both public and private investment.</p> <p>Lack of local resources could hinder redevelopment in the Plan area if the City is unable to raise the funds it needs. Additionally, lack of long-term funding sources dedicated to ensuring that the area remains affordable and accessible to current residents could lead to residents and businesses being displaced in the future if City investment generates desired redevelopment</p>	<p>New funding sources often requires voter approval, which may be politically infeasible. Additionally, certain options such as establishing an urban renewal district requires collaboration from various taxing districts to realize the full potential of the funding structure. Other sources such as new fees on development could prevent development all together if feasibility is already challenging.</p> <p>Incentives, such as waiving development fees, can reduce funding for other City priorities.</p>
Timeline and Implementation Steps	<p><b>Do First</b></p> <ul style="list-style-type: none"> <li>• Identify top funding priorities for Plan implementation in the short and mid-term</li> <li>• Evaluate local funding opportunities, soliciting community feedback</li> <li>• Discuss funding opportunities with sister jurisdictions (e.g., Kenai Borough, State of Alaska)</li> </ul> <p><b>Do Second</b></p>

	<ul style="list-style-type: none"> <li>Select one local funding opportunity to pursue in the near term and identify specific incentives/subsidies that could be offered with that funding source</li> </ul>
<b>Funding Source(s)</b>	<b>Funding and Resource Considerations</b>
N/A	This could require substantial staff time to evaluate options and garner public support

## Appendix A: Grants/Loan Research

This appendix includes a limited number of potential grant opportunities that the City could pursue to support infrastructure, economic development, housing, and trails/recreation. Actual eligibility for these grants will vary. Soldotna should continue to monitor state agency and legislature creation of new funding opportunities

ID	Funding Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity
1	<b>Recreational Trails Program</b>  Funding Agency: Alaska Division of Parks and Recreation	Trails	Funding to develop and repair recreational trails and trail-related facilities. Also provides funds for trail related environmental protection, safety, and educational projects.	Non-motorized and motorized recreational trail uses.	Nonprofits, educational institutions, local, state, federal, and tribal governments	Quality and adherence to directions; project description, scope of work; detailed timeline of tasks; proposed budget; project funding, sponsor, etc.; public benefit; community support	Motorized = \$300,000 Non-motorized = \$200,000 Grant provides up to 90% of eligible expenses.
2	<b>Community Transportation Program</b>  Funding Agency: Alaska Department of Transportation and Public Facilities	Trails & Roads	Funding from the Statewide Transportation Improvement Program (STIP) to maintain, improve, or make new surface transportation facilities, enhance travel and tourism, reduce wildlife-vehicle collisions, improve air quality, and projects that connect different types of transportation such as roads and trails.	Improve existing surface transportation facilities; make new transportation facilities that provide access to important resources or connect communities; connect different types of transportation; enhance travel and tourism; electric vehicle charging infrastructure; reduction of wildlife-vehicle collisions.	Public entities	Economic benefits; health and quality of life; safety; intermodal, contribution; M&O costs, public support; environmental; corrects deficient roadway; cost effectiveness; deficient bridges; functional class	\$80- \$120 million. Funding is allocated based on project nominations and public support, and is managed by DOT&PF.  9.03% match rate *Awarded projects will be developed and managed by ADOT
3	<b>Transportation Alternatives Program</b>  Funding Agency: Alaska Department of Transportation and Public Facilities	Trails, Active Transportation, Complete Streets	A set aside from the Surface Transportation Block Grant for smaller scale transportation projects.	On-road and off-road facilities for pedestrians and bicyclists; safe routes for non-drivers (formerly Safe Routes to School); create turnouts, scenic overlooks and viewing areas; support historic preservation and rehabilitation; support environmental mitigation related to stormwater and habitat connectivity; and vulnerable road user safety assessments.	Public entities	Economic benefits; health and quality of life; safety; intermodal, contribution; M&O costs, public support; environmental; corrects deficient roadway; cost effectiveness; deficient bridges; functional class	\$5 million  Maintenance responsibility is the only required contribution *Awarded projects will be developed and managed by ADOT



ID	Funding Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity
4	<b>Reconnecting Communities &amp; Neighborhoods</b>  Funding Agency: USDOT	Active Transportation, Complete Streets	The RCP Program aims to advance and support reconnection of communities divided by transportation infrastructure – with a priority on helping disadvantaged communities improve access to daily needs (jobs, schools, healthcare, grocery stores, and recreation).	The RCN Program provides funding for three types of grants: Community Planning Grants, Capital Construction Grants, and Regional Partnerships Challenge Grants.	Public entities, non-profits	Equity and Environmental Justice; Access; Facility Suitability; Community Engagement, and Community based Stewardship, Management, and Partnerships; Equitable Development; Climate and Environment; and Workforce Development and Economic Opportunity	Planning Min. = \$2 million with 20% match  Construction Min. = \$5 million with 50% match
5	<b>RAISE</b>  Funding Agency: USDOT	Roads	Invests in road, rail, transit and port projects that promise to achieve national objectives. Fund projects that have a significant local or regional impact.	Capital and planning projects.	Public entities	Safety; Environmental sustainability; Quality of life; Mobility and community connectivity; Economic competitiveness and opportunity; State of good repair; innovation; Partnership and collaboration	Planning = no minimum  Capital min. = \$1 million  No match required
6	<b>Community Assistance Fund</b>  Funding Agency: Alaska Department of Commerce, Community, and Development	Infrastructure	CAP funds can be used by boroughs, cities, and unincorporated communities for any public purpose that has been determined as a priority of the funding recipient.	Basic public service areas: road maintenance, water, etc.	Borough, City, Native Village Council, Non-profit, Reserve.	None	\$75,000 annual base payment to cities with additional per capita payments.
7	<b>Revolving Loan Fund Water/Sewer</b>  Funding Agency: Alaska Department of Environmental Conservation	Infrastructure	Offer low interest loans to Alaskan municipalities and other qualified entities for financing water, wastewater and water quality related projects.	Wastewater Treatment Facilities, Sewer Interceptor and Collection Systems, Storm Water Collection and Treatment, Nonpoint, Source Prevention and Restoration Projects, Enhancement Projects, Planning and Design of Facilities, Water Source Rehabilitation, Water Treatment Facilities, Water Storage Facilities, etc.	Public entities	Environmental review and financial capacity assessment	Loan can finance 100% of project's cost for planning, design, and construction. Can serve as local match funds.

