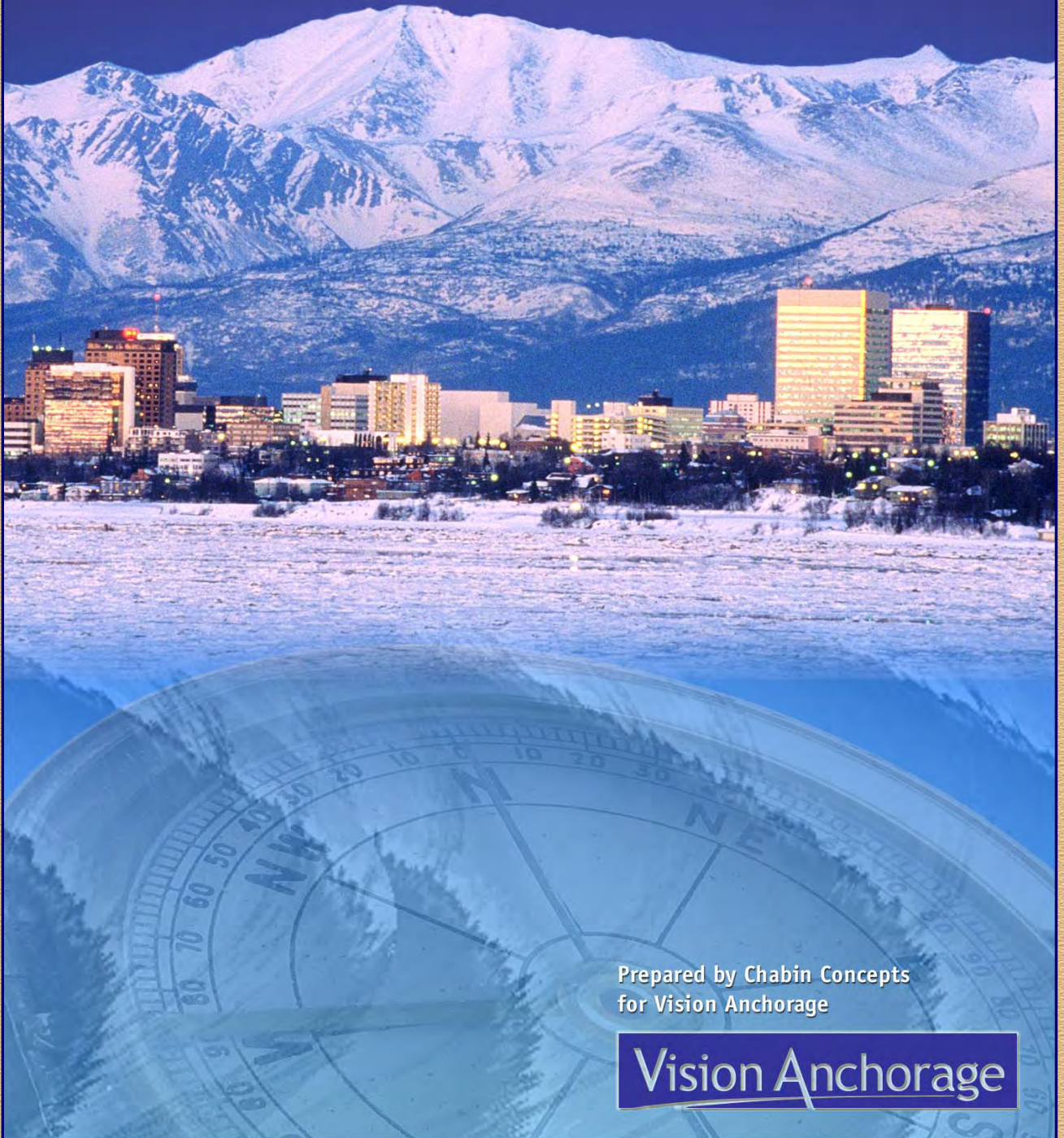


Call to Action

Creating and sustaining economic vitality in Anchorage



Prepared by Chabin Concepts
for Vision Anchorage

Vision Anchorage

Call to Action

Creating and sustaining economic vitality in Anchorage

Prepared by The Chabin Concepts Team

2889 Cohasset Road, Suite 5 | Chico, CA 95973 | 503.345.0364
chabininc@aol.com

Prepared for Vision Anchorage

c/o Anchorage Economic Development Corporation
900 West Fifth Avenue, Suite 300 | Anchorage, AK 99501 | 907.258.3700
www.aedcweb.com

November 2002



*Cover photo of Anchorage provided by
Anchorage Convention and Visitors Bureau (www.anchorage.net)*

What is Vision Anchorage?

Vision Anchorage, a steering committee of 40 representatives from the public and private sectors, was formed to develop an economic development plan for the Anchorage area. This plan will serve as a blueprint for economic revitalization, job creation, and new business investment. Preparing an economic development plan is a systematic way to set the stage to manage change and create the best possible future by integrating the needs of residents and businesses with municipal goals.

In April 2002, we selected the Chabin Concepts Team, a private economic development consulting firm, to prepare the plan. At our behest, they sought public input at every stage of the process—from interviews, to facilitated work sessions, to a public forum in July to review the interim findings. While we desired—and got—an outside perspective on the strengths and weaknesses of our community’s economic climate, this document also largely reflects local sentiment. The reader may not

*Vision Anchorage Mission:
“Through a collaborative approach, align the essential public and private sector organizations behind the compelling vision of Anchorage’s economic future and provide the leadership necessary to successfully implement the bold and progressive economic development action plan for Anchorage.”*

agree with every point in this plan, but what is important is that there is agreement on the need for action.

Further public input will also be sought prior to implementation of this report. We plan to conduct a second economic forum to review this final report and present Vision Anchorage’s implementation plan.

The Need for a Call to Action

The Chabin Team has identified a list of “warning signs” that indicates all is not well in the Anchorage economy. Changing external forces threaten our quality of life:

- Revenues from the once-dominant oil and seafood industries have steeply declined.
- Wage rates have been declining, even as jobs increase.
- State fiscal problems make funding uncertain.
- Uncertainty of Federal spending in Alaska over the long-term.

Internal factors leave us vulnerable to the impact of these changes; among them:

- Lack of collaboration
- An under-prepared workforce
- The loss of young, educated workers to the lower 48 states
- Lack of ready-to-go land to support business diversification

The question is not if Anchorage will change, but how. We must take control of our destiny. In the words of the Chabin Team, “Taking control

means strong visionary leadership stepping forward, organizations operating as a network with the community engaged and involved in the process.”

The Need for Leadership

The vision for the economy goes beyond simple issues of infrastructure. This economic development plan supports the community’s vision for a sustainable, broad-based economy. In the five strategic initiatives presented in this report, the Chabin Team has laid out many of the steps we must take now to ensure that there will be sufficient economic development to support our schools, public services, and our quality of life.

We must also be prepared to support those projects and industries that will enhance the economic future of our community that may not have been emphasized in the Chabin report. Early in the implementation process, Vision Anchorage plans to establish a priority listing of such projects and industries that we would support. In this regard, we will be including on our list such economic development projects as ANWR and the natural gas pipeline and the oil and gas and visitor and convention industries, which have been major drivers in Anchorage’s economy. We must also support our

military, another major economic driver, to ensure that our community continues to value its presence and that its ability to perform its mission is not impaired. Continued sources of natural gas for the south central region will also be high on our agenda.

From creating appropriate competitive business incentives to supporting a business friendly solution for the budget deficit, we must be willing to take the initiative and work with State government on a myriad of issues affecting economic development. And when UAA, APU or the ASD needs business leadership to improve program linkage to the business community, we must be willing to step in to assist.

Many of the steps outlined in this report must be taken quickly and simultaneously. That requires leadership. It also requires collaboration in the area of economic development on a scale Anchorage has not seen before. If collaboration and effective leadership from the business community don’t happen, nothing else will work.

Rick Morrison
Chairman, Vision Anchorage
September 2002

Vision Anchorage Steering Committee

Bob Acree • Glacier Brewhouse
Eleanor Andrews • The Andrews Group, Inc.
Dennis Bird • Federal Express Corporation
Eric Britten • CSX Lines
Bruce Bustamante • Anchorage Convention and Visitor's Bureau
Larry Cash • RIM Architects, Inc.
Roger Chan • VECO Corporation
Sherry Combs, British Petroleum
Lynn Dixon • Cook Inlet Book Company
Mary Beth Geagan • CTG
Dick Dworsky • Municipality of Anchorage
George Findling • Phillips Alaska, Inc.
Jan Fredericks • UAA-Small Business Development Center
Mano Frey • Alaska Laborers Int'l Union Local 341
Pat Gamble • Alaska Railroad Corporation
Jim Gorski • Hughes Thorsness Powell Huddleston & Bauman, LLC
Joe Griffith • Chugach Electric Association Inc
Ernie Hall • Alaska Furniture Manufacturers Inc
Mark Hamilton • University of Alaska
Mary Hughes • Hughes Thorsness Powell Huddleston & Bauman, LLC
Wilson Hughes • GCI
Tony Izzo • Enstar Natural Gas Co.
Ed Lamb • Alaska Regional Hospital

Shane Langland • Eagle Enterprises, Inc.
Betsy Lawer • First National Bank of Anchorage
Kirk McGee • Cook Inlet Region, Inc.
Rich Monroe • First National Bank of Anchorage
Rick Morrison • EERO/VW/Isuzu/Porsche/Audi
Mel Nichols • DOWL Engineers
Douglas North • Alaska Pacific University
Jim Palmer • Eagle River Chamber of Commerce
Mary Ann Pease • Alaska Communications System
Brad Phillips • Phillips Cruises & Tours
Mort Plumb • Ted Stevens International Airport
Kathy Porterfield • KPMG
Bill Price • Eklutna, Inc. & Eagle River Chamber of Commerce
Ralph Samuels • PenAir
Mike Sexton • Anchorage Daily News
Richard Strutz • Wells Fargo Bank Alaska
Ken Thompson • Pacific Rim Leadership
Dick Traini • Municipality of Anchorage
George Vakalis • ASD and Anchorage Chamber of Commerce

Support Staff

Larry Crawford • Anchorage Economic Development Corporation
Kevin M. Pearson • Anchorage Economic Development Corporation

Table of Contents

Anchorage-An Economy at Risk?	1
Implementation Steps	5
Organizational Responsibilities	9
Vision Anchorage Monitoring	15
Five Strategic Initiatives:	17
I. Collaborative Leadership Initiative	19
II. Readiness Initiative	39
III. Workforce Development Initiative	47
IV. Education Initiative	53
V. Business Development Initiative	61
Bibliography	85
Supporting Documents	
Report 1: Economic Base Analysis	
Report 2: Business Climate Analysis	
Report 3: Organizational Analysis	
Report 4: Competitor City Analysis	
Report 5: Industry Targeting	
Report 6: Marketing Assessment and Strategy	

Executive Summary

The Process

The recommendations in this plan are based on the findings in six reports prepared between May and August 2002. The complete reports can be found at www.aedcweb.com.

- **Report 1: Economic Base Analysis**
Examined Anchorage's strategic opportunities and identified existing and looming threats.
- **Report 2: Business Climate Analysis**
Assessed and ranked Anchorage as a place to do business.
- **Report 3: Organizational Analysis**
Assessed Anchorage's economic development organizations' ability to provide relevant, coordinated business development services.
- **Report 4: Competitor City Analysis**
Compared the Anchorage business climate with nine other metro areas.
- **Report 5: Industry Targeting**
Identified industries that have the highest likelihood for success in the local region.
- **Report 6: Marketing Assessment**
Analyzed market perceptions of Anchorage by external audiences and audited existing marketing tools.

A variety of methods were employed to assess the strengths and weaknesses of the Anchorage economy as it appeared to "insiders" and "outsiders":

- **Research**
Examination of the existing data included an economic base analysis, a comparative analysis of competitor cities, and identification of target industries. An audit of existing marketing materials was also conducted.
- **Site Selector Input**
For a greater perspective on Anchorage's appeal to businesses, a site selection consultant was asked to tour Anchorage as if he were searching for a business location and provide feedback.
- **Facilitated Work Sessions and Interviews**
Over 75 key stakeholders were interviewed, representing local business, economic development, and service industries. More than 100 individuals participated in seven industry-specific, facilitated work sessions held in May. Finally, a forum was held in July to review the interim findings with the general public.



Seven industry-specific facilitated work sessions were held in June.

Findings

The bad news for Anchorage is that the community is not fully engaged in economic development. The good news is that many of the identified weaknesses are readiness issues that can be remedied.

The "do nothing" alternative is a continued economic reliance on oil, gas, seafood, and federal spending. Simply stated, the do-nothing alternative is not sustainable. Continued reliance on declining industries and federal spending is a slippery slope.

Anchorage will need to create wealth to compensate for the deficit between available revenue and desired services. To do so, the economy must diversify. Before that diversification can take place, five key Strategic Initiatives must be undertaken.

Strategic Initiatives

The Economic Development Plan presented in this document provides five Strategic Initiatives that address the needs identified in the preceding reports.

I. Collaborative Leadership

Each organization has been doing a good job individually. Now they must come together to achieve quicker results. Anchorage must focus all of its resources. Leadership must move from a "spectator sport" to an action-oriented body working together to accomplish the required initiatives.

II. Readiness

A critical component of time-to-market for a business that needs to expand is the availability of developable land, vacant buildings, and public services. Anchorage must begin to plan and develop an industrial park and streamline the development review process.

III. Workforce Development

Employers need improved access to programs that handle skill development, training, Welfare-to-Work issues, and education reform.

IV. Education

Anchorage needs to provide students at all levels with the practical skills required by employers. Additionally, there is a need to retain Anchorage's college graduates.

V. Business Development

Anchorage's economy has been dominated by industries which have been steadily declining. New industries are needed to fill the breach. Key opportunities include Global Logistics and Information and Communications. A marketing plan was prepared to support the Business Attraction element of this initiative.

If the Readiness, Workforce, and Education initiatives do not occur, it will be difficult to accomplish the economic stimulus and job creation goals of Business Development. If Collaboration is not successful, the ability to accomplish the other four will be limited.

Implementation

Taken as a whole, the five proposed Strategic Initiatives may seem daunting; however, each step builds upon and supports the next. Detailed action tasks are provided in this report to guide each initiative.