ID	Funding Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity
8	<b>Public Works and Economic Adjustment Assistance Program</b>  Funding Agency: Economic Development Administration	Economic Development	Designed to support the economic development activities most useful to a community based on its needs and circumstances.	Funds community or regionally generated ideas and assists communities to advance to the next level of economic development.	Non-profits, public entities, and higher education	Alignment with the EDA's current investment priorities (as of Oct 2023): equity, recovery & resilience, workforce development, manufacturing, tech-based economic development, sustainable development, exports & FDI) and the region's CEDS	\$100,000 – \$30 million  20% - 50% match depending on matrix of local economic conditions
9	<b>Rural Business Development Grants</b>  Funding Agency: USDA	Business & Economic Development	Grant money to assist with economic development planning and/or the financing or expansion of rural businesses	Capital, programming, and planning projects	Rural public entities	Evidence showing job creation to occur with local businesses; % of nonfederal funding committed to the project; Economic need in the area to be served; Consistency with local economic development priorities; Experience of the grantee with similar efforts	\$10,000 – \$500,000  No cost sharing requirement
10	<b>Competitive Community Development Block Grants</b>  Funding Agency: HUD dispersed through Alaska Department of Commerce, Community, and Development	Community Development	Financial resources for public facilities and planning activities which address issues detrimental to the health and safety of residents and to reduce the costs of essential community services	Property acquisition, relocation, rehabilitation and construction; sewer facilities, streets, neighborhood centers, etc.	Public entities	Benefit low- and moderate-income persons; Prevent or eliminate slums or blight; Address community development needs that pose a serious and immediate threat to the health or welfare of the community for which other funding is not available	\$850,000  25% match

ID	Funding Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity
11	<b>Community Facilities Direct Loan &amp; Grant</b>  Funding Agency: USDA	Community Economic Development	Provides affordable funding to develop essential community facilities in rural areas	Health care facilities; Public facilities; Community support services; Public safety services; public works vehicles or equipment; Educational; Utility services; Local food systems.	Public entities, non-profit corporations, tribes	Priority point system based on population, median household income (Small communities with a population of 5,500 or less; Low-income communities having a median household income below 80% of the state nonmetropolitan median household income)	Loan terms are dependent upon MHI of service area; grant can cover 75% of the project cost.
12	<b>Tier 2 Grants</b>  Funding Agency: Rasmuson Foundation	Community Development	Funds can support capital projects of demonstrable strategic importance, and innovative solutions to issues of broad community or statewide significance.	Buildings, equipment, furnishings, technology, vehicles, park improvements and similar projects. Does not fund infrastructure.	Tribes, nonprofits and local governments	Must demonstrate long-term benefits or impacts and must be initiated by an established organization with a history of accomplishment	Minimum = \$25,000  No match information.
13	<b>Tier 1 Grants</b>  Funding Agency: Rasmuson Foundation	Community Development	This program primarily supports small capital projects, vehicle purchases and technology upgrades for eligible Alaska organizations	Buildings, equipment, furnishings, technology, vehicles, park improvements and similar projects. Does not fund infrastructure.	Tribes, nonprofits and local governments	Applications are evaluated based on budget, scope of work, and expected outcomes as well as an organization's track record, fiscal and management capacity, an active board and experienced staff, sources of financial support, and the project's benefit to the organization and the community it serves	\$25,000  No match required.
14	<b>Kenai Peninsula Competitive Grant Program</b>  Funding Agency: Kenai Peninsula Foundation	Community Development	Goal is to support projects that enhance the quality of life for central Kenai Peninsula area residents, addressing immediate needs while working toward long-term improvements.	Grants may support a broad range of community needs, including but not limited to health and wellness, education, the great outdoors, arts and culture, and community development.	Non-profits; Faith-based organization providing social services; tribes; City governments or Boroughs	Project description (population served, organizational budget, goals outcomes, start & end date); Project budget and narrative; Organizational background	\$3,000



ID	Funding Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity
15	<b>T-Mobile Hometown Grants</b>  Funding Agency: T-Mobile	Main streets	The T-Mobile Hometown Grants program funds projects to build, rebuild, or refresh community spaces that help foster local connections in your town.	The project must be in towns with less than 50,000 people and should provide a community benefit where it might otherwise be difficult to secure funding. Projects should be shovel-ready, physical builds or improvements that can be completed within 12 months of receiving Hometown Grants funding.	Elected officials, town managers and employees, tribal leaders, or non-profit organizations	Community need, community impact, community support, feasibility, alignment with T-Mobile's small-town strategy	\$50,000  No match information.
16	<b>Community Challenge Grants</b>  Funding Agency: AARP	Public spaces, mobility, housing options	Provides small grants to fund quick-action projects that can help communities become more livable for people of all ages.	Projects that benefit residents – especially those age 50 and older, such as vibrant public spaces, transportation mobility, housing availability, etc.	Local governments, States, Metropolitan Planning Organizations (MPOs), and multi-jurisdictional entities	Impact, Execution, and Innovation	\$500 - \$50,000  No match information.
17	<b>PRO Housing: Pathways to Removing Obstacles</b>  Funding Agency: HUD	Housing	Competitive grant funding for the identification and removal of barriers to affordable housing production and preservation.	Activities that further develop, evaluate, and implement housing policy plans, improve housing strategies, and facilitate affordable housing production and preservation.	Non-profits and public entities	Priority will be given to demonstrated commitment to overcoming local barriers to affordable housing and that have an acute demand for affordable housing	\$1 million - \$10 million  No match required.
18	<b>EPA Brownfields Program</b>  Funding Agency: EPA	Brownfield development	Provide direct funding or services for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. There are several types of nationally competitive grants available.	Assessments, technical assistance and training, planning, clean-up activities.	State, local, and federally recognized Tribal governments; non-profits	Dependent upon grant program	0 - 20% match, depending on program.

# APPENDIX C: MASTER PLAN

## C.1 Development Summary

Document: Illustrative Plan, Catalyst Sites and Catalyst Sites Phasing Exhibits. Development Summary spreadsheets. FIRST FORTY FEET

Description: *Illustrative Plan exhibits and full development summary spreadsheet for Build-out of the project area, Catalyst Sites build-out and development summary spreadsheet and Catalyst Sites Phase 1 projects and development summary spreadsheet.*

## C.2 Business Case- 20-Year Build-out

Document: Business Case - Soldotna 20-Year Buildout Analysis; ECONorthwest, Economics and Research Consultant

Description: *Analysis memo of the economic impacts of constructing the infrastructure and buildings outlined in the Development Summary and illustrative Plan.. Identifies the economic and community benefits warranting the City's continued investment and support of the Redevelopment Plan's catalyst sites and projects..*

## C.3 Development Strategy

Document: Downtown Riverfront Redevelopment Plan - Development Strategy Memo; ECONorthwest, Economics and Research Consultant

Description: *Development Strategy delineating initial catalyst projects, actions and strategies that are designed to stimulate immediate development and set in motion a trajectory that aligns with the vision articulated in the Plan. Key focus areas include infrastructure investments, strategic land acquisition, market hall feasibility and mixed-income housing. The strategy offers flexible guidance for the City rather than prescriptive direction, outlining initial actions and investment priorities, along with potential partnerships and funding for catalyst projects,*

## C.4 Streets, Sterling Trail and Utilities Cost Estimate

**Document: City of Soldotna Riverfront Plan: Utility & Roadway Improvements Construction Cost Estimates Memo, Kinney Engineering**

**Description: Memo updates the preliminary development concepts utilities and roadway construction costs for the preferred plan. Provides additional utilities and roadway construction costs breakdown for the Catalyst Sites.**

## C.5 Plazas and Parks Cost Estimate

Document: Rough Order of Magnitude Costs Estimate for Parks, Trail, Boardwalks and Overlooks, Greenworks Landscape Architecture

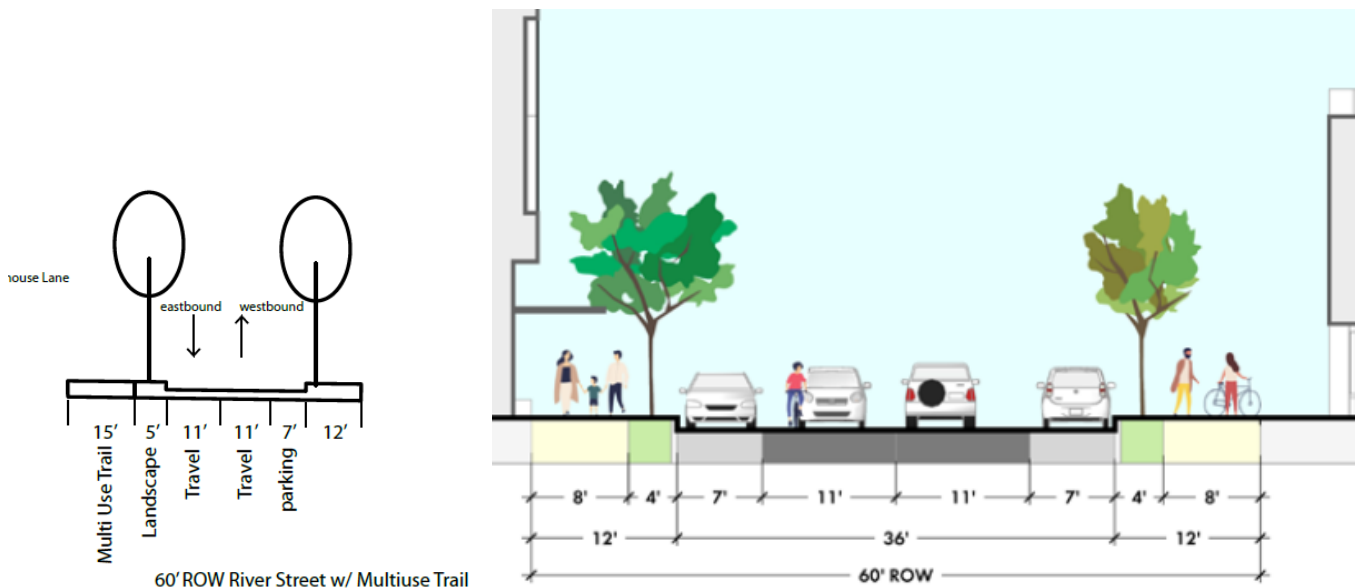
Description: *Rough order of magnitude construction costs for the Bridgehead Park, River Street Park and Soldotna Creek Park Plazas. Includes added trails, boardwalks and overlooks.*

**DATE:** October 20, 2023

**SUBJECT:** City of Soldotna Riverfront Plan: Utility & Roadway Improvements Construction Cost Estimates

## River Street Alternative

The **River Street Alternative** utility improvement costs were completed in an earlier phase and have been revised to include another roughly 500-foot-long new north-south street. Roadway costs are based on the below typical sections. Assumptions include depths of 3' for earthworks, and various lump sum percentage-based items for clearing, obstruction removal, mobilization, surveying, traffic control, SWPPP. Concept estimates also include unknown but representative numbers of driveways, approaches, curb ramps, street signs, traffic markings, and landscaping.



### Utilities Construction Cost

The updated total estimated utilities construction cost is \$5,212,000. Based on the approximately 4,500 feet total lengths of the streets in this area, a **cost per linear foot for the utility improvements is \$1,158.**

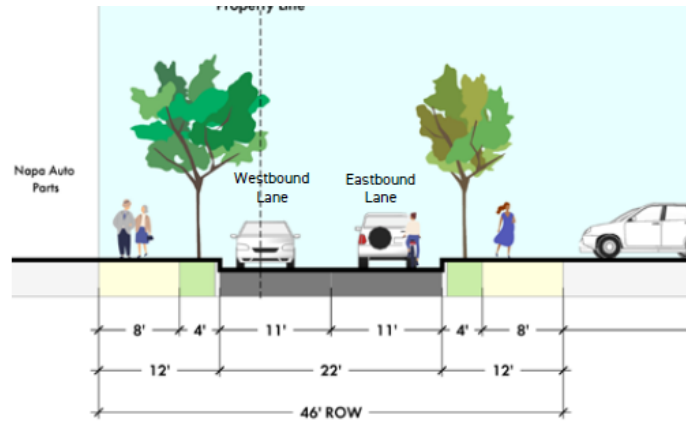
### Roadway Construction Cost

The total estimated roadway construction cost is \$6,592,000. Based on the approximately 4,500 feet total lengths of the streets in this area, a **cost per linear foot for the roadway improvements is \$1,465.**

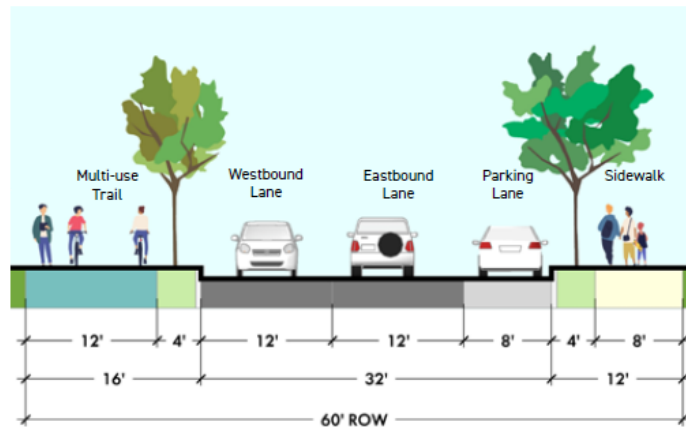


### States Avenue Alternative

The **States Avenue Alternative** utility improvement costs were completed in an earlier phase. Roadway costs are based on the below typical sections. Assumptions include depths of 3' for earthworks, and various lump sum percentage-based items for clearing, obstruction removal, mobilization, surveying, traffic control, SWPPP. Concept estimates also include unknown but representative numbers of driveways, approaches, curb ramps, street signs, traffic markings, and landscaping.