Priorities

The following actions are the most urgent steps for Vision Anchorage to initiate:

1. Create a platform for all organizations to participate
2. Bring the major economic development organizations together to champion initiatives
3. Support other initiatives that enhance the economic vitality of Anchorage
4. Encourage participation in the Initiative Networks to promote the leveraging of resources and support projects that address Vision Anchorage's mission
5. Take the message to the public

6. Provide oversight to the Anchorage Collaborative Network
7. Identify issues to address

Anticipated Accomplishments

The biggest accomplishment that can be achieved is adoption of the *Call to Action* by all key entities, with their commitment to actively partner with Vision Anchorage:

1. Champions agree to implement and be responsible for each initiative.
2. Champions for each initiative invite participation of all resource organizations to review and revise, if needed, the strategic initiatives for implementation.
3. The public is informed of progress related to each initiative.

Monitoring

Monitoring implementation of the *Call to Action* plan will be the responsibility of Vision Anchorage. Vision Anchorage will review progress on a quarterly basis and publish a *Call to Action* annual report. Vision Anchorage will also be responsible for tracking changes in the economy and quality of life in Anchorage.

Overview of Strategic Initiatives for Anchorage

Strategic Initiatives have been developed for each of five key action areas.

Some initiatives can have more than one champion; for example, the Business Development Initiative involves AEDC, Chamber, University, SBDC, ACVB and High Tech Business Council.

Strategic Initiative	Key Activities
1. Collaborative Leadership <i>Vision Anchorage</i>	<ul style="list-style-type: none"> ▪ Organize the Strategic Initiative Network to facilitate collaboration among organizations. ▪ Ensure there is adequate revenue base to fund municipal services. ▪ Inform the public of the issues facing Anchorage.
2. Readiness <i>AEDC</i> <i>Muni</i>	<ul style="list-style-type: none"> ▪ Ensure there is range of ready-to-build sites to accommodate expansion needs of business. ▪ Create customer-driven development review process.
3. Workforce Development <i>Muni-WIB</i>	<ul style="list-style-type: none"> ▪ Create a strong network between workforce and economic development that seamlessly delivers services to new and existing employers.
4. Education <i>ASD</i> <i>UAA</i>	<ul style="list-style-type: none"> ▪ Develop a K-12 business-education collaborative ▪ Strengthen partnership between higher education and business community.
5. Business Development <i>AEDC</i> <i>Chamber</i> <i>High Tech Business Council</i> <i>UAA</i> <i>ACVB</i>	<ul style="list-style-type: none"> ▪ Position Anchorage as a premier Global Logistics location. ▪ Support and expand current marketing and business attraction program. ▪ Support creation of local technology start-ups and other entrepreneurial efforts. ▪ Develop a formal program to encourage partnerships between UAA resources and private industry to facilitate technology transfer opportunities. ▪ Retain and expand existing businesses.

Anchorage-An Economy at Risk?

Red Flags for an Economy at Risk

With the recent completion of the Anchorage 2020 Comprehensive Plan, the Anchorage community voiced strong support for a better-planned community. To a large extent, the health of the economy will determine whether or not that plan can be accomplished. The purpose of this report was to examine the economy for trouble signs and recommend strategies for improvement.

There were many signs of trouble ahead; among them:

- Oil revenues declined from 40-50 percent of the GSP to about 20 percent between the 1980s and late 1990s.
- Only 1 percent of the land can be developed to create revenue for the other 99 percent of the community, so it must produce at the highest level.
- The state fiscal crisis will reduce the level of services provided at the local level.
- Average wages are declining.
- The workforce is aging and a significant proportion of Anchorage's youth are seeking opportunities elsewhere.

Anchorage: A Community At Risk

Leadership Warning Signs

- Warning Sign: No strong sense of urgency for action
- Warning Sign: Leadership is a spectator sport, it is someone else's responsibility
- Warning Sign: Lack of consensus regarding which activities will provide the most benefit to Anchorage
- Warning Sign: Weak coordination among economic development organizations and community agencies

Enterprise Warning Signs

- Warning Sign: State fiscal crisis
- Warning Sign: Decline in Gross State Product
- Warning Sign: Perception of a weak business climate
- Warning Sign: Significant decline of traditional industries
- Warning Sign: Portfolio of industries is changing (economic base industries are being replaced with local serving retail and service)

Business Infrastructure Warning Signs

- Warning Sign: New workforce lacks basic skills needed by employers (soft and hard)
- Warning Sign: Weak IT training in school (math, science, and computers)
- Warning Sign: Weak vocational training programs
- Warning Sign: Weak collaborative network among agencies serving businesses
- Warning Sign: Disconnection between workforce development and business community

Readiness Warning Signs

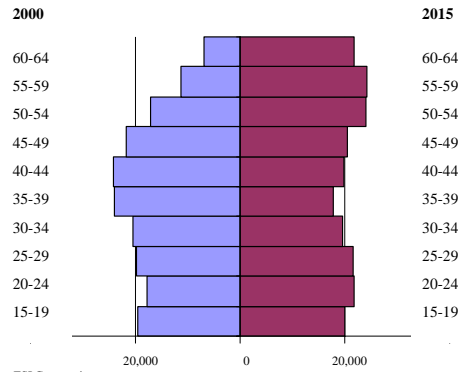
- Warning Sign: No ready-to-go sites
- Warning Sign: Neglected land use planning for business development
- Warning Sign: Lack of investment in business parks
- Warning Sign: Inconsistent regulatory process that is not well communicated
- Warning Sign: No clear economic agenda

- A study by Tischler & Associates found that none of the five growth scenarios in Anchorage 2020 could be supported by current revenues.

WARNING SIGN: Anchorage will experience a shrinking workforce.

“We need business and political leadership to make changes and take a risk. There is currently no reason to take a risk. Only the Native corporations take a risk”
–Work Session Participant

Age Distribution in Scenario in Anchorage, 2000 and 2015

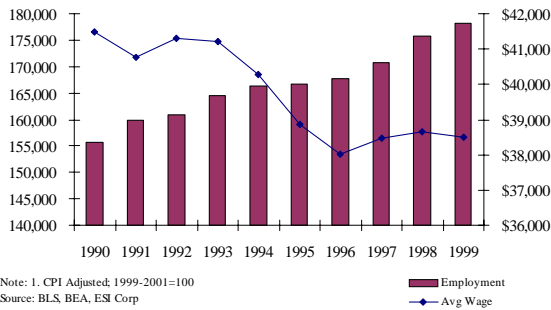


Source: Census, ESI Corporation

All told, the following factors stand out as red flag warning signs.

WARNING SIGN: While employment has increased, annual wages have dropped.

Average Annual Wages Compared to Average Annual Employment in Anchorage 1990 to 1999



Note: 1. CPI Adjusted; 1999-2001=100
 Source: BLS, BEA, ESI Corp

■ **Leadership Warning Signs**

A healthy economy is a partnership between business, local government, community groups, and residents. In Anchorage, every organization is an island and there is not a lot of communication between them.

■ **Enterprise Warning Signs**

As oil production declines, higher paying jobs are lost and revenues to state and local governments decline. The state has had chronic budget shortfalls and has dipped into the budget reserve.

“Oil company jobs are being replaced by Wal-Mart jobs.”
–Work Session Participant

■ **Business Infrastructure Warning Signs**

A poorly prepared labor force acts as a ceiling on economic development. While schools are well-funded and test scores are above average, there is a disconnect between education and the business community. The skilled worker pool is shrinking.

■ **Readiness Warning Signs**

There is a lack of investment in industrial sites and business parks. There are no ready-to-go industrial sites and no clearinghouse of information about available sites and buildings. There is neglected land use planning for business development.

WARNING SIGN: Anchorage's "Education Quotient," a measure of graduate outcome and a community's commitment to education, is the lowest among the Alaska districts evaluated by Expansion Management.

Education Quotient

CITY	SCHOOL DISTRICT	EQ	RATING
Anchorage	Anchorage School Dist.	101	Green
Fairbanks	Fairbanks North Star Boro. School Dist.	127	Gold
Juneau	Juneau Borough Schools	122	Blue
Soldotna	Kenai Peninsula Borough Schools	111	Blue

Source: Expansion Management, Dec. 2001
 Notes: Gold = top 18 percent; Blue = top 33 percent; Green = middle half

**Warning Signs:
 Comments by
 Workshop Participants**

*“We’re spoiled—we don’t pay our way.”
 –Work Session Participant*

“Many businesses are involved with school/business partnerships and school-to-career programs, but there still is a disconnection between business and schools.” –Work Session Participant

“We’ve paid people for a generation (through the Permanent Fund). They expect services without paying for them.” –Work Session Participant

“All increases in per capita income are due to the Permanent Fund Dividend and federal spending.” –Work Session Participant

Implementation Steps

Priority Action Steps & Focus for Vision Anchorage

1. Create the platform from which all organizations can participate – Anchorage Collaborative Network

- Agree to continue as a formal network – Vision Anchorage (*formalize title, i.e., “Partnership, Council”*).
- Confirm AEDC will provide initial staff support to Vision Anchorage.

Staff support is critical to assist with pulling together 1) the partnering organizations, 2) administrative services and 3) implementation of Vision Anchorage initiatives

- Adopt the Anchorage *Call to Action* (Economic Development Plan).

Vision Anchorage needs to adopt the plan and then get the organizations to work as networks to implement the initiatives. Vision Anchorage needs to use its influence to bring organizations to the table then let the networks implement the initiatives.

2. Bring the major economic development-related organizations (Muni, AEDC, Anchorage Chamber, AVCB, Anchorage School District) together to Champion initiatives.

AEDC staff can help Vision Anchorage with outreach to the other major economic development-related organizations, and assist in organizing and obtaining their commitments to participate in the Collaborative Network.

- Vision Anchorage must take the *Call to Action* to each organization and get them to sign on as Champions or Co-Champions for initiatives, participate on the Executive Committee with Vision Anchorage, sign Memorandums of Understanding, oversee and implement appropriate initiatives.
 - Appoint the Champions. The Champions should set a schedule to organize the network for their initiative. As the networks are organized their first priority would be to review their initiative and related action items as proposed in the *Call to Action*. The Champion, on behalf of the network, would bring back to Vision Anchorage a revised (if needed) plan of action for the initiative with a timetable for implementing action to achieve the objectives.
3. Support other initiatives that enhance the economic vitality of Anchorage.
 - There are other ongoing projects that will contribute to improving the Anchorage economy, such as ANWR, a natural gas pipeline, downtown improvements, expansion of the visitor and convention industry.
 - Prepare a listing of projects and industries to prioritize support.
 - Vision Anchorage should meet with those project leaders to review Vision Anchorage’s mission, initiative, and strategy.

- Invite the projects to be listed under the appropriate initiative. For example, downtown improvements should be an action item of the Readiness Initiative; expanding the visitors and convention industry should be an action item of Business Development.

4. Vision Anchorage should encourage participation in the Initiative Networks, leveraging resources and supporting other projects that achieve Vision Anchorage’s mission and vision.
5. Take the message to the public-communications
 - Vision Anchorage’s efforts have defined the problems that will affect Anchorage’s economic future.
 - Take that message, *Call to Action*, to the public. The public needs to be informed that if things don’t change, and if the economy doesn’t grow in Anchorage, there will be consequences (decline in service levels, continued loss of high paying jobs, etc.).
6. Provide oversight to the Anchorage Collaborative Networks.
 - Hold quarterly meetings with Champions and their networks to review actions taken on the initiatives.
 - Report to the public.
7. Identify other issues that need action
 - Establish a Tax & Fiscal Policy Committee with Champions

Anticipated Year 1 Accomplishments by Vision Anchorage

The biggest accomplishment that can be achieved is adoption of the *Call to Action* by all key agencies and organizations with their commitment to actively partner with Vision Anchorage. Collaboration, alignment of resources, and joint implementation of the initiatives to address issues was identified at the Economic Forum, July 2002, as the number one priority.

1. Collaboration:

- Champions sign MOU, agree to implement an initiative and bring other resource organizations together to form an Initiative Network.
- Champions would lead and be responsible for each initiative and report back to Vision Anchorage.

AEDC staff could help organize network meetings and review with the networks the purpose of the Call to Action and Vision Anchorage.

2. Champions leading an initiative would invite all the resource organizations that work in that initiative arena (formally or informally) together to review the relevant background material (e.g., Economic Base Analysis, Business Climate Analysis and Organizational Analysis) and the *Call to Action*. Each organization would take ownership of the initiative, review as a Network, agree on what they can and cannot do, revise the goals, objec-

tives and strategies for implementation as needed, and take it back to Vision Anchorage with a commitment and timeline to work on the initiative.

The Networks need to be able to make changes to the proposed initiatives so they can align their resources with the initiative (e.g., internal staffing and funding priorities). The resource organizations for an initiative may already be working on similar initiatives, goals and objectives – the network provides the opportunity to collaborative and leverage efforts and resources.

Vision Anchorage, as an umbrella organization, can monitor progress and support the continued commitment of each partner to implementation.

3. Implement a communications plan with the public.

Potential Year 1 Projects

Vision Anchorage should endorse the following projects – assuming the Champions agree to implement the initiatives. These could be initiated but not necessarily completed:

Readiness Initiative:

- Identify and plan a “shovel-ready” business park.
- Develop a logistic park at Airport.
- Develop a Web-based searchable real estate inventory.
- Identify under-utilized parcels.
- Plan and develop the downtown as an urban commercial center.

Business Development Initiative:

- Business Attraction
 - Implement marketing recommendations.
 - Continue focus on Global Logistics – product development and creation of incentives.
 - Develop strategy to recruit Alaska Airlines to put their headquarters in Anchorage.
 - Implement recruitment of Information & Communications Industry.
- Technology & Entrepreneurial Business
 - Support existing groups, e.g., ASTF.
 - Connect to established venture capital programs.
- Business Retention & Expansion
 - Organize the Business Retention Program and segment the industry sectors.
- Visitor & Convention
 - Continue promotion of Anchorage as a visitor destination.
 - Initiate a visitor destination assessment.

Organizational Responsibilities

Strategic Initiative	Lead	Network Partners
I. Collaborative Leadership Initiative	Champion: Vision Anchorage	
Objective 1: Create a structure where organizations and institutions can collaborate.		
Priority Action 1: Create a model, Collaborative Network Forum, that brings together leaders and organizations from business, government, education, and the community to agree on an economic agenda and implement it.	Vision Anchorage	MOA, AEDC, ACVB, Chamber, UAA
Priority Action 2: Establish an operational structure for Vision Anchorage that facilitates promoting the Call to Action and begins to implement the strategic initiatives.	Vision Anchorage	MOA, AEDC, ACVB, Chamber, UAA
Priority Action 3: While leadership is a vital ingredient, the buy-in of collaborative institutions and organizations is needed to implement the initiatives and to sustain momentum.	Vision Anchorage	Leadership Council, AEDC, ACVB, Chamber, UAA, ASD
Priority Action 4: Increase Partners and Leadership Council members and develop the Strategic Initiative Network.	Vision Anchorage	MOA, AEDC, ACVB, Chamber of Commerce, UAA
Objective 2: Organize the Strategic Initiative Networks to begin implementation.	Champions, Partners	Vision Anchorage staff, facilitator, Partners, and leaders
Objective 3: Create a communications system to inform the public of the issues facing Anchorage and to coordinate efforts among the networks.	Vision Anchorage	Partners and Leadership Council
Objective 4: Ensure that all community interests are vested in the economic development strategy (Call to Action), there is open communication, and a willingness to implement the initiatives contained in the plan that support both economic and community development goals.	Vision Anchorage	Partners, Leadership Council, Facilitator
Objective 5: Support regional economic and community development efforts that provide mutual benefits to Anchorage and the region.	Executive Committee	Partners and Leadership Council
Objective 6: Ensure there is a diverse and adequate revenue base to fund municipal services in Anchorage, support a vibrant economy, and a high quality of life.	Vision Anchorage	Institute of Social and Economic Research, MOA, Chamber of Commerce, ACVB, ASTF, AIDEA, AEDC, local financial institutions, and others as appropriate

Strategic Initiative	Lead	Network Partners
II. Readiness Initiative	Champion: AEDC Co-Chair: MOA	
Objective 1: Ensure there is a range of ready-to-build sites available to meet the expansion needs of new and existing businesses in Anchorage.		
Priority Action 1: Identify vacant sites (of five or more acres) in Anchorage with the greatest potential for immediate development as 1) a logistics park near the Airport, and 2) an industrial business park for other businesses.	AEDC and Anchorage Muni Department of Planning, Development, and Public Works	Airport, AIDEA, other MOA departments (such as Environmental Services), Heritage Land Bank and Real Estate Services, real estate brokerages, utility providers, Native Corporations, private financing institutions, representative from community-based environmental group.
Priority Action 2: As part of the site and building inventory, identify underutilized parcels with established infrastructure but that require parcel assembly, redevelopment, or more customized development guidelines.	AEDC and Anchorage Muni Department of Planning, Development, and Public Works	Airport, AIDEA, Environmental Services, Heritage Land Bank and Real Estate Services, utility providers, property owners, Native Corporations, private financing institutions, etc.
Objective 2: Create a customer-driven development review process that is: responsive to market timelines; consistent, fair and predictable in terms of interpretation and application of regulatory requirements; and consistent and supportive of the Muni's approved land use plans and community development goals.	Anchorage Muni Workforce Development Division	Other MOA departments, Heritage Land Bank and Real Estate Office, Anchorage Chamber of Commerce, AEDC, and local real estate industry organizations
Objective 3: Create a vibrant urban environment that appeals to knowledge-worker businesses and supports economic vitality in the downtown.	Muni Administration and Muni Department of Planning, Development, and Public Works	Anchorage Chamber of Commerce, AEDC, community-based groups, Native Corporations, downtown property owners and businesses, community residents.
III. Workforce Development Initiative	Champion: Work Force Investment Board	
Objective 1: Create a strong network between workforce and economic development that seamlessly delivers premier workforce development services to new and existing employers.		Partners and Leadership Council
Priority Action 1: Workforce development organizations need to organize their programs and services in such a way as to be easily accessed by existing businesses and economic developers who are responsible for working with existing businesses and for recruiting new business.	Anchorage-Mat-Su Workforce Investment Board (WIB), Anchorage Muni, Workforce Development Division	One-Stop Partners and other agencies that provide workforce training and development services, including temporary employment agencies
Priority Action 2: Workforce development organizations need to partner with economic development interests to seamlessly brand, package, and deliver workforce development services, resources, and incentives to new and existing businesses.	Anchorage Muni Workforce Development Division, and Anchorage-Mat Su WIB	Economic development organizations, individual businesses, and business and industry associations

Strategic Initiative	Lead	Network Partners
III. Workforce Development Initiative (Continued)		
<p>Priority Action 3: The WIB should identify gaps in the existing service delivery system and address the need for new and expanded industry-specific training.</p>	<p>Anchorage MOA Workforce Development Division & Anchorage-Mat Su WIB</p>	<p>Economic development organizations, individual businesses, and businesses and industry associations.</p>
IV. Education Initiative	<p>Champion: UAA (Higher Ed.) ASD (K-12)</p>	
<p>Objective 1: Develop a K-12 business-education collaborative where both the business community and education are "fully invested partners" in improving student performance in the hard skills (i.e. basic mathematics, problem solving, and reading) and with the soft skills (i.e. effective oral and written communication and the ability to work in groups), and with the ability to use personal computers to carry out basic tasks.</p>		
<p>Priority Action 1: Support ASD's commitment to improve student performance and achievement by having business leaders act as mentors to our students and volunteer their time in the education process.</p>	<p>ASD and Vision Anchorage Education Network Partners</p>	<p>The WIB, the WIB Youth Council, business and industry associations, community groups, and parents</p>
<p>Priority Action 2: Support the enhancement and expansion of programs as well as the capacity of the King Career Center. This should be done in collaboration with the business community so as to fully understand what the community's needs are and how to best support this needs. This would also include providing mentors from the business community and opportunities for internships and on-the-job training.</p>	<p>ASD, King Career Center, and applied technology schools</p>	<p>Industry associations, UAA Small Business Development Center, school business partnerships, and chambers</p>
<p>Objective 2: Strengthen the partnership between higher education and the business community to allow for greater success in accessing local employment and career opportunities for Alaskans, and to strengthen the skills and qualifications of adult learners already in the workforce..</p>		
<p>Priority Action 1: Develop a formalized resource and referral network for UAA and APU graduates.</p>	<p>UAA and APU career and guidance centers, student alumni associations</p>	<p>Business and industry associations</p>
<p>Priority Action 2: Continue to develop the logistics program at UAA into a premier international logistics program.</p>	<p>UAA</p>	<p>AEDC, MOA, Airport, Workforce Development Network Partners</p>
<p>Priority Action 3: Continue to develop the Degree Program at Alaska Pacific University as a high quality undergraduate leadership program for Anchorage working adults.</p>	<p>Alaska Pacific University</p>	<p>Leadership Council and Chamber of Commerce</p>

Strategic Initiative	Lead	Network Partners
V. Business Development Initiative	Champion: AEDC	
Objective 1: Create an image tht positions Anchorage as a recognized premier Global Logistics location.		
Priority Action 1: Continue to support the development of the Global Logistics industry sector in Anchorage.	AEDC	Chamber of Commerce, WTC, ACVB, Manufacturers Association, AOGA, TSIA, RDC, DCED, AIDEA, SBDC, local real estate community, and industry associations
Objective 2: Support and expand the activities of the current marketing and business attraction program.		
Priority Action 1: Support and expand the activities of the current marketing and business attraction program being implemented by AEDC.	AEDC	Airport, MOA, Readiness Network, real estate community, local industry organizations and associations
Priority Action 2: Continue to support the development of the Information and Communications industry sector in Anchorage.	AEDC	MOA, Readiness Network, local industry associations, telecom companies, Workforce Development Network
Priority Action 3: Create or assemble information and materials required to effectively implement the recommended marketing, business development, and sales activities.	AEDC	MOA, real estate community, AIDEA, Airport, utilities, organizations and agencies providing services and incentives to businesses
Priority Action 4: Complete the CEDS plan.	Muni	Anchorage/Eagle River Chambers of Commerce, WTC, ACVB, AEDC, Manufacturer's Association, AOGA, RCD, DCED, AIDEA, SBDC, local areal estate community, and industry associations
Objective 3: Foster and support the creation of local technology start-ups and other entrepreneurial business efforts.		
Priority Action 1: Ensure there is access to start-up capital, technical assistance, and support to promote these businesses to markets outside the state.	Alaska High Tech Business Council	ASTF, AIDEA, AEDC, AKMA, SBDC, University of Alaska Anchorage, SBDC, Chamber of Commerce
Priority Action 2: Develop a formal program that connects private industry and university researchers and facilitates technology transfer opportunities between private industry and UAA.	UAA Applied Technologies Division	AEDC, ASTF, UAA SBDC, Alaska Manufacturers Association, Alaska High Tech Business Council

Strategic Initiative	Lead	Network Partners
V. Business Development Initiative (Continued)		
Objective 4: Retain existing businesses and work to protect and expand the economic base.		
Priority Action 1: Organize Industry Groups that will work together to identify issues, constraints, and opportunities for the industry as a whole. Develop a support system that offers specialized assistance and that optimizes the value and impact of existing business assistance resources.	Chamber of Commerce	WIB, AEDC, ACVB, SBDC, High Tech Business Council, State of Alaska Department of Community and Economic Development
Priority Action 2: Retain and expand existing "primary" industries through an aggressive outreach program.	AEDC	UAA, SBDC, Alaska Manufacturer's Association, High Tech Business Council, AEDC, Chamber of Commerce
Priority Action 3: Ensure the programs and services required and requested by businesses are available and promoted.	SBDC and Anchorage Chamber of Commerce	AEDC, MOA, ACVB, ASTF, AIDEA, WIB, local banks, training organizations, and other service providers
Priority Action 4: Support tourism and the convention business in its role as a primary industry and as a long-term business recruitment tool.	ACVB	AEDC, Chamber
Priority Action 5: Continue to support existing programs that encourage maximizing local purchases.	Business Development Network	UAA, SBDC, Alaska Manufacturer's Association, High Tech Business Council, AEDC, Chamber of Commerce

Vision Anchorage Monitoring

Monitoring the implementation of the *Call to Action* plan will be the responsibility of the Vision Anchorage. Vision Anchorage's role will be multifaceted and overseeing the work of the Strategic Initiative Networks will be critical to a successful plan implementation. Vision Anchorage will be responsible for the following tasks:

- Monitoring plan progress
- Communicating plan results
- Identifying and updating key community indicators

Each of the Strategic Initiative Networks (Collaborative Leadership, Education, Business Development, Workforce Development, and Readiness) will meet and develop a timeline that includes regular meeting dates and milestones for task implementation. These timelines will be submitted to Vision Anchorage and updated by the Networks as needed.

Vision Anchorage and the Strategic Initiative Networks will meet quarterly to review progress. At these quarterly meetings each Network will make a presentation reporting on tasks implemented and any new strategies that have been developed.

Each year Vision Anchorage will publish a *Call to Action* annual report detailing their efforts and the progress made to date. This information will be distributed to stakeholders and collaborative

partners and will also be presented at an annual Community Forum. Participants at the Forum should include stakeholders, collaborative partners, and the general public.

Measuring Progress

Vision Anchorage will also be responsible for tracking changes in the economy and quality of life of Anchorage. To accomplish this Vision Anchorage will identify key indicators that will be used to track economic performance on an annual basis. Indicators are a useful way to determine if progress towards the overall goals are being achieved and would include the following:

- job growth
- unemployment rate
- economic diversity
- poverty rate
- per capita personal income
- average wages
- housing affordability
- graduation rates and test scores
- retention of UAA graduates
- innovation and entrepreneurship (venture capital, patents, new business start-ups)

On an annual basis an indicator report will be prepared by Vision Anchorage and included in the *Call to Action* annual report.

Five Strategic Initiatives:

I. Collaborative Leadership Initiative	19
Objective 1: Collaborative organizations and institutions	21
Objective 2: Strategic Initiative Networks	32
Objective 3: Communications system	33
Objective 4: Community interests	35
Objective 5: Support regional efforts	36
Objective 6: Adequate revenue base	37
II. Readiness Initiative	39
Objective 1: Ready-to-build sites	40
Objective 2: Customer-driven development review process	43
Objective 3: Vibrant urban environment	45
III. Workforce Development Initiative	47
Objective 1: Workforce and economic development network	48
IV. Education Initiative	53
Objective 1: K-12 business-education collaborative	55
Objective 2: Higher education and the business community	59
V. Business Development Initiative	61
Objective 1: Premier Global Logistics location	63
Objective 2: Marketing and business attraction program	65
Objective 3: Technology start-ups and entrepreneurial business efforts	70
Objective 4: Retain existing businesses	76

I. Collaborative Leadership Initiative

Why is it Important?

The only certainty about the future is its unpredictability. Communities continually change and evolve—how they change is dependent on the actions, and more importantly, the decisions of leaders and facilitators. All communities want to maintain their quality of life, preserve their environment, create higher paying jobs and sustain vibrant economies. These community features don't just happen—hard choices are made, priorities are chosen, resources are allocated, and money is spent or invested back into the community.

The creation of quality jobs that pay sustainable living wages is critical to Anchorage's economic vitality and sustainability and to its ability to provide public services that, in turn, support the community's exceptional quality of life. However, Anchorage's economy is at risk. To secure its future economic health, it is imperative that steps be taken to alter the community's present course and reposition Anchorage to participate competitively in the global economy.

Leadership, collaboration, and a shared vision are essential ingredients to successful community revitalization and reinvention. Interested parties rallying around common goals can achieve more than would be possible for organizations acting on their own. Collaboration is about building networks, supporting and helping mobilize facilitators—people, institutions and organizations—to actively participate in achieving common goals.

Economic and community development organizations and agencies in Anchorage are fragmented and are not operating from a shared vision. A new, inclusive network model that supports the long-term vision and implementation of the economic development plan should be created.

Existing Condition

Leadership in Anchorage has become a spectator sport—a commitment to change is desired but no action is taken. Vision Anchorage—a coalition of private businesses, concerned citizens, business and industry associations, education, and government—spearheaded the development of this *Call to Action*. The intent of the *Call to Action* is to address issues affecting Anchorage's economy and future in a collaborative manner. Even with the completion of this *Call to Action* and acceptance of it as a roadmap to economic vitality, there is still no organization designated to implement it.

Anchorage has a number of organizations addressing various issues of critical importance to the community, including: industry diversification, attraction of new federal spending projects, planning for what the community will look like in the year 2020, paying for essential public services (like education) in the face of declining revenues, ensuring good stewardship of natural resources (e.g. streams, wildlife, air quality), preparing youth for jobs of the new economy, supporting existing business and entrepreneurs, and creating career opportunities for

local youth as they graduate from high school and college. These very important issues are being addressed independently without regard to the synergies between them.

The economic fate of Anchorage is interwoven with that of the State of Alaska, particularly the neighboring Mat-Su and Kenai Boroughs. Each has its own unique attributes and issues that influence economic development. Supporting one another's initiatives builds capacity, enhances regional partnerships, and provides leverage for projects of mutual interest and benefit.

Currently there is no consensus on the priority of the community's economic and social issues. There is also no on-going dialogue and communication between economic development supporters and those who are concerned about environmental issues.