### **Proposed States Avenue- Section BB**



### Utilities Construction Cost

The total estimated utilities construction cost is \$2,900,000. Based on the approximately 3,870 feet total lengths of the streets in this area, a **cost per linear foot for the utility improvements is \$749.**

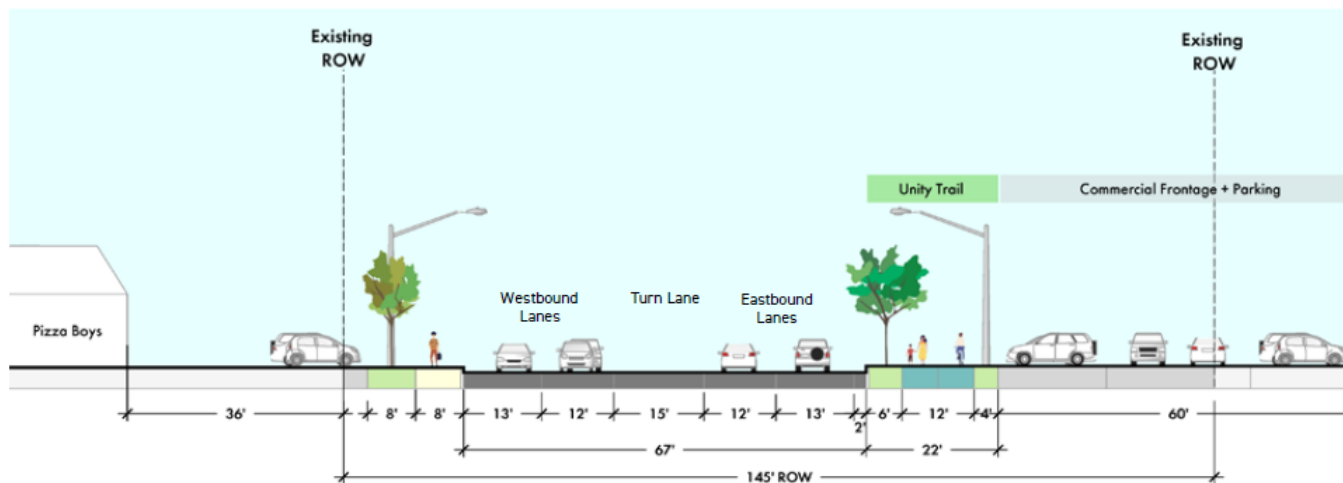
### Roadway Construction Cost

The total estimated roadway construction cost is \$5,463,775. Based on the approximately 3,870 feet total lengths of the streets in this area, a **cost per linear foot for the roadway improvements is \$1,412.**

### Sterling Highway Frontage Lane Alternative

The **Sterling Highway Frontage Lane Alternative** utility improvement costs were completed in an earlier phase. Roadway costs are based on the below typical section. Assumptions include depths of 3' for earthworks, and various lump sum percentage-based items for clearing, obstruction removal, mobilization, surveying, traffic control, SWPPP. Concept estimates also include unknown but representative numbers of driveways, approaches, curb ramps, street signs, traffic markings, and landscaping.

#### Sterling Highway Proposed Section AA



### Utilities Construction Cost

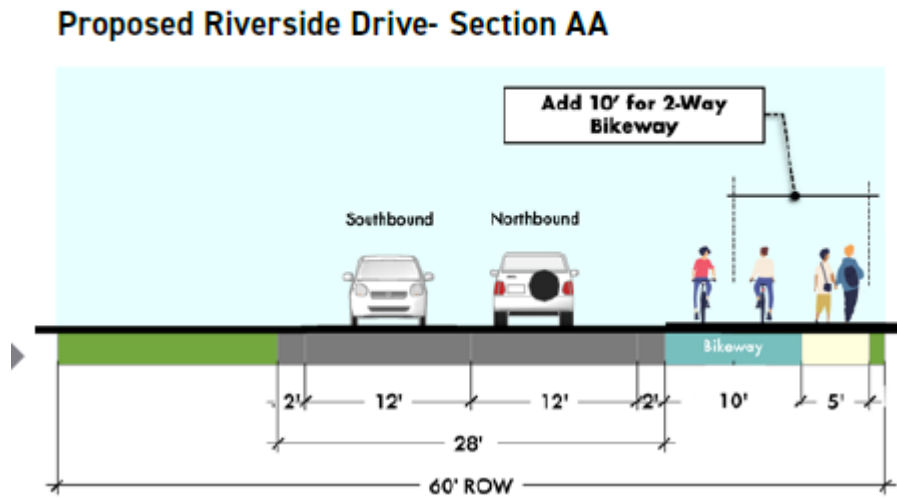
The total estimated utilities construction cost is \$1,200,000. Based on the approximately 2,250 feet total length of the street in this area, a **cost per linear foot for the utility improvements is \$533.**

### Roadway Construction Cost

The total estimated roadway construction cost is \$2,913,825. Based on the approximately 2,250 feet total length of the street in this area, a **cost per linear foot for the roadway improvements is \$1,295.**

### Riverside Drive Alternative

The **Riverside Drive Alternative** roadway costs are based on the below typical section. Assumptions include depths of 2' for earthworks, and various lump sum percentage-based items for clearing, obstruction removal, mobilization, surveying, traffic control, SWPPP. Concept estimates also include unknown but representative numbers of driveways, approaches, curb ramps, street signs, traffic markings, and landscaping.