Currently the State of Alaska is facing a billion dollar deficit and it is expected to grow over the coming years. Alaska and the Anchorage Muni can no longer provide quality services without creating new sources of revenue. The Muni's Comprehensive Plan outlined five growth scenarios, none of which projected sufficient revenue to support services and infrastructure. Something has to change.

The Vision Anchorage *Call to Action* was developed with input from many organizations, agencies, and constituent groups. Some of these groups have direct interest in only a few isolated issues within the overall plan while others have a broader range of concern. The purpose of Vision Anchor-

age was to bring together these groups and put their common interests into a broader framework to support mutual success.

Goal

Create a Collaborative Network Forum that is visionary and responsive; supports synergy between the economy and the community; facilitates collaboration across organizations, geography, and diverse sectors; and encourages commitment to sustaining and enhancing the region's economy and quality of life.

The organizations and institutions that make up the Collaborative Network have common goals and offer three main services to businesses:

- Advocate for continually improving the business climate and quality of life.
- Market and promote Anchorage to business and visitors.
- Manage programs that support and assist business to reach success.

“We don't have strong leadership; we're not accustomed to dealing with difficult problems.” –Work Session

Collaborative Leadership

Objective 1: *Create a structure where organizations and institutions can collaborate.*

Priority Action 1

Create a new model, Collaborative Network Forum, that brings together leaders and organizations from business, government, education, and the community to agree on an economic agenda and implement it.

Implementation Tasks

Vision Anchorage should be charged with developing the collaborative network model which includes: creating the organizational structure, defining operations, facilitating buy-in from key groups, and quickly moving from planning to implementation. Actions to be taken:

1. Transition to new Mission.

Vision Anchorage’s original mission was to “*prepare a bold, progressive, and compelling action plan that will develop Anchorage into a Premier American City.*” With that mission accomplished, Vision Anchorage should transition to a new mission that reflects a commitment to implementing the plan:

“Through a collaborative approach, align the essential public and private sector organizations behind the compelling vision of Anchorage’s economic future and provide the leadership necessary to successfully implement the bold and progressive economic development action plan for Anchorage.”

2. Create a Shared and Compelling Vision

Sample Vision:

Anchorage will be a vibrant, competitive metropolitan city that maintains its high quality of life; places a high value on an educated work force; fosters a positive business environment; supports existing businesses by encouraging them to grow and prosper; and attracts new business. Its economy will be increasingly diverse and will provide rewarding economic opportunities to its residents and offer inspiring employment options that encourages the retention and attraction of young talent.

3. Establish Goals

Sample Goals:

- Transition Vision Anchorage Steering Committee to a Collaborative Network Forum
- Work to heal polarization
- Aggressively implement strategic initiatives to begin creating economic sustainability
- Focus efforts on economic stimulus, economic diversification, job creation, and implementation of the *Call to Action* strategic initiatives

Collaborative Leadership

- Become a forum for exchanging new ideas and knowledge on shared challenges and opportunities
- Recommend and support appropriate policy changes
- Continually review, assess, and implement new initiatives that will enhance Anchorage's future

4. Determine Area Served

Vision Anchorage would serve Anchorage Muni

5. Determine Model Structure

Vision Anchorage should be structured as a collaborative network forum that provides leadership, implementation, and coordination of the strategic initiatives through networks of institutions and organizations. Figure: *Model: Collaborative Network*

Collaborative Leadership

The model structure of **Vision Anchorage a Collaborative Network Forum**, is comprised of members in two categories: a **Leadership Council** that includes private sector members, et al, and **Partners**, organizations that facilitate economic, business, and community development. The differentiation between the two categories is that the private sector, the Leadership Council, would guide, drive, support, and promote the initiatives. The organizations and institutions that make up the Partners would facilitate implementation of the initiatives.

Vision Anchorage would support development of strategic initiatives, monitor progress, facilitate internal and external communications, track changes in the economy and quality of life of Anchorage, and serve as a forum for addressing new regional issues.

Realizing that collaborating on the strategic initiatives is beneficial to all, the Partners would champion the initiatives outlined in *Call to Action* and create **Strategic Initiative Networks**. These Networks would consist of diverse organizations and institutions with broad expertise, knowledge, and resources. By acknowledging their common goals and vision, the Networks would collaborate to implement the objectives in the Strategic Initiatives as well as future initiatives supported by Vision Anchorage. Other organizations and institutions may participate in the Strategic Initiative Networks.

6. Agree on Governance

Vision Anchorage would include a broad representation of the community, business, local government, education, environment, and nonprofit leaders. As an inclusive collaborative network, Vision Anchorage would welcome all citizens, organizations, and institutions.

Representatives from Vision Anchorage — Leadership Council (private sector) and Partners (organizations and institutions)— would make up an active Executive Committee. Figure: *Governance Structure*.

- Leadership Council: Private sector leaders who are committed to Vision Anchorage's vision and mission.
- Partners: CEO's of organizations and institutions that are committed to Vision Anchorage's vision and mission, that can champion the Strategic Initiative Networks and are willing to commit resources via Memorandums of Understanding.
- Executive Committee: A 15-member committee composed of nine from the Leadership Council and six from the Partners selected by the initial Vision Anchorage Steering Committee.

Collaborative Leadership

Lead

Vision Anchorage Steering Committee

Network Partners

Muni, AEDC, ACVB, Anchorage/Eagle River Chambers of Commerce, UAA, Anchorage School District

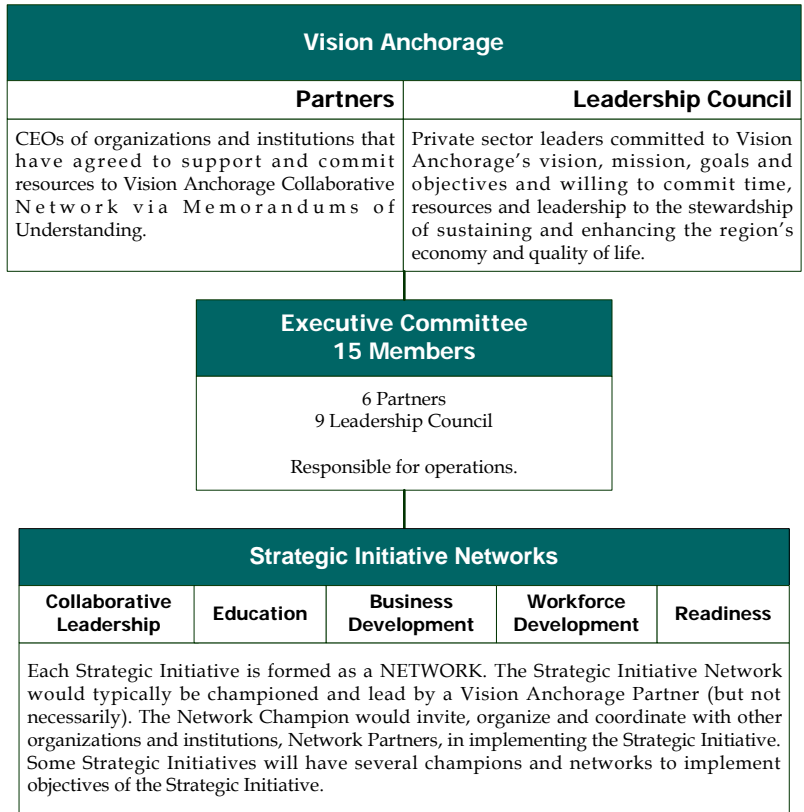
Timeframe/Benchmark

Immediately accept and transition into the Collaborative Network Model.

Commitment to Success

Commitment from the Vision Anchorage Steering Committee, Muni, Public and Private sector leaders to adopt the new and expanded structure and continue to develop and support the Network.

Governance Structure



Collaborative Leadership

Priority Action 2

Establish an operational structure for Vision Anchorage that facilitates promoting the Call to Action and begins to implement the strategic initiatives.

Implementation Tasks

1. Confirm and adopt the vision and accept the draft Strategic Initiatives, *Call to Action*.
2. Obtain agreement from private sector members of the Steering Committee to become part of the Leadership Council.
3. The leadership role of Vision Anchorage would be to drive the process: keep the collaborative network focused on the issues and seeing the bigger picture; track the progress of activities; address local, regional, state and national issues; provide an open forum for hearing and debating new ideas, problems, and issues; assess the need to implement new strategic initiatives; review public policy that affects the economy and/or quality of life in Anchorage; and provide recommendations and support as appropriate. The Chair of Vision Anchorage should be a private sector leader.

The **Executive Committee** would: provide leadership for organizing Vision Anchorage; be the spokespersons for promoting Vision Anchorage; encourage other leaders and organizations to engage in the collaborative network; and monitor the implementation of the *Call to Action*.

The **Partners** would be the organizations and institutions most involved in economic and community development and who have a vested interest in the collaborative mission. Partners would include such organizations and institutions as the Muni, AEDC, ACVB, Chamber of Commerce, UAA, and others. It will be important that Partners sign a Memorandum of Understanding to support Vision Anchorage and implement the Strategic Initiative in the *Call to Action*. This new structure should not be viewed as added responsibility but as an opportunity to leverage resources, network with agencies that have similar goals, and build capacity to efficiently and effectively deal with issues. Existing committees or organizations and institutions should not be disbanded but invited into the network.

Strategic Initiative Networks should be established to implement the five strategic initiatives—Collaborative Leadership, Readiness, Workforce Development, Education and Business Development. The Networks would consist of the leaders, partner organizations and institutions already involved in these activities and would facilitate communication and coordination. Each Strategic Initiative Network would have a Champion(s), an organization or institution committed to organizing the network and engaging members in the implementation tasks. However, as a Network, everyone would be responsible for the success of the Strategic Initiatives.

Collaborative Leadership

5. Establish a regular meeting schedule. Initially, the Vision Anchorage Executive Committee should institute a more aggressive meeting schedule to formalize the organization, the structure, and to begin implementation of the strategic initiatives. For the first three months, the Executive Committee should meet every two weeks. The following is the recommended meeting schedule:

Quarterly: Vision Anchorage – mission

Bi-Weekly: Executive Committee – operations and implementation

As Needed: Strategic Initiative Networks

6. Initially AEDC has offered to provide staff support to Vision Anchorage for organizational implementation, communications and coordination. This should be reviewed annually
7. Organize and implement an internal and external communications plan for Vision Anchorage. A complete internal communications plan would include providing information to other organizations, sharing information, and publicizing progress on the initiatives. The external communications plan would let the public and other interested parties learn about and have access to Vision Anchorage information, activities and accomplishments.

An effective communications tool is a Web site that promotes the mission, goals, and strategic initiatives of Vision Anchorage. *Call to Action* and supporting documents could be posted to provide public access. Also the Networks could use the site to post current actions and reports. The site should be interactive to encourage communications with the public.

Lead

Vision Anchorage

Network Partners

Muni, AEDC, ACVB, Anchorage & Eagle River Chambers of Commerce, UAA

Timeframe/Benchmark

Vision Anchorage Steering Committee should immediately adopt the vision, mission statement and goals of the Collaborative Network Model, accept the initiatives, and establish the Leadership Council.

Immediately set a regular meeting schedule for Vision Anchorage, Executive Committee, Partners, and Strategic Initiatives Network (including date, time, and place).

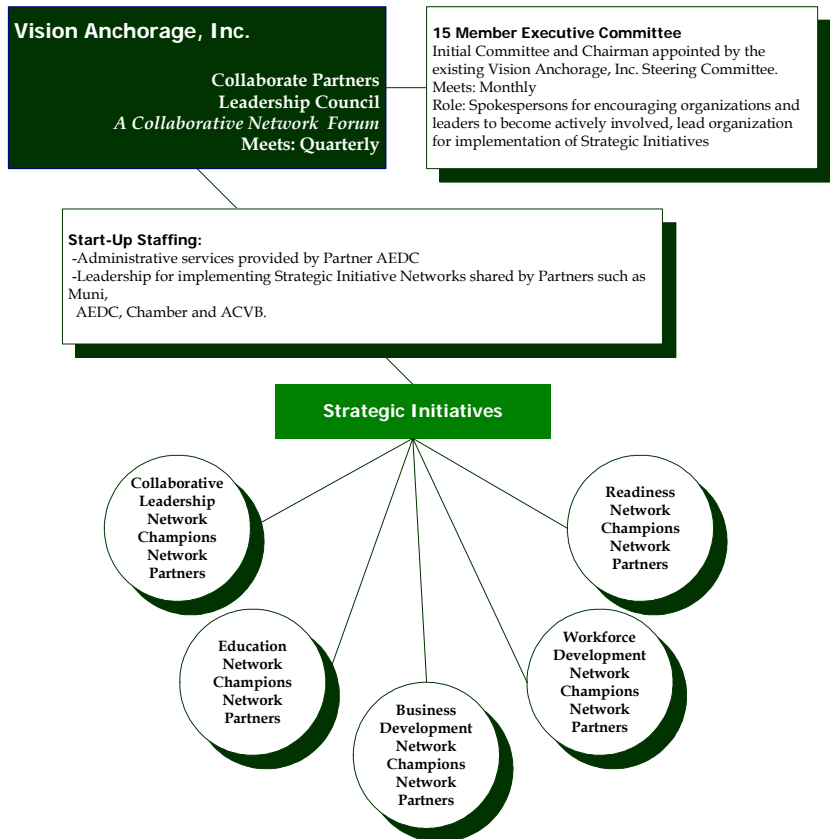
Immediately begin to draft communications plan. Within two months, initiate internal plan; within four months initiate external plan.

Collaborative Leadership

Commitment to Success

Commitment from the Vision Anchorage Steering Committee, Muni, Public and Private sector leaders to adopt the Collaborative Network Model structure, begin implementation, garner public support, and keep the momentum going forward.

Operational Structure



Collaborative Leadership

Sierra Business Council Website www.sbccouncil.org

The Sierra Business Council (SBC) is a nonprofit association of more than five hundred businesses, agencies, and individuals working to secure the economic and environmental health of the Sierra Nevada region for this and future generations. Founded in 1994 and based in Truckee, California, the council explicitly rejects the notion that Sierra communities must choose between economic and environmental health. On the contrary, we view environmental quality as key to the Sierra Nevada's economic prosperity, and natural resource conservation as essential to building regional wealth.

SBC is a resource for business leaders, government officials, and other decision-makers seeking solutions to local and regional challenges. Our work includes research, policy analysis, public education, leadership development, and collaborative initiatives with local partners.

The Council represents a new approach. Our perspective is regional; clearly the challenges our communities face are more alike than different. Our tactics are proactive and collaborative; creative solutions rarely emerge without effective leadership. Our approach is long-term and inclusive; nothing else will ensure our region's lasting prosperity.

Collaborative Leadership

Priority Action 3

While leadership is a vital ingredient, the buy-in of collaborative institutions and organizations is needed to implement the initiatives and to sustain momentum.