### Roadway Construction Cost

The total estimated roadway construction cost is \$662,900. Based on the approximately 1,600 feet total length of the street in this area, a **cost per linear foot for the roadway improvements is \$414.**



## Riverside Hub Project

### Riverside Hub

#### Street Segments

River Street (Segment 1)  
 Parking Access Frontage (Segment A)  
 New Street (Segments 1-2)

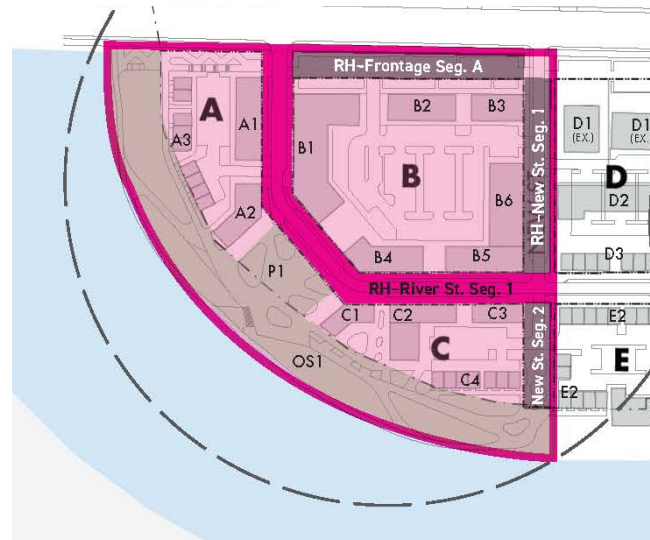
### Riverside Hub

#### Utilities Segments

River Street (Segment 1)  
 Parking Access Frontage (Segment A)  
 New Street (Segments 1-2)

### Total Construction Cost

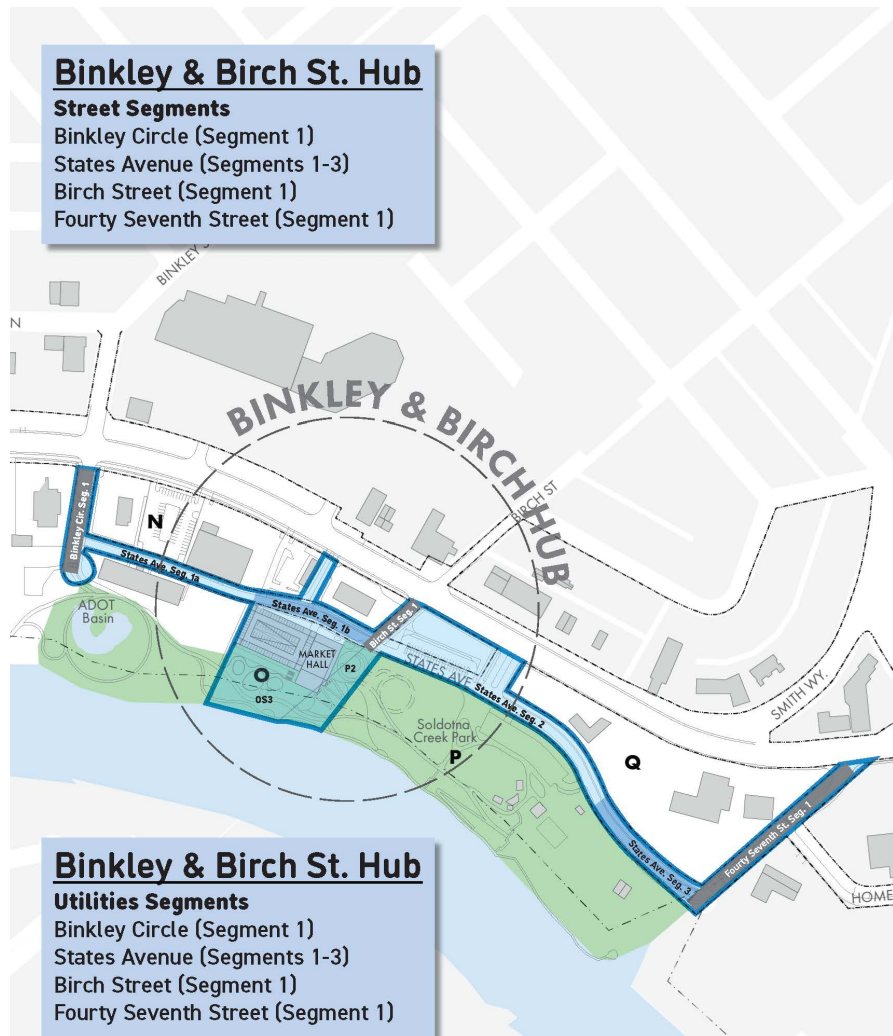
Based on the approximately 1,420 feet length of the River Streets and 500 feet of the Sterling Hwy Frontage in this area, the **total estimated construction cost is \$4,638,660.**



## Binkley and Birch Street Hub

### Total Construction Cost

Based on the approximately 2,650 feet length of the States Avenue Streets in this area, the **total estimated construction cost is \$5,726,650.**