Implementation Tasks

1. The major organizations and institutions should formally accept and commit to the Vision Anchorage vision and mission. At a minimum the essential organizations include: Anchorage Muni, AEDC, ACVB, Chamber, UAA, and the ASD. These organizations and institutions should sign MOUs — before a *Call to Action* Forum is held to introduce the plan and strategic initiatives to the public.
2. Collect endorsements from those participating in the Leadership Council that can be used for public promotions.
3. Use the MOUs and Leadership Council endorsements to publicize support of the plan.

Lead

Vision Anchorage

Network Partners

Leadership Council, AEDC, ACVB, Anchorage & Eagle River Chambers of Commerce, UAA, ASD

Timeframe/Benchmark

Immediately upon completion of or initiation of Priority Action 2 items, draft Memorandums of Understanding for signature.

Commitment to Success

Commitment from all potential Network Partners to formally accept Vision Anchorage's vision, mission, and goals and sign an MOU.

Collaborative Leadership

Priority Action 4 Increase Partners and Leadership Council members and develop the Strategic Initiative Network.

- Implementation Tasks**
1. To facilitate the initial challenges inherent in designing and implementing a new organizational structure, staff should be dedicated and responsible for start-up (AEDC will initially assist with implementation.)
 2. Identify Champions from Vision Anchorage to lead the individual Strategic Initiative Networks—Readiness Network, Workforce Development Network, Education Network, Business Development Network, and Collaborative Leadership Network

These Champions must be committed to implementing the initiatives, helping build the network, and accomplishing year one objectives in the proposed timeframe.

Some strategic initiatives, such as Business Development, have multiple objectives that can be championed by different organizations and institutions while still working within the context of the broader network.

3. Facilitate work sessions with potential Partners to get their reactions to the Vision, Mission, Collaborative Network Forum and Strategic Initiative Networks. Solicit recommendations for other members who should be or might be interested in participating in a Strategic Initiative Network.

Potential Partners and Leadership Council Members would include: Anchorage Manufacturers Association, Alaska Science and Technology Foundation, representative from a community based environmental group, Eagle River-Chugiak Chamber of Commerce, military representatives from Fort Richardson and Elmendorf, the WIB, TSIA, industrial and commercial real estate brokers, and private commercial developers.

4. Meet with State organizations and legislators to gather support and endorsements. Integrate their feedback into the *Call to Action* as revised language.
5. Partners that have signed MOUs would actively participate by integrating their expertise, knowledge and resources into the implementation tasks of the Strategic Initiatives.

Collaborative Leadership

Lead

Vision Anchorage

Network Partners

Muni, AEDC, ACVB, Anchorage & Eagle River Chambers of Commerce, UAA

Timeframe/Benchmark

Within one month of the plan's acceptance by Vision Anchorage Steering Committee begin organizing and identifying Champions to lead the Strategic Initiative Networks.

Begin contacting potential Partners and leadership council members within one month of plan's acceptance. In three months, organize the Partners and beginning signing MOUs. Within five months of hiring staff, organize the Strategic Initiative Networks, identify champions and network participants.

Assuming that some of these tasks are completed concurrently, anticipate six months to organize and begin implementing the model

Commitment to Success

It is critical that the Muni, AEDC, ACVB, and Chamber of Commerce, UAA and ASD, step up and accept this plan, sign an MOU, and dedicate resources to launching this effort and accomplishing the Strategic Initiative objectives.

The Partners need to be actively involved in bringing in other regional organizations that will, in turn, solicit participation from other groups until all constituent groups are brought together to accomplish the key objectives.

Collaborative Leadership

Objective 2: *Organize the Strategic Initiative Networks to begin implementation.*

Priority Action 1

As each the Strategic Initiative Network is formed they should prioritize tasks and immediately begin implementation. It is important to achieve small successes in the first year and build momentum for continued action.

Implementation Tasks

1. Once a Champion has been identified for a Strategic Initiative Network, implementation should begin immediately. Members can be added to the networks at any time.
2. The Champion recruit potential partners from organizations involved in similar activities and with similar goals, establish structure, set a meeting schedule, review objectives and action tasks, make revisions, develop benchmarks and progress reports to Vision Anchorage.
3. As soon as the networks are in place and beginning implementation, Vision Anchorage should concentrate on the collaborative and leadership objectives as outlined in the Collaborative Leadership Initiative.

Lead

Champions, Partners

Network Partners

Vision Anchorage, Partners, and leaders

Timeframe/Benchmark

All five strategic initiative networks should be organized and beginning implementation within six months of start-up.

Commitment to Success

Champions and Partners must be committed to the model, the strategic initiatives, and to dedicating resources to accomplish the objectives of the strategic initiative.

Collaborative Leadership

Objective 3: *Create a communications system to inform the public of the issues facing Anchorage and to coordinate efforts among the networks.*

Priority Action 1

The initial step in creating *Call to Action* was to spotlight the Anchorage economy and create a sense of urgency based on factors that show Anchorage is an economy at risk. The second step was to define the problem. The third step is to galvanize people to understand the problems and the opportunities to alter the community's present course.

Implementation Tasks

1. Identify spokesperson(s) for Vision Anchorage
2. Establish clear, open communications with the media and meet with editorial boards.
3. Organize media interviews with the Vision Anchorage Leadership Council to publicize endorsements, spotlight how the citizens of Anchorage will benefit, and how their quality of life will be improved – personalize the results.
4. Conduct a Forum to inform the public of the issues – Anchorage an Economy at Risk. The Forum must evoke credibility, be action-oriented, involve leaders committed to the initiatives and who will give testimonials. Announce the Leadership Council and the organizing Partners that have signed MOUs and are committed to the implementation of *Call to Action*. Involve all media to ensure comprehensive coverage.
5. Reprint *Call to Action* and distribute it as an insert in the local paper.
6. Continually provide the media with stories and updates on the issues, new findings regarding the precarious economy, what it means to residents, and what the efforts could do to enhance the Anchorage quality of life.
7. The internal communication process is as important as external communications. Establish communications procedures to ensure critical information and project updates are shared between Networks, Partners and the Leadership Council.
8. Maintain and continually enhance the Resource Guide created during the strategic planning process. This should be made available to everyone, one way is by posting it on the Internet. It should be considered a tool to identify the various organizations and institutions that could be involved in Vision Anchorage and the Strategic Initiative Networks.

Collaborative Leadership

Lead

Vision Anchorage

Network Partners

Partners and Leadership Council

Timeframe/Benchmark

Immediately

Commitment to Success

Partners and Leadership Council must be committed to ensuring the communications systems are in place and managed.

Collaborative Leadership

Objective 4: *Ensure that all community interests are vested in the economic development strategy (Call to Action), there is open communication, and a willingness to implement the initiatives contained in the plan that support both economic and community development goals.*

Priority Action 1

Establish a platform to engage all constituencies in the long-term planning efforts and in developing needed infrastructure for projects that will benefit the community.

Implementation Tasks

1. Develop a supportive campaign to engage those in the community who have a vested interest in supporting the economic development goals: better paying jobs, more affordable housing, and a diverse revenue base to support quality municipal services.
2. If strong opposition to the goals of the plan arises, conduct research to determine the “causal impacts,” i.e. the economic development issues that are most important to the different constituencies. Then develop economic development message(s) that would be persuasive amongst the community and the major constituencies. This research would also identify the opponents, the supporters, and more importantly, the people in the middle—those who really want to have better jobs or better quality muni services.
4. Establish a facilitated participatory process with other organizations – supporters and opponents – that emphasizes inclusion and open dialogue. A professional facilitator who is trained in these approaches should be retained.
5. Include a representative from a community-based organization on the Vision Anchorage Executive Committee.

Lead

Vision Anchorage

Network Partners

Partners, Leadership Council

Timeframe/Benchmark

Campaign should be implemented immediately. At the end of 12 months, opinion research and formal communications plan for the economic development strategy and goals should be developed and implemented.

Commitment to Success

Commitment by all partners to support an economic development plan that sustains higher paying jobs and quality services for all Anchorage residents.

Collaborative Leadership

Objective 5: *Support regional economic and community development efforts that provide mutual benefits to Anchorage and the region.*

Priority Action 1 Engage the economic development entities in the Mat-Su and Kenai Boroughs, the region and the State to collaborate on economic and community development initiatives.

- Implementation Tasks**
1. Invite representatives from the Mat Su and Kenai Boroughs to participate in Vision Anchorage.
 2. Support efforts to address regional issues such as education, transportation, air quality, workforce development, and fiscal solvency.
 3. Participate in and support the Alaska Department of Transportation and Public Facilities' efforts to develop a system of regional planning and prioritization of transportation needs across modes. Pursue and maintain one or more seats on any regional planning bodies created.
 4. Develop a system to inventory regionally supported successes.

Lead

Executive Committee

Network Partners

Partners and Leadership Council

Timeframe/Benchmark

This is an ongoing strategy that has already begun to a great extent.

Within two months, identify Partners and Leadership Council members to be proposed for inclusion in regional planning efforts.

Within one year, the inventory of mutual efforts and successes will be developed.

Commitment to Success

Supporting mutually beneficial partnerships is a practice that exists today, but should become more formalized through the participants' commitment to Vision Anchorage and the signing of MOUs.

Collaborative Leadership

Objective 6: *Ensure there is a diverse and adequate revenue base to fund municipal services in Anchorage, support a vibrant economy, and a high quality of life.*

Priority Action 1

Review and assess other tax funding or revenue sources to pay for municipal services that will provide legislative analysis and advocacy to issues impacting economic development. It will be critical that any new funding sources balance the burden between businesses and residents and support the goal of creating a diverse economy.

Implementation Tasks

1. Create a Tax and Fiscal Policy Committee (TFPC), supported by Vision Anchorage, and comprised of high-level public and private sector representatives. The TFPC would be charged with:
 - reviewing and assessing any new fiscal or tax policies needed to offset deficits
 - identifying new revenue streams for services (such as a sales or income tax)
 - conducting legislative advocacy for funding initiatives such as new technology start-ups, sustainability of ASTF, and other entrepreneurial business support programs
 - reviewing incentives for attracting new business
 - supporting new bond measures to fund needed infrastructure and public projects such as the proposed expansion to the convention center
2. An optional activity would be to determine potential funding scenarios that factor in the multiplier effect of higher paying jobs that result from successful implementation of the *Call to Action* (i.e. business expansions). Typically, there is a nexus between the multiplier effect of quality job creation and the amount of wealth in the community.
3. Perform public opinion research to understand political realities and develop positions that are sustainable and politically feasible.
4. Develop advocacy positions on key tax and fiscal issues. Issue white papers and develop a corresponding persuasive presentation to be given to the business community that details the pros and cons of various approaches and how the preferred approach was agreed upon.

Collaborative Leadership

5. Vision Anchorage member leaders should conduct outreach on these issues to local businesses and organizations via speaking engagements at Rotary and other service clubs and industry associations.
6. Make known to the public Vision Anchorage's preferred positions. Present a clear need for action to encourage voters to support the plan. Develop campaigns in concert with a public relations firm.

Lead

Vision Anchorage

Network Partners

Institute of Social and Economic Research, Anchorage Muni Administration, Mayor, and Assembly, Anchorage/Eagle River Chambers of Commerce, ACVB, ASTF, AIDEA, AEDC, local financial institutions, and others as appropriate

Timeframe/Benchmark

Committee should be convened immediately.

Public opinion research should be completed in six months.

Advocacy positions developed within twelve months.

Benchmarks would include number of legislative and other public initiatives advanced and successfully approved.

Commitment to Success

Commitment from Vision Anchorage to ensure that any new taxes created to offset deficits in state and local budgets do not unfairly burden businesses. A concerted public relations campaign will be necessary to garner sufficient political support.

Joint Venture-Silicon Valley

Joint Venture-Silicon Valley is a public/private partnership started in Silicon Valley ten years ago to address social and economic issues that were negatively impacting the economic sustainability of Silicon Valley. Among the numerous initiatives developed by JVSV was a Tax

and Fiscal Policy committee comprised of academicians, industry executives, and public administrators. The committee reviewed and weighed in on issues such as sales tax, taxes on the Internet, and bond measures to support public projects.

II. Readiness Initiative

Why is it Important?

The single most important driver in today's global economy is time-to-market—how quickly businesses can deliver products and services to their customers. For a business that needs to expand, a critical component of time-to-market is the availability of developable land, vacant buildings, and public services. Businesses search for communities that have created a competitive edge by providing planned industrial and business parks, buildings, and a streamlined development review process that allows them to get a facility up, running, and into production in the shortest period of time.

There has been considerable discussion on creating a global logistics park at the Ted Stevens International Airport, although this is still in the initial planning stage. A logistics park will be critical to recruiting businesses in the global logistics industry, which is Anchorage's most promising business target for creating jobs and diversifying the economy.

Existing Condition

Currently there is limited inventory of developable sites in a range of sizes available for new or existing businesses wanting to expand operations in Anchorage.

There are no planned, "shovel-ready" industrial and/or light-industry business parks.

The lack of an online inventory of available commercial and industrial sites and buildings, which would serve site selectors and businesses looking for new locations, is being remedied by AEDC. It should be a priority activity to: 1) estab-

lish the inventory and 2) maintain the inventory and provide the most current information.

During facilitated work sessions with Anchorage businesses, many stated that the Muni's development process is unpredictable and not customer-service driven resulting in unnecessary delays and adding additional costs to projects.

More good job-creating programs fail to produce results because of a lack of community preparedness than for any other reason."

*"How to Create Jobs"
Kenneth C. Wagner, PhD*

Currently, economic vitality in downtown Anchorage is seasonal and greatly dependent on tourism. While there are a number of strong arts, cultural, civic, and commercial uses in the downtown, there are also many underutilized parcels (parking lots) and vacant sites that visually and economically detract from the downtown.

Goal

To provide sufficient industrially-zoned buildings, ready-to-build land and an industrial park to accommodate business expansions and new business locations; develop a logistics park to position Anchorage as a global logistic hub; and create a development review process that is predictable and customer-service driven.

Readiness Initiative

Objective 1: *Ensure there is a range of ready-to-build sites available to meet the expansion needs of new and existing businesses in Anchorage.*

Priority Action 1 Identify vacant sites (of five or more acres) in Anchorage with the greatest potential for immediate development as 1) a logistics park near the Airport, and 2) an industrial business park for other businesses.