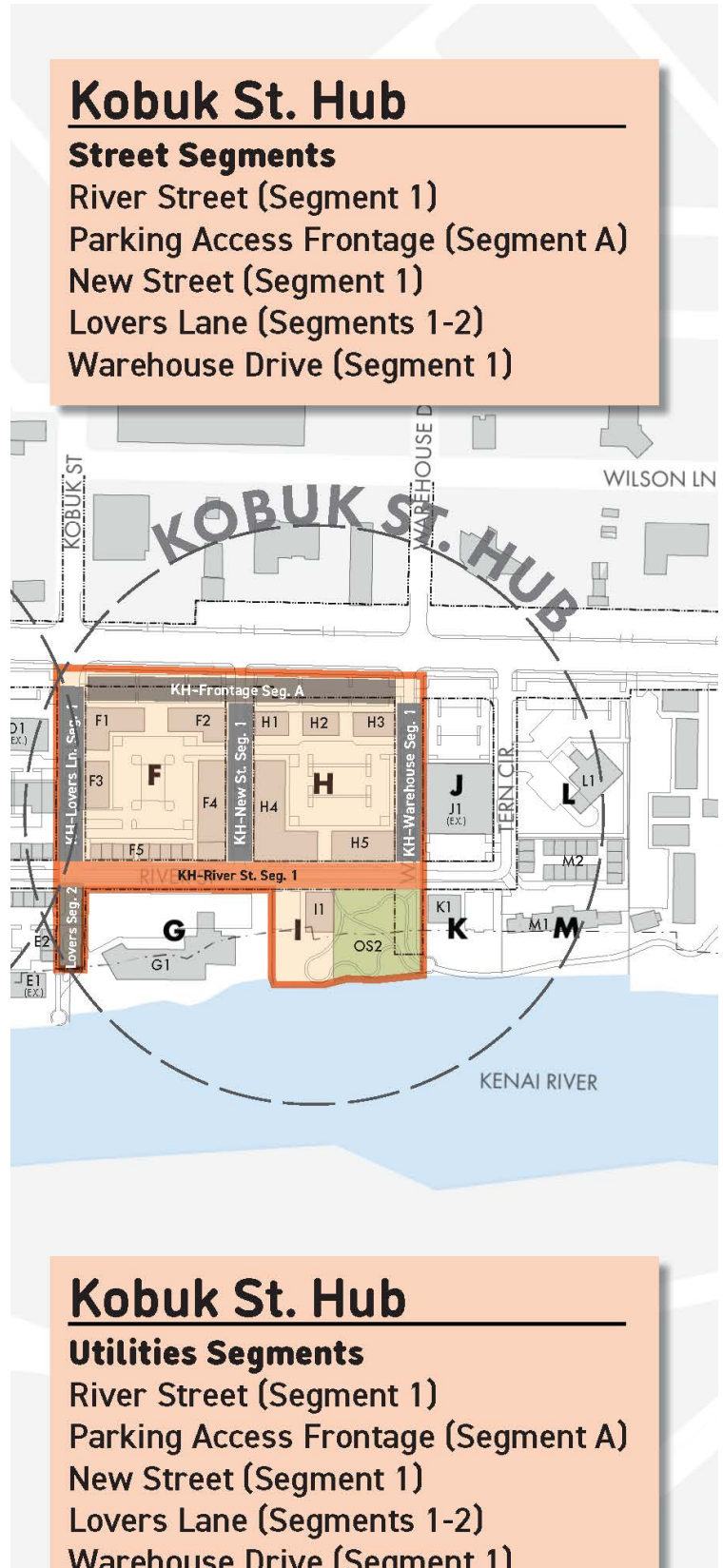
**Binkley & Birch St. Hub**  
**Street Segments**  
 Binkley Circle (Segment 1)  
 States Avenue (Segments 1-3)  
 Birch Street (Segment 1)  
 Forty Seventh Street (Segment 1)

**Binkley & Birch St. Hub**  
**Utilities Segments**  
 Binkley Circle (Segment 1)  
 States Avenue (Segments 1-3)  
 Birch Street (Segment 1)  
 Forty Seventh Street (Segment 1)

## Kobuk Street Hub

### Total Construction Cost

Based on the approximately 2,150 feet length of the River Streets and 730 feet of the Sterling Hwy Frontage in this area, the **total estimated construction cost is \$6,973,890.**



**River Street Alternative  
Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023

Date Printed: October 6, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		MOBILIZATION AND DEMOBILIZATION	LS	1	\$ 50,000.00	\$ 50,000.00
		CONSTRUCTION SURVEYING	LS	1	\$ 35,000.00	\$ 35,000.00
		TRAFFIC MAINTENANCE	LS	1	\$ 35,000.00	\$ 35,000.00
		CLEARING AND GRUBBING	LS	1	\$ 10,000.00	\$ 10,000.00
		REMOVAL OF OBSTRUCTIONS	LS	1	\$ 25,000.00	\$ 25,000.00
		EXCAVATION	CY	33,000	\$ 18.00	\$ 594,000.00
		TYPE III FILL AND BACKFILL	TON	53,460	\$ 30.00	\$ 1,603,800.00
		LEVELING COURSE	TON	3,326	\$ 50.00	\$ 166,300.00
		REMOVE EXISTING PAVEMENT	SY	3,500	\$ 8.00	\$ 28,000.00
		CONSTRUCT APPROACH	EA	10	\$ 6,500.00	\$ 65,000.00
		CONSTRUCT DRIVEWAY	EA	36	\$ 3,500.00	\$ 126,000.00
		CURB AND GUTTER, ALL TYPES	LF	10,000	\$ 55.00	\$ 550,000.00
		CONCRETE SIDEWALK, 4" THICK	SY	5,000	\$ 150.00	\$ 750,000.00
		P.C.C. CURB RAMP	EA	40	\$ 8,500.00	\$ 340,000.00
		ASPHALT PAVEMENT	TON	2,379	\$ 260.00	\$ 618,540.00
		PAINTED TRAFFIC MARKINGS	LS	1	\$ 27,000.00	\$ 27,000.00
		FURNISH & INSTALL STANDARD SIGN	EA	100	\$ 1,500.00	\$ 150,000.00
		SEEDING AND/OR LANDSCAPING	MSF	20	\$ 2,200.00	\$ 44,000.00
		TOPSOIL (4" DEPTH)	MSF	20	\$ 800.00	\$ 16,000.00

**Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023

Date Printed: October 6, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		STORM WATER POLLUTION PREVENTION PLAN, TYPE 3	LS	1	\$ 40,000.00	\$ 40,000.00

Total Engineers Estimate \$ 5,273,640.00

Total Basic Bid \$ 5,273,640.00

Contingency 25% \$ 1,318,410.00

SUBTOTAL \$ 6,592,050.00

**PROJECT TOTAL \$ 6,592,050.00**



**States Avenue Improvements  
Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023  
Date Printed: October 9, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		MOBILIZATION AND DEMOBILIZATION	LS	1	\$ 45,000.00	\$ 45,000.00
		CONSTRUCTION SURVEYING	LS	1	\$ 30,000.00	\$ 30,000.00
		TRAFFIC MAINTENANCE	LS	1	\$ 30,000.00	\$ 30,000.00
		CLEARING AND GRUBBING	LS	1	\$ 10,000.00	\$ 10,000.00
		REMOVAL OF OBSTRUCTIONS	LS	1	\$ 22,000.00	\$ 22,000.00
		EXCAVATION	CY	26,730	\$ 18.00	\$ 481,140.00
		TYPE III FILL AND BACKFILL	TON	43,204	\$ 30.00	\$ 1,296,120.00
		LEVELING COURSE	TON	2,472	\$ 50.00	\$ 123,600.00
		REMOVE EXISTING PAVEMENT	SY	9,600	\$ 8.00	\$ 76,800.00
		CONSTRUCT APPROACH	EA	11	\$ 6,500.00	\$ 71,500.00
		CONSTRUCT DRIVEWAY	EA	20	\$ 3,500.00	\$ 70,000.00
		CURB AND GUTTER, ALL TYPES	LF	7,740	\$ 55.00	\$ 425,700.00
		CONCRETE SIDEWALK, 4" THICK	SY	4,350	\$ 150.00	\$ 652,500.00
		P.C.C. CURB RAMP	EA	34	\$ 8,500.00	\$ 289,000.00
		ASPHALT PAVEMENT	TON	1,866	\$ 260.00	\$ 485,160.00
		PAINTED TRAFFIC MARKINGS	LS	1	\$ 22,000.00	\$ 22,000.00
		FURNISH & INSTALL STANDARD SIGN	EA	75	\$ 1,500.00	\$ 112,500.00
		SEEDING AND/OR LANDSCAPING	MSF	31	\$ 2,200.00	\$ 68,200.00
		TOPSOIL (4" DEPTH)	MSF	31	\$ 800.00	\$ 24,800.00

**Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023

Date Printed: October 9, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		STORM WATER POLLUTION PREVENTION PLAN, TYPE 3	LS	1	\$ 35,000.00	\$ 35,000.00

Total Engineers Estimate \$ 4,371,020.00

Total Basic Bid \$ 4,371,020.00

Contingency 25% \$ 1,092,755.00

SUBTOTAL \$ 5,463,775.00

**PROJECT TOTAL \$ 5,463,775.00**

**Sterling Hwy Frontage Improvements  
Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023  
Date Printed: October 9, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		MOBILIZATION AND DEMOBILIZATION	LS	1	\$ 40,000.00	\$ 40,000.00
		CONSTRUCTION SURVEYING	LS	1	\$ 26,000.00	\$ 26,000.00
		TRAFFIC MAINTENANCE	LS	1	\$ 26,000.00	\$ 26,000.00
		CLEARING AND GRUBBING	LS	1	\$ 10,000.00	\$ 10,000.00
		REMOVAL OF OBSTRUCTIONS	LS	1	\$ 20,000.00	\$ 20,000.00
		EXCAVATION	CY	16,500	\$ 18.00	\$ 297,000.00
		TYPE III FILL AND BACKFILL	TON	26,730	\$ 30.00	\$ 801,900.00
		LEVELING COURSE	TON	1,485	\$ 50.00	\$ 74,250.00
		REMOVE EXISTING PAVEMENT	SY	2,500	\$ 8.00	\$ 20,000.00
		CONSTRUCT APPROACH	EA	12	\$ 6,500.00	\$ 78,000.00
		CONSTRUCT DRIVEWAY	EA	10	\$ 3,500.00	\$ 35,000.00
		CURB AND GUTTER, ALL TYPES	LF	2,250	\$ 55.00	\$ 123,750.00
		CONCRETE SIDEWALK, 4" THICK	SY	100	\$ 150.00	\$ 15,000.00
		P.C.C. CURB RAMP	EA	24	\$ 8,500.00	\$ 204,000.00
		ASPHALT PAVEMENT	TON	1,416	\$ 260.00	\$ 368,160.00
		PAINTED TRAFFIC MARKINGS	LS	1	\$ 18,000.00	\$ 18,000.00
		FURNISH & INSTALL STANDARD SIGN	EA	50	\$ 1,500.00	\$ 75,000.00
		SEEDING AND/OR LANDSCAPING	MSF	23	\$ 2,200.00	\$ 50,600.00
		TOPSOIL (4" DEPTH)	MSF	23	\$ 800.00	\$ 18,400.00

**Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023

Date Printed: October 9, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		STORM WATER POLLUTION PREVENTION PLAN, TYPE 3	LS	1	\$ 30,000.00	\$ 30,000.00

Total Engineers Estimate \$ 2,331,060.00

Total Basic Bid \$ 2,331,060.00

Contingency 25% \$ 582,765.00

SUBTOTAL \$ 2,913,825.00

**PROJECT TOTAL \$ 2,913,825.00**



**Riverside Drive Improvements  
Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023  
Date Printed: October 9, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		MOBILIZATION AND DEMOBILIZATION	LS	1	\$ 20,000.00	\$ 20,000.00
		CONSTRUCTION SURVEYING	LS	1	\$ 12,000.00	\$ 12,000.00
		TRAFFIC MAINTENANCE	LS	1	\$ 12,000.00	\$ 12,000.00
		CLEARING AND GRUBBING	LS	1	\$ 5,000.00	\$ 5,000.00
		REMOVAL OF OBSTRUCTIONS	LS	1	\$ 10,000.00	\$ 10,000.00
		EXCAVATION	CY	1,980	\$ 18.00	\$ 35,640.00
		TYPE III FILL AND BACKFILL	TON	2,852	\$ 30.00	\$ 85,560.00
		LEVELING COURSE	TON	317	\$ 50.00	\$ 15,850.00
		REMOVE EXISTING PAVEMENT	SY	500	\$ 8.00	\$ 4,000.00
		CONSTRUCT APPROACH	EA	3	\$ 6,500.00	\$ 19,500.00
		CONSTRUCT DRIVEWAY	EA	6	\$ 3,500.00	\$ 21,000.00
		CURB AND GUTTER, ALL TYPES	LF	150	\$ 55.00	\$ 8,250.00
		CONCRETE SIDEWALK, 4" THICK	SY	900	\$ 150.00	\$ 135,000.00
		P.C.C. CURB RAMP	EA	6	\$ 8,500.00	\$ 51,000.00
		ASPHALT PAVEMENT	TON	202	\$ 260.00	\$ 52,520.00
		PAINTED TRAFFIC MARKINGS	LS	1	\$ 5,000.00	\$ 5,000.00
		FURNISH & INSTALL STANDARD SIGN	EA	12	\$ 1,500.00	\$ 18,000.00
		SEEDING AND/OR LANDSCAPING	MSF	4	\$ 2,200.00	\$ 8,800.00
		TOPSOIL (4" DEPTH)	MSF	4	\$ 800.00	\$ 3,200.00

**Concept Design Roadway Improvements Engineers Estimate**

Date Modified: October 6, 2023

Date Printed: October 9, 2023

**ESTIMATE OF QUANTITIES**

		WORK DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT BID PRICE	TOTAL BID PRICE
		STORM WATER POLLUTION PREVENTION PLAN, TYPE 3	LS	1	\$ 8,000.00	\$ 8,000.00

Total Engineers Estimate \$ 530,320.00

Total Basic Bid \$ 530,320.00

Contingency 25% \$ 132,580.00

SUBTOTAL \$ 662,900.00

**PROJECT TOTAL \$ 662,900.00**

# APPENDIX C: MASTER PLAN

## C.1 Development Summary

Document: Illustrative Plan, Catalyst Sites and Catalyst Sites Phasing Exhibits. Development Summary spreadsheets. FIRST FORTY FEET