- Implementation Tasks**
1. Form a “super” development team, a public/private development entity comprised of key players who would be involved in developing a vacant site for industrial use and who would have the ability to address all major issues and conditions of a development project (financing, planning, building, environmental, infrastructure, utilities). Potential members of the team include decision makers from the following departments and organizations:
 - Alaska Industrial Development and Export Authority (AIDEA) or another public financing entity, and private funding sources
 - Muni Planning, Development, & Public Works, Heritage Land Bank and Office of Real Estate
 - Local utility providers (telephone, Internet, gas, and electric)
 - Ted Stevens International Airport planning department
 - Anchorage Economic Development Corporation (AEDC)
 - Native Corporations, if appropriate
 - Community stakeholders who may be affected by the development
 2. Start identifying vacant, industrially zoned property by using the Muni’s GIS mapping system.
 3. Identify all development conditions affecting the project and prepare an action plan for mitigating any development constraints.
 4. Create a competitive development incentive package that would:
 - Include the possibility of a land write-down or contribution of the land to the development project using a ground lease or deferred payment.
 - Defray as much of the infrastructure and construction costs as possible (through suspension or waiver of fees, public assistance for site improvements, etc.).

Readiness Initiative

5. Implement the recommendations of the Transcare study (Strategy to Develop Anchorage as a Major Value Added Cargo Hub in the Global Supply Chain) to develop a logistics park and form a development organization of key partners who will organize, market, finance, implement and coordinate the development of the logistics park.
6. Once the inventory of available sites and buildings is completed, it should be updated regularly by AEDC and made available on both the Muni and the AEDC Web sites.

Lead

AEDC and Anchorage Muni Department of Planning, Development, and Public Works

Network Partners

Airport, AIDEA, other Muni departments (such as Environmental Services), Heritage Land Bank and Real Estate Services, real estate brokerages, utility providers, Native Corporations, private financing institutions, representative from community-based environmental group

Timeframe/Benchmark

One-year from inception of the development team, AEDC and the Muni will have identified qualified sites and completed a development plan that identifies: all pre-development conditions for each site, how they will be mitigated, and financing mechanisms for underwriting the cost of improvements.

Commitment to Success

Commitment from AEDC, the Muni, the Mayor, and the Assembly to develop the inventory and assess the sites.

Redevelopment Agencies

In the lower 48 states some public/private partnerships and public agencies charged with the development or redevelopment of properties use state authorized Redevelopment Law. A Redevelopment Agency (RDA) has unique powers and authority to develop sites, acting as the developer or partnering with private developers and businesses. An RDA also has the abil-

ity to acquire land, contribute land to a developer or development group, or sell it at a very low cost (ex: one dollar). Redevelopment law also allows the local RDA to participate as an equity partner and benefit from the development through leasehold agreements or sale of the property.

Readiness Initiative

Priority Action 2

As part of the site and building inventory, identify underutilized parcels with established infrastructure but that require parcel assembly, redevelopment, or more customized development guidelines.

Implementation Tasks

1. Coordinate the identification of these sites with the Muni's rewrite of the Zoning Ordinance. As the Muni goes through the process of rezoning, there may be opportunities to work with property owners and developers to support industrial development through parcel assembly for single-use and business park development.
2. AEDC should partner with the Muni in the rezoning process by identifying the specific needs of industrial users, especially those that are targets for retention and recruitment.
3. Since many of the sites will be "infill" sites, the zoning revisions should take into consideration unique parking, set back, site planning, and design guidelines.
4. Develop land use guidelines to protect industrially zoned land from encroachment from other commercial or residential uses.

Lead

AEDC and Anchorage Muni Department of Planning, Development, and Public Works

Network Partners

Airport, AIDEA, Environmental Services, Heritage Land Bank and Real Estate Services, utility providers, property owners, Native Corporations, private financing institutions, etc.

Timeframe/Benchmark

Within eighteen months, have a list of industrial sites and potential land assembly opportunities for developing business and industrial parks. Develop a specific plan for those sites that are the most ideal candidates for redevelopment and are consistent with the process and timeline for revising the Zoning Ordinance.

Commitment to Success

Commitment from AEDC, the Muni, the Mayor, and Assembly to develop the inventory and assess the sites.

Readiness Initiative

Objective 2: *Create a customer-driven development review process that is: responsive to market timelines; consistent, fair and predictable in terms of interpretation and application of regulatory requirements; and consistent and supportive of the Muni's approved land use plans and community development goals.*

Priority Action 1

Build on current efforts to improve the development review process in terms of consistent application of regulatory requirements and certainty of timelines, with a focus on providing excellent customer service.

Implementation Tasks

1. Identify specific issues regarding the Muni's development review process through facilitated work sessions with contractors, developers, real estate brokers, small-medium-large businesses, residents, and Muni staff involved in the development process. Use a third-party consultant/professional to organize and facilitate the work sessions and prepare a report of the findings which would include specific recommendations for streamlining the process and a timeline for implementation.
2. If needed, provide customer service training for Muni staff involved in the permitting, planning, and development review process and others involved with delivering Muni services.
3. Regularly monitor and survey businesses and residents with respect to their satisfaction with the delivery of services. The survey can be administered by Muni staff involved in the development process and/or via the Muni's Web site. Results can be published yearly in an annual report or on the Web site.
4. Create a high-level, internal development review committee comprised of key Muni department managers who meet on a regular weekly basis to review the progress of development projects in the permitting pipeline and who can function as a "special response team" for newly recruited businesses.

Development Review Process

In 1993 the City of San Jose responded to a myriad of complaints from the building industry about the city's development review process. A third-party consultant was retained, convened focus groups, and subsequently developed over

sixty recommendations based on findings from the focus groups. The city implemented all of the recommendations over the next five years and is currently undertaking a benchmark review.

Readiness Initiative

Commitment to Success

Commitment by the Muni to review existing processes, timelines, and operating procedures in the planning and development process, and a willingness to implement changes as recommended by the Readiness Network.

Lead

Muni Administration, Muni Department of Planning, Development, and Public Works

Network Partners

Other Muni departments, Heritage Land Bank and Real Estate Office, Anchorage/Eagle River Chambers of Commerce, AEDC, and local real estate industry organizations

Timeframe/Benchmark

Within six months, convene the facilitated work sessions, prepare findings and recommendations. Implement recommended actions within 18 months of their acceptance.

Readiness Initiative

Objective 3: *Create a vibrant urban environment that appeals to knowledge-worker businesses and supports economic vitality in the downtown.*

Priority 1

Ensure that the downtown is developed as an urban commercial center thereby avoiding the prospect of it becoming the “hole in the doughnut” surrounded by suburban commercial and residential activity.

Implementation Tasks

1. Support the implementation of the Anchorage Comprehensive Plan (*Anchorage 2020*) that calls for increasing the diversity and density of uses in the downtown (i.e. housing, high technology businesses, etc.). The goal is to create a vibrant 24-7 atmosphere downtown that will attract and support younger workers and tourists.
2. Support the Muni during the rewrite of the Zoning Ordinance to maintain current zoning or rezone land so that it accommodates the types of uses and densities as envisioned in *Anchorage 2020*.
3. The Muni has identified a concept of what the downtown should look like. The Muni should now develop a downtown specific plan that provides guidelines, development scenarios, and incentives for development of the downtown core that supports *Anchorage 2020*.

Lead

Muni Administration, and Muni Department of Planning, Development, and Public Works

Network Partners

Anchorage & Eagle River Chambers of Commerce, AEDC, community-based groups, Native Corporations, downtown property owners and businesses, community residents

Urban Planning

The Urban Land Institute has a number of publications, studies and examples of urban plans that address the development of downtown specific plans (www.uli.org). Examples of cities that have developed downtown specific plans include San Jose, CA and Portland, OR.

Readiness Initiative

Timeframe/Benchmark

Identify funding and initiate the development of a specific plan for the downtown prior to completion of the Zoning Ordinance rewrite for the downtown.

The Muni estimates it will take up to three years to rewrite the Zoning Ordinance. The Network Partners should be very engaged with the Muni to provide input and support for the development of a specific plan for the downtown and for the maintenance or rezoning of land in the downtown as envisioned in *Anchorage 2020*.

Commitment to Success

Commitment from Muni to develop a downtown specific plan and to support the conceptual development plan for the downtown as envisioned in *Anchorage 2020* during the rewrite of the Zoning Ordinance.

III. Workforce Development Initiative

Why is it Important?

Workforce development is a system of employment assistance, education and training that prepares people for sustainable wage jobs and assures employers of a skilled, flexible labor force. Workforce development includes:

- Education reform—Adjusting the local education system to produce graduates who have the skills necessary for 21st Century jobs.
- Skill development and on-the-job training—Making sure that people gain new skills to manage the increasing use of technology in the workplace.
- Welfare-to-Work—Helping people become economically self-sufficient by removing barriers, building skills, and meeting individual basic needs.

Existing Condition

Anchorage's workforce development system is fragmented and is not meeting its obligation to provide existing and new employers with a qualified, trained workforce. This fragmentation does not allow economic development and business associations to fully utilize the services and resources of the workforce delivery system.

Currently, information about the federal Workforce Investment Act employment and training programs and incentives is housed on the Muni Web site in the Planning, Development and Public Works section of City Agencies, and in the Planning subsection titled Workforce Development Program. This page is nearly impossible to find, and once accessed, provides very little information of benefit to employers.

Goal

Make Anchorage's workforce development system one of the best in the country and the most responsive to meeting employer needs.

Workforce Development Initiative

Objective 1: *Create a strong network between workforce and economic development that seamlessly delivers premier workforce development services to new and existing employers.*

Priority Action 1

Workforce development organizations need to organize their programs and services in such a way as to be easily accessed by existing businesses and economic developers who are responsible for working with existing businesses and for recruiting new business.

Implementation Tasks

1. Develop an organizational matrix and catalogue of workforce development resources available to employers. This array of services would include:
 - employment and training assistance offered through the Workforce Investment Act (all mandatory service providers, education, and other training providers);
 - all employer-specific services, resources and initiatives such as participation/support in industry consortiums, partnerships, and special grants, etc.

Lead

Anchorage-Mat-Su Workforce Investment Board (WIB), Anchorage Muni, Workforce Development Division

Network Partners

One-Stop Partners and other agencies that provide workforce training and development services, including temporary employment agencies

Timeframe/Benchmark

Complete the organizational matrix and catalogue of services within 90 days.

Commitment to Success

Commitment from Anchorage Muni and the WIB to work with workforce development partners to clearly catalogue service providers and employer programs and services.

Workforce Development Initiative

Priority Action 2

Workforce development organizations need to partner with economic development interests to seamlessly brand, package, and deliver workforce development services, resources, and incentives to new and existing businesses.

Implementation Tasks

1. Expand the Workforce Investment Board (WIB) to include representatives from AEDC, Chamber of Commerce, and business and industry associations (e.g. High Tech Business Council, Alaska Manufacturers Association, The Alliance, etc.) to strengthen the private sector voice on the board and to assist in the development of an employer communications and outreach strategy.
2. Using the catalogue of service providers, training programs, and resources, develop an employer communications and outreach strategy that clearly conveys workforce development and economic development services, programs, and incentives available such as:
 - Financial and technical assistance
 - Export assistance
 - Site location assistance
 - All workforce employment and training resources
4. Coordinate this strategy with the Business Retention and Expansion Programs outlined in Business Development Initiative.
5. As part of the communications strategy, develop and heavily promote an Internet Web site that supports a seamless branding of economic and workforce development resources, goals, and objectives.
6. Develop a brochure and other marketing material that can be used by economic development and workforce development partners for business retention, expansion and attraction. Materials should list key programs and services, procedures, contact names, phone numbers, e-mail addresses, and Web sites.

Lead

Anchorage Muni Workforce Development Division, and Anchorage-Mat Su WIB

Network Partners

Economic development organizations, individual businesses, and business and industry associations

Workforce Development Initiative

Timeframe/Benchmark

Form the expanded Workforce Investment Board (WIB) within four months.

Develop the employer communications and outreach strategy within 12 months. Completion of this action should include next step initiatives, roles and responsibilities, and timelines for implementation including: development of a Web site design, marketing materials, and a schedule for implementation and dissemination.

Commitment to Success

Commitment by Anchorage Muni and the WIB to expand the WIB to include economic development (i.e. AEDC, Chamber of Commerce, and private industry) and to develop and implement a plan to revamp and create a seamless delivery strategy for workforce and economic development services and resources.

Tulare County Employment Connection Council

Success with the Tulare businesses is made possible through the market-driven collaborative network. The backbone of the network is the Employment Connection Council (ECC). This unique council is comprised of 28 partnering agencies from education, local government, chambers of commerce, economic development corporation, and employment and training agencies. The ECC is the perfect platform to identify new challenges and opportunities and broker resources to ensure the delivery of a comprehensive workforce development system to local businesses. The ECC is also the policymaking body that makes recommendations to the WIB regarding the policies, proce-

dures and daily operations of the workforce delivery system.

Tulare County Workforce Investment Board, Inc. and Employment Connection Council
www.climbthejobtree.org

City of Louisville www.greaterlouisville.com

City of Los Angeles “WorkSource: Building Business and Careers”
www.worksourcecalifornia.com

State of Idaho, “Idaho Works,” Workforce Solutions for business www.idahoworks.org

Workforce Development Initiative

Priority Action 3 The WIB should identify gaps in the existing service delivery system and address the need for new and expanded industry-specific training.

Implementation Tasks Using the catalogue of existing workforce and training programs developed under Priority Action 1 Implementation Tasks, the WIB should identify training and skill building programs that are not currently provided within the existing array of services but are needed by existing employers and important to the industries targeted for business attraction. This should include industry-specific hard skills and more general soft skills. For example:

- two-year RN's and construction trades (carpenters, plumbers, etc.) have been identified as skill-shortage areas
- a call center academy, or customer service training program, to support the communications and information technology recruitment target
- the skills set critical to the global logistics industry

Lead

Anchorage Muni Workforce Development Division and Anchorage-Mat Su WIB

Network Partners

Economic development organizations, individual businesses, and business and industry associations

Timeframe/Benchmark

The matrix of organizations and training programs should be completed within 90 days.

The WIB, working with the industry consortium partners, should then complete the needs assessment for enhanced skill-building and training within 12 months.

Commitment to Success

Commitment from the WIB to work with industry groups to identify specific skills needed and to work with training providers to develop strategies that will fill the gaps in the workforce delivery system and address specific employer and industry sector needs.

IV. Education Initiative

Why is it Important?

The availability and skill level of the local labor pool is often the critical decision-making factor for a business choosing an expansion or location site.

State and national test scores, SATs, and the percentage of graduates going on to college are all statistics that matter to businesses because it is one way they can predict the quality and preparedness of their future employees. Businesses realize that the K-12 educational system is preparing the future workforce and they are concerned that the education system produce graduates who are prepared to enter the workforce. Secondly, the quality of the educational system is essential to attracting executives, managers, and employees whose children will be attending local schools.