Description: *Illustrative Plan exhibits and full development summary spreadsheet for Build-out of the project area, Catalyst Sites build-out and development summary spreadsheet and Catalyst Sites Phase 1 projects and development summary spreadsheet.*

## C.2 Business Case- 20-Year Build-out

Document: Business Case - Soldotna 20-Year Buildout Analysis; ECONorthwest, Economics and Research Consultant

Description: *Analysis memo of the economic impacts of constructing the infrastructure and buildings outlined in the Development Summary and illustrative Plan.. Identifies the economic and community benefits warranting the City's continued investment and support of the Redevelopment Plan's catalyst sites and projects..*

## C.3 Development Strategy

Document: Downtown Riverfront Redevelopment Plan - Development Strategy Memo; ECONorthwest, Economics and Research Consultant

Description: *Development Strategy delineating initial catalyst projects, actions and strategies that are designed to stimulate immediate development and set in motion a trajectory that aligns with the vision articulated in the Plan. Key focus areas include infrastructure investments, strategic land acquisition, market hall feasibility and mixed-income housing. The strategy offers flexible guidance for the City rather than prescriptive direction, outlining initial actions and investment priorities, along with potential partnerships and funding for catalyst projects,*

## C.4 Streets, Sterling Trail and Utilities Cost Estimate

Document: City of Soldotna Riverfront Plan: Utility & Roadway Improvements Construction Cost Estimates Memo, Kinney Engineering

Description: *Memo updates the preliminary development concepts utilities and roadway construction costs for the preferred plan. Provides additional utilities and roadway construction costs breakdown for the Catalyst Sites.*

## C.5 Plazas and Parks Cost Estimate

**Document: Rough Order of Magnitude Costs Estimate for Parks, Trail, Boardwalks and Overlooks, Greenworks Landscape Architecture**

**Description: Rough order of magnitude construction costs for the Bridgehead Park, River Street Park and Soldotna Creek Park Plazas. Includes added trails, boardwalks and overlooks.**

Bridgehead Plaza				
Design Area	Description	Quantity	Unit Price	Item Cost
<b>1 Plaza</b>				
	Demo	35,553 SF	\$ 0.25	\$ 8,888.25
	Erosion Control - Roughly 3% of overall project c	1 LS	\$ 35,000.00	\$ 35,000.00
	Grading	6,500 SF	\$ 20.00	\$ 130,000.00
	Lighting	1 LS	\$ 25,000.00	\$ 25,000.00
	Plaza Paving	12,500 SF	\$ 20.00	\$ 250,000.00
	Retaining walls	275 LF	\$ 150.00	\$ 41,250.00
	Furnishings	1 LS	\$ 50,000.00	\$ 50,000.00
	Trees	35 EA	\$ 350.00	\$ 12,250.00
	Planting & irrigation	30,000 SF	\$ 8.00	\$ 240,000.00
	Soft Costs (design, permitting & inflation)		16%	\$ 126,782.12
	contingency		30%	\$ 237,716.48
	<b>Total</b>			<b>\$ 1,156,886.85</b>
<b>2 Public Art</b>				
	Sculpture	1 LS	\$ 150,000.00	\$ 150,000.00
	Footing / Base	1 LS	\$ 25,000.00	\$ 25,000.00
	Lighting	1 LF	\$ 25,000.00	\$ 25,000.00
	Artist Fee	1 LS	\$ 50,000.00	\$ 50,000.00
	Soft Costs (design, permitting & inflation)		16%	\$ 40,000.00
	contingency		30%	\$ 75,000.00
	<b>Total</b>			<b>\$ 365,000.00</b>
				\$ -
				\$ -
<b>Construction Subtotal</b>				<b>\$ 1,521,886.85</b>





Market Plaza				
Design Area	Description	Quantity	Unit Price	Item Cost
<b>1 Upper Plaza</b>				
	Demo	12,000 SF	\$ 0.25	\$ 3,000.00
	Erosion Control - Roughly 3% of overall project c	1 LS	\$ 50,000.00	\$ 50,000.00
	Grading	1,800 CY	\$ 20.00	\$ 36,000.00
	Utilities	1 LS	\$ 50,000.00	\$ 50,000.00
	Lighting	1 LS	\$ 20,000.00	\$ 20,000.00
	Paving	12,000 SF	\$ 20.00	\$ 240,000.00
	Ice Loop Infrastructure	1 LS	\$ 250,000.00	\$ 250,000.00
	Splash Pad	1 LS	\$ 300,000.00	\$ 300,000.00
	Furnishings	1 LS	\$ 22,000.00	\$ 22,000.00
	Trees	12 EA	\$ 350.00	\$ 4,200.00
	Planting & Irrigation	3,200 SF	\$ 8.00	\$ 25,600.00
	Soft Costs (design, permitting & inflation)		16%	\$ 160,128.00
	Contingency		30%	\$ 300,240.00
	<b>Total</b>			<b>\$ 1,461,168.00</b>
<b>2 Lower Plaza</b>				
	Demo	19,000 SF	\$ 0.25	\$ 4,750.00
	Erosion Control - Roughly 3% of overall project c	1 LS	\$ 50,000.00	\$ 50,000.00
	Grading	2,800 CY	\$ 20.00	\$ 56,000.00
	Boardwalk Connection	170 LF	\$ 700.00	\$ 119,000.00
	Paving	18,600 SF	\$ 20.00	\$ 372,000.00
	Lighting	1 LS	\$ 20,000.00	\$ 20,000.00
	Misc Utilities & Connections	1 LS	\$ 10,000.00	\$ 10,000.00
	Stairs / Ramp / Handrails	380 LF	\$ 25.00	\$ 9,500.00
	Seatwall / Railing	275 LF	\$ 50.00	\$ 13,750.00
	Nature Play Area	1 LS	\$ 400,000.00	\$ 400,000.00
	Trees & grates @ plaza	40 EA	\$ 400.00	\$ 16,000.00
	Riparian revegetation (native trees & shrubs)	15,000 SF	\$ 12.00	\$ 180,000.00
	Planting & Irrigation	20,000 SF	\$ 8.00	\$ 160,000.00
	Furnishings	1 LS	\$ 22,000.00	\$ 22,000.00
	Soft Costs (design, permitting & inflation)		16%	\$ 229,280.00
	Contingency		30%	\$ 429,900.00
	<b>Total</b>			<b>\$ 2,092,180.00</b>
				\$ -
				\$ -
<b>Construction Subtotal</b>				<b>\$ 3,553,348.00</b>



# Plazas, Parks and Trails- Cost Estimate