Over the past ten years, basic skills required to succeed in any job have radically changed. Good jobs and careers today require hard skills such as basic mathematics, problem-solving, and reading ability at levels much higher than many high school graduates attain. Additionally, businesses look for employees with soft skills, such as the ability to work together in groups and to make effective oral presentations.

The mission of the education system should be to develop socially responsible, employable young people with lifelong learning skills.

Existing Condition

Anchorage School District (ASD) students receive high marks on standardized tests, however local employers report that many students do not possess the basic education and job-readiness skills necessary for success in the workplace. Employers are also concerned about the loss of local skilled and educated youth to other areas (particularly to the lower 48 states). Current efforts to create a partnership between the business community and education are fragmented and do not encompass the full range of available opportunities.

“The educational system is undergoing incremental improvement in an environment of exponential change.”

*“Teaching the New Basic Skills”
Richard Murnane and Frank Levy*

ASD’s King Career Center provides applied technology education and training in many of the occupations in demand locally including: applied health, computer science, construction, aviation, and electronics. One of the goals of the Center is to develop the skills of the workforce to meet the immediate and projected needs of industry. How-

ever, the program suffers from the lack of well-defined career paths which are supported by local industry and articulation agreements with local technical schools that provide the next step in the skilled training experience.

Many of Anchorage and Alaska's college graduates leave the community and the state for career opportunities in other states. There are weak linkages between the universities and local businesses seeking qualified graduates to fill technical and professional jobs. This disconnect causes businesses to recruit "outside" for employees.

Goal

To establish a collaborative effort between education and business that will prepare youth and adults to achieve careers in their chosen field of work by mastering basic skills; and to provide relevant, leading-edge education and training that meets the needs of local business and industry.

Education Initiative

Objective 1: *Develop a K-12 business-education collaborative where both the business community and education are “fully invested partners” in improving student performance in the hard skills (i.e. basic mathematics, problem solving, and reading) and with the soft skills (i.e. effective oral and written communication and the ability to work in groups), and with the ability to use personal computers to carry out basic tasks.*

Priority Action 1

Support ASD’s commitment to improve student performance and achievement by having business leaders act as mentors to our students and volunteer their time in the educational process.”

Implementation Tasks

1. Create an Education Network through Vision Anchorage to focus attention, resources, and commitment on the education of youth and their ability to achieve success in the workplace. The existing School Business Partnership Program is committed to this goal. Vision Anchorage should acknowledge this Partnership and embrace its objectives as their own.
2. The business sector has a major role to play in the development of the educational system. They need to clearly articulate what skills are required for a student to be employable. The existing ASD School Business Partnership Program and participation agreement should be expanded to be much more comprehensive and reflect a “bigger” commitment on the part of business and education. Specific activities should include reviewing the current membership of the Partnership to determine if it includes key private sector members (from industry associations and economic development organizations), representatives from local technical schools, colleges, the Workforce Investment Board (WIB), and the WIB Youth Council.
3. Review the Partnership’s business plan, goals, and objectives. Ensure the business plan supports a commitment to focusing on increasing academic standards and the achievement of soft and hard skills. The business plan should also provide for basic learning, linking learning to problem-solving, and basic computer proficiency.
4. Ensure the specific skills of local industry is recognized and acknowledged and that connections are made to those industries to provide input and collaboration.
5. Connect students with businesses through cooperatives which provide students direct access to local businesses to receive paid and unpaid work experience and internships.

Lead

ASD and Vision Anchorage Education Network Partners

Education Initiative

Network Partners

The WIB, the WIB Youth Council, business and industry associations, community groups, and parents

Timeframe/Benchmark

A review of the existing membership structure and determination of additional members required to strengthen the Partnership should be completed within six months.

A review of the Partnership's existing business plan should be completed within nine months. Focus of the review is to determine the level of commitment to improving student performance in the hard skills (basic mathematics, problem solving, and reading), the soft skills (effective oral and written communication and ability to work in groups), and the ability to use personal computers to carry out basic tasks.

Within 12 months, revise or create a new business plan that embraces the objective as defined and includes specific initiatives for achieving the goal.

Commitment to Success

Commitment on the part of the ASD, administrators, teachers, and the School Business Partnership to invite and partner with local businesses and industry associations to collaborate for sustainable change in the performance and achievement of Anchorage youth.

Joint Venture Silicon Valley Tips for Building a School-to- Business Partnership

One of the most important aspects of a school-business partnership is leadership at the top and throughout the various levels of the partnership. The most successful Challenge 2000 teams were those that had superintendents and school boards that were firmly and publicly committed to the Challenge 2000 goals, aligning district priorities to those goals and allocating resources accordingly. Businesses involved with Challenge 2000 provided over \$20 million in a

combination of cash, equipment, and human resource support. The human resources included full-time loaned executives, experts to help wire schools for the Internet, and a variety of other volunteers. Challenge 2000 used the MOU process to articulate resource commitments on paper. <http://www.jointventure.org/initiatives/21st/challenge.html>

Education Initiative

Priority Action 2

Support the enhancement and expansion of programs as well as the capacity of the King Career Center. This should be done in collaboration with the business community so as to fully understand what the community's needs are and how best to support those needs. This would also include providing mentors from the business community and opportunities for internships and on-the-job training.”

Implementation Tasks

1. In collaboration with the School Business Partnership, develop an advisory group consisting of industry associations, UAA SBDC, and the WIB. Clearly define skill sets, career paths, mentoring, entrepreneurship, and work experience opportunities in the major industry sectors.
2. Develop and/or expand articulation agreements with local applied technology schools and colleges such as UAA Community and Technical College, Charter College, and AVTEC. The linkage between the Center and follow-on training that is available through these programs is critical to the student sustaining a continuum of interest and momentum.
3. Consider providing scholarships for students attending technical schools.

Lead

ASD, King Career Center, and applied technology schools

Network Partners

Industry associations, UAA Small Business Development Center, School Business Partnership, Chambers of Commerce

Technical Scholarships

To address businesses' needs for more technically skilled workers, a number of states have introduced legislation allowing the state to pick up the students' community college tuition and technical training fees. Governors in at least 16 states have proposed establishing, increasing, or expanding scholarship programs. A bill introduced in the Michigan Senate would provide a \$300 state tax credit to cover the balance of a student's Michigan community college tuition

that is not covered by the federal Hope Scholarship tax credit. In Delaware, the House Education Committee unanimously approved a bill that would allow any Delaware student who graduates from a public or private high school with at least a 3.0 GPA to attend the Delaware Technical and Community College free for two years. Students must be accepted and enrolled as a technology student.

Education Initiative

Begin discussion between ASD, the King Career Center, applied technology schools, and the industry associations (as part of the Workforce Development Network) within three months.

Develop skill set requirements and career tracks for each specific industry occupation within six months.

Develop articulation agreements between ASD and the technical schools within 12 months.

Investigate the opportunity/feasibility of providing scholarships for students attending technical schools within nine months.

Commitment to Success

Commitment by ASD Board and King Career Center to partner with applied technology schools and develop articulation agreements that more clearly define skill set requirements, career paths, and access to employment.

“Many parents have failed to see the subsequent rise in skill requirements for a good job. Other parents have seen the rise but only as an indication of a need to attend college. Few parents have seen it for what it is: an urgent signal of the need to teach a set of New Basic Skills from Kindergarten through twelfth grade.”

*“Teaching the New Basic Skills” by
Richard Murnane and Frank Levy*

Education Initiative

Objective 2: *Strengthen the partnership between higher education and the business community to allow for greater success in accessing local employment and career opportunities for Alaskans, and to strengthen the skills and qualifications of adult learners already in the workforce.*

Priority Action 1 Develop a formalized resource and referral network for UAA and APU graduates.

Implementation Tasks

1. Form an advisory committee with representatives from UAA, APU, local business, and industry associations.
2. Advisory committee should consider the creation of a co-op program that offers assistance, referrals, and placement services, patterned after the program at Georgia Tech (see the example provided).

Lead

UAA and APU career and guidance centers, student alumni associations

Network Partners

Business and industry associations

Timeframe/Benchmark

Form the advisory committee within three months and develop the co-op program within 12 months.

Commitment to Success

Commitment from UAA and APU to initiate this proposal and commit staff and resources to its development.

Georgia Tech Co-Op Program

This program's tight working relationship with local companies makes it easier for graduates to join Georgia-based companies. Students alternate periods of time between on-campus coursework and off-campus placements in companies or other organizations. Nearly 700 domestic employers participate, along with a growing

number of international organizations. A centralized campus co-op office arranges for interviews, placements, and referrals. About two-thirds of co-op placements involve employers in the state and about 50 percent of those result in permanent employment after graduation.

Education Initiative

Priority Action 2 Continue to develop the logistics program at UAA into a premier international logistics program.

- Implementation Tasks**
1. Pursue research fellowships and professor exchange programs with other logistics programs worldwide, i.e., Georgia Tech.
 2. Ensure that a representative of the UAA global logistics program is a member of the Workforce Development Network to provide input, support and recommendations for enhancing skill sets, certifications, and qualifications required by this industry and supplied by local training programs.
 3. Encourage workforce development agencies to steer candidates into related global logistics and support training programs and occupations.
 4. Encourage local companies to recruit first from UAA's global logistics program.
 5. Create an outreach program to promote UAA graduates. Develop a database of their resumes that is accessible to existing and external global logistic companies.

Lead

UAA

Network Partners

AEDC, Muni, Airport, Workforce Development Network Partners

Timeframe/Benchmark

Investigate and pursue research fellowships with other top global logistics programs within six months.

Commitment to Success

UAA has made the most difficult step by creating the global logistics program, but continued success will depend on partnering with top programs worldwide and developing the reputation of the UAA program.

Priority Action 3 Continue to develop the Degree Program at Alaska Pacific University as a high quality undergraduate leadership program for Anchorage work adults.

Lead

Alaska Pacific University

Network Partners

Leadership Council and Chamber of Commerce

V. Business Development Initiative

Why is it Important?

A business development program is a critical factor in building and maintaining a strong, healthy economy and business environment. The economic base and overall economy of communities are always changing and affected by global events such as recessions, product cycles, technology and new innovations, and natural disasters. Communities with economies similar to Anchorage, those that have been dependent on natural resource-based industries, have found it necessary to change their economic model, diversify their business mix, and prepare to compete in a global, knowledge-based economy.

Business development involves several programs and initiatives that support the creation, retention, expansion, and attraction of businesses that will create jobs and wealth within the community. Business development activities include:

- **Marketing and Business Attraction** – creating an awareness of Anchorage as a desirable and competitive business location and aggressive recruitment of targeted industries which will enhance and diversify the economic base.
- **Business Retention and Expansion** – providing support and technical assistance to local industry sectors and individual businesses that will help them sustain and expand their operations in Anchorage. In Anchorage, emphasis must be placed on retaining the military presence, expanding visitor trade and retaining/expanding natural resource industries such as oil and gas as these are cornerstones of the economy.

- **Entrepreneurs and Business Start-ups** – creating a business support framework which will facilitate the growth and use of innovation, including technology transfer from universities and/or research-based institutions.

Existing Condition

Anchorage's economy has been dominated by industries that have been steadily declining. Continued reliance on these industries and federal spending puts the local economy at risk. Anchorage has a number of advantages that make it a competitive location for Global Logistics and Information and Communications businesses – it is time to promote these advantages to the world.

The economic goal is wealth creation – not just jobs. Anchorage has been creating jobs but still the wealth factors have declined, resulting in less revenue for government to support public services and maintain the quality of life sought by residents.

Although oil, gas, and other natural resource industries have been declining, sustaining these industries in Anchorage must be a critical component of its economic development strategy. Efforts should be enhanced to support natural resource and extraction industries in the region.

There are many organizations in Anchorage offering technical and financial support and services to existing business and entrepreneurs. But there is no comprehensive, coordinated plan, program, or network that 1) focuses on sustaining and growing industry sectors that will contribute substantially to the economic base; and 2) serves as a

single source for providing assistance to businesses, encouraging and fostering new business start-ups, facilitating expansion plans, and disseminating information to business and as well as service providers.

Many business-to-business and personal goods are purchased from companies located outside of Anchorage. When this occurs, the subsequent economic benefits of the transactions accrue to the other communities. The “Buy Alaska” program and other purchasing networks that are in place address this issue, but more can be done.

Goal

Build a service delivery network that coordinates and leverages all local resources and lays the foundation for focusing efforts to:

- position Anchorage as the premier Global Logistic Hub
- promote Anchorage’s advantages as a business location to specific businesses in logistics and information-communication industries
- create synergistic industry networks
- provide support and technical assistance to critical economic base industries
- foster innovation through entrepreneurial development.

- prepare a priority listing of projects and industries to support and include in Initiatives, such as, ANWR, natural gas pipeline, etc.

Potential Year 1 Business Development Initiative Projects

- **Business Attraction**
 - Implement Marketing Recommendations
 - Continue focus on Global Logistics – product development and creation of incentives
 - Develop strategy to recruit Alaskan Airlines to put their headquarters in Anchorage
 - Implement recruitment of Information & Communications Industry
- **Technology & Entrepreneurial Business**
 - Support existing groups, i.e., ASTF
 - Connect to established venture capital programs
- **Business Retention & Expansion**
 - Organize the Business Retention Program, segment the industry sectors
- **Visitor & Convention**
 - Continue promotion of Anchorage as a Visitor Destination
 - Initiate a Visitor Destination Assessment

Business Development Initiative

Objective 1: *Create an image that positions Anchorage as the premier Global Logistics location.*

Priority Action 1 Continue to support the development of the Global Logistics industry sector in Anchorage.

Implementation Tasks 1. AEDC is the logical organization to Champion the Business Attraction activities and is doing an excellent job at targeting the logistics industry. This should be continued, supported, and expanded.

To be successful, this objective should be closely tied to the Readiness Initiatives, particularly the initiative to develop a global logistics park at the TSIA. For AEDC to aggressively recruit this target industry sector, a logistics park is needed. While it does not need to be completely developed before undertaking marketing and recruitment efforts, it should be in the planning stages with development occurring concurrently. The adage here is: “if they came, where would we put them?”

2. Work with the Readiness Network to identify land at the airport that could accommodate a global logistics park.
3. Supply the Readiness Network with information gleaned from the industry associations that will help to address the deficiencies that prevent Anchorage from successfully recruiting global logistics companies.
4. With the Readiness Network, pursue the enhancement of existing incentives (such as the Foreign Trade Zone) and the establishment of new incentive programs attractive to the global logistics industry.
5. The Strategic Marketing plan includes information on industry publications, events and activities that may enhance marketing to this industry.
6. Create an industry profile to support marketing efforts.

Lead

AEDC

Network Partners

Anchorage/Eagle River Chambers of Commerce, WTC, ACVB, Manufacturers Association, AOGA, RDC, DCED, AIDEA, SBDC, local real estate community, and industry associations

Business Development Initiative

Timeframe/Benchmark

The timeframe and benchmark for this Business Development Initiative correlates with those of the Readiness Initiative: “One year from inception of the Readiness Development Team, AEDC and the Muni will have identified qualified sites and completed a development plan that identifies: all pre-development conditions for each site, how they will be mitigated, and financing mechanisms for underwriting the cost of improvements.”

Commitment to Success

Commitment by AEDC and the Muni to work with the Readiness Network to ensure site are available for business attraction prospects.

Business Development Initiative

Objective 2: *Support and expand the activities of the current marketing and business attraction program.*

Priority Action 1 Support and expand the activities of the current marketing and business attraction program being implemented by AEDC.

Implementation Tasks Marketing and promotional activities designed to change business perceptions of Anchorage as a place to do business are detailed in the Marketing Strategy which is provided as part of the strategic planning process. These activities include the following:

1. Conduct media campaigns to increase awareness of Anchorage as a competitive business location.
2. Strengthen current and establish new relationships with national and regional site selection and real estate organizations.
3. Attend real estate networking opportunities, tradeshow, and conferences.
4. Collaborate with all organizations currently sending newsletters and other regular mailings to external markets and establish a joint publication "Anchorage Business Magazine."
5. Distribute magazine to existing business mailing lists and new target business lists, and continually expand the list with leads received through other business development activities.
6. Contract with a Public Relations firm (one that has expertise in economic development) to increase editorial coverage and multi media exposure.
7. Generate leads of companies interested in new locations, place advertisements in recommended publications which are detailed in the marketing plan.
8. Create and implement a campaign to recruit Alaska Airlines Headquarters to Anchorage.

Lead

AEDC

Network Partners

Airport, Muni, Readiness Network, real estate community, local industry organizations and associations

Business Development Initiative

Timeframe/Benchmark

Establish and adopt calendar of industry shows and conferences that will be attended and schedule advertisement placements within three months of accepting marketing plan.

Contact partner agencies and organizations to establish commitment to publish a joint publication within eight months. Publish first issue within the next six months.

Within the first year, contract with public relations firm, feed ideas for editorial coverage. Establish contact with Alaska Airlines.

Commitment to Success

AEDC's commitment to attend industry tradeshow and conferences, collect information regarding industry site needs and share with Readiness Network. Commitment on the part of all Network Partners to share resource and information to support the Magazine and the Public Relations efforts.

State of Oregon

A component of the State of Oregon's "Franchise Marketing Plan" is a public relations campaign managed on a contract basis by The Rocky Company, a division of Hill & Knowlton. Public relations activities are focused

on creating positive press coverage in site selection magazines and other national publications. In the first year, a total of 25 editorial placements were made for a total of 560 column inches of press.

Business Development Initiative

Priority Action 2

Continue to support the development of the Information and Communications industry sector in Anchorage.

Implementation Tasks

1. Retain NCS, a national site consultant that specializes in this industry, to represent Anchorage at key industry events. One of NCS services is to represent and recruit industry for client communities. Details are provided in the Marketing Strategy.
2. Create an industry profile to use in marketing and selling to the industry.
3. Work with Workforce Network to formalize a customer service academy.
4. Work with the Readiness Network to identify one or more sites that meets the industry criteria and would be appropriate for an Information Communications business park.
5. With the Readiness Network, develop an associated incentive package to offer a developer and/or end user which would include deferred, waived or reduced fees, land write down, and specialized workforce training incentives.
6. Map the location of telecommunications hard infrastructure (i.e. fiber, wireless tower locations, etc.)

Lead

AEDC

Network Partners

Muni, Readiness Network, local industry associations, telecom companies, Workforce Development Network

Timeframe/Benchmark

Within six months contract with NCS and develop an industry profile.

Coordinate timeframe and benchmark with the Workforce Development Network to complete a skills assessment for this industry in 12 months. Establish a customer service academy in 18 months.

Coordinating with the Readiness Network's timeframe and benchmark, identify one or more sites suitable for locating a communications company and map the telecom infrastructure within one year.

Business Development Initiative

Commitment to Success

Commitment from AEDC and Muni to work with the Readiness Network to identify and develop sites and with the Workforce Development Network to prepare the labor force.

Call Center Academies

Porterville College (Southeastern Tulare County, CA) established a 14-day academy in which students learn basic customer service, telephone, and sales skills. Courses are “facilitated” rather than “taught,” an environment conducive to adult learning. The course is open to the public and is offered as a 54-hour class, delivered four hours per day, Monday through Friday, for 14 days.

Merced College’s (Merced, CA) customer service academy to provide training in ten key areas of service. The course provides students with college credit and a Certificate of Achievement. Students can take one or all ten courses: customer service, attitude, communication, ethics and values, conflict resolution, stress management, time management, team building, decision making and problem solving, and organizational change.

Porterville College (Southeastern Tulare County, CA) established a 14-day academy in which students learn basic customer service, telephone, and sales skills. Courses are “facilitated” rather than “taught,” an environment conducive to adult learning. The course is open to the public and is offered as a 54-hour class, delivered four hours per day, Monday through Friday, for 14 days.

Merced College’s (Merced, CA) customer service academy to provide training in ten key areas of service. The course provides students with college credit and a Certificate of Achievement. Students can take one or all ten courses: customer service, attitude, communication, ethics and values, conflict resolution, stress management, time management, team building, decision making and problem solving, and organizational change.

Business Development Initiative

Priority Action 3

Create or assemble information and materials required to effectively implement the recommended marketing, business development, and sales activities.

Implementation Tasks

1. Produce an Anchorage Community Profile that meets the national site selection standards. Post the profile on the AEDC Web site and Muni website; link to other Network Partners.
2. Purchase an off-the-shelf contact management database that will track and manage prospects and leads, serve as a mailing list for direct mail campaigns, and generate reports.
3. In conjunction with the Readiness Network, establish a database of available land and buildings that includes information on parcel size, location, zoning, use restrictions, ownership, cost of sale or lease, infrastructure in place, photos, and maps. (See Readiness Network initiative on industrial land inventory.)
4. Update AEDC website with recommendations made in Marketing Assessment.
5. Package all federal, state, and local incentives into a presentation piece that can be updated as additional programs and incentives are adopted.
6. Working with Workforce and Education Networks, package information on all training programs available.
7. Working with Muni, create a process flowchart to be used in responding to prospects, document each step of the development process, information required, fees, and estimated time to complete.

Lead

AEDC

Network Partners

Muni, real estate community, AIDEA, Airport, utilities, organizations and agencies providing services and incentives to businesses

Timeframe/Benchmark

Immediately purchase contact management software and begin inputting prospects.

Working with the Readiness Network, complete a land and building database and development process flowchart within 18 months.

Commitment to Success

Commitment of AEDC and Muni to document and share information required for marketing materials and tools and to keep the information up-to-date.

Business Development Initiative

Priority Action 4 Complete the CEDS Plan.

- Implementation Tasks**
1. The Muni, working in conjunction with the US Department of Commerce, Economic Development Administration, is preparing a comprehensive Economic Development Strategy (CEDS) as a vehicle to receive subsequent Federal economic development funds for public infrastructure such as the Port of Anchorage, the Alaska Railroad, and the Ted Stevens Anchorage International Airport. To be successful, this objective should be closely tied to the already prepared CEDS completed by Kenai, Mat-Su and Fairbanks.
 2. Work with Vision Anchorage Team to assure proper integration and input.

Lead

Muni

Network Partners

Anchorage/Eagle River Chambers of Commerce, WTC, ACVB, AEDC, Manufacturer's Association, AOGA, RCD, DCED, AIDEA, SBDC, local real estate community, and industry associations.

Timeframe/Benchmark

The timeframe and benchmark for this product is expected to be in June 2003..

Commitment to Success

Commitment by Muni to complete the plan. Vision Anchorage to provide input.”

Business Development Initiative

Objective 3: *Foster and support the creation of local technology start-ups and other entrepreneurial business efforts.*

Priority Action 1 Ensure there is access to start-up capital, technical assistance, and support to promote these businesses to markets outside the state.

- Implementation Tasks**
1. Provide funding and collaborative support to industry groups such as the High Tech Business Council, Alaska Manufacturers Association, UAA, SBDC, and other local high tech initiatives to create greater visibility and synergy for growing high tech businesses in Anchorage. These efforts should also focus on helping to promote local high tech businesses locally and to markets outside the state.
 2. Use the proposed Tax and Fiscal Policy Committee to provide legislative advocacy for ASTF and other financing sources for new technology businesses.
 3. Senior representatives of high tech and the entrepreneurial organizations such as High Tech Business Council and ASTF should be included as members of Vision Anchorage Inc.
 4. Initiative a Venture Capital Entrepreneur Program ¹.

Lead

Alaska High Tech Business Council

Network Partners

ASTF, AIDEA, AEDC, AKMA, SBDC, University of Alaska Anchorage, SBDC, Chamber of Commerce

Timeframe/Benchmark

In first six months, complete an inventory of current funding sources and technical assistance available to local businesses; identify additional resources that that should be pursued.

Within eight months, agree on legislative initiatives that should be advanced and approved and identify new initiatives that could be introduced.

Commitment to Success

Commitment by all partners to develop business and technical resources and funding that is sustainable and supports the creation of high tech businesses and other entrepreneurial start-ups in Anchorage.

¹Golden State Capital Network, www.goldencapital.net click on V3 Entrepreneur Program

Michigan Growth Capital Fund

One method the Michigan Economic Development Corporation (MEDC) uses to support the state's technology business sector is through grants from the Michigan Growth Capital Fund. The fund was created with a one-time \$5 million legislative appropriation designed to encourage private and public investment in Michigan's technology businesses. With federal matching funds, the following projects were funded:

- T/J Technologies - \$100,000 to develop an ultra capacitor for hybrid power supply and portable electronics market
- GMI Composites - \$100,000 for development of structural components from recycled fiber reinforced composites
- American Systems Technology - \$69,000 to develop microelectromechanical sensing devices to test fluids and gases in military vehicles
- Mid-Michigan Research - \$69,000 to develop tools for measuring losses in piston engine efficiency
- Sordal Incorporated - \$100,000 to commercialize a foam insulation material for life sciences and maritime applications
- Small Business Development and Association Centers \$132,000 to promote technology transfer and technology-based economic development.

Monterey Bay Entrepreneurs

Monterey Bay entrepreneurs trying to secure funding for their high-growth companies will have the opportunity to enroll in a six- to nine-month intensive entrepreneurial program, thanks to a new state-funded venture aimed at boosting the local economy.

Organizers kicked off the Monterey Bay Crescent V3 Entrepreneur Program last week at the two-day Monterey Bay Venture Capital Conference and Training Program in Monterey.

The V3, which stands for Virtual Venture Venue, is designed to provide strategic skills and mentorship to companies that have a marketable product or service and a high-growth business plan.

“We hope at the end of the (training) that each company will be able to go out and raise equity investment,” said Patty Ponzini, assistant director for entrepreneur development at the Monterey Bay Science and Technology Center in Marina.

The center is sponsoring the program along with Golden State Capital Network, a statewide entrepreneurial networking program, and the city of Marina.

The program is funded by a microenterprise assistance grant from the California Community Development Block Grant to Marina, which will support the program for 30 months.

Five to 10 companies are expected to participate in the first cycle. Applications are being accepted until Aug. 15.

The ideal candidate will have a business plan and will be planning to seek funding for a high-growth potential company. High growth is roughly defined as having plans to be a \$10

million company.

The training program is part of a multilayer strategy by Monterey Bay Science and Technology Center to improve the Monterey Bay economy through entrepreneurship and collaboration with the 30 regional institutions of higher education in the area.

Rather than try to build the economy by courting outside companies to move here, the goal is job creation by nurturing local, high-growth companies already here. The strategy includes business incubators in research and technology centers on 1,100 acres of old Fort Ord property in Marina and other ways to strengthen an infrastructure for homegrown companies to flourish.

“The idea is to do job creation by linking entrepreneurs to research institutions and using the incubator to help support industry growth in areas that are compatible with our regional research and education,” says Lora Lee Martin, Monterey Bay Science and Technology Center director.

That could mean companies involved in marine or biotechnology, computational programs, molecular design or sustainable agriculture.

Bill Manby, who is in the slow process of raising funds for an \$80 million investment fund for Monterey Venture Partners, is optimistic that the Monterey Bay investment climate will improve with the center’s efforts.

“You talk to some of the really old-timers of Silicon Valley and that’s what sparked it — research institutions and major universities,” Manby said. “People started to come into the area and networking began.”

Monterey Bay Entrepreneurs (continued)

Most entrepreneurial ventures are not eligible for traditional debt-financing and need some kind of boost from equity investors to grow and bring sustainable jobs to a community, according to Golden State Network.

V3 aims to link the entrepreneurs and potential angel investors, and by cultivating and assisting potential mentors in each region so that a knowledge-base and equity-capital infrastructure remains long after the 30-month funding grant runs out.

“The key elements of the infrastructure can de-

velop, and I believe they will develop in the next couple of years,” said Jon Gregory, Golden State Capital Network president and chief executive officer. “Our strategy in the industry has been shifted. There are entrepreneurs in every backyard. Our premise is that you can take those first-time entrepreneurs and create sustainable growth-oriented companies. Let’s take the best entrepreneurs we have and give them the resources they need to succeed. We’re trying to create wealth and jobs in the communities.”

For more information and to apply, visit [Monterey Bay Crescent V3 Program](#)

Business Development Initiative

Priority Action 2

Develop a formal program that connects private industry and university researchers and facilitates technology transfer opportunities between private industry and UAA.

Implementation Tasks

1. Create an Office of Technology Transfer or a Technology Partnership that will serve as the common point of contact for professors, researchers, and private businesses to pursue technology partnerships, provide expert technical assistance with patents, intellectual property, business planning and other issues for start-up ventures.
2. Add a page to the existing AEDC Web site (and links to partner organizations) to announce current research initiatives being undertaken by university labs, professors, and other researchers.
3. Provide meeting space and technical assistance for contract development to professors and companies identifying research opportunities.
4. Provide grant writing support and venture capital connections that can finance new commercial ventures.

Lead

UAA Applied Technologies Division

Network Partners

AEDC, ASTF, UAA SBDC, Alaska Manufacturers Association, Alaska High Tech Business Council

Timeframe/Benchmarks

Within 12 months, create and advertise the Office of Technology Transfer and upgrade the AEDC Web site to include technology announcements.

Commitment to Success

Commitment by UAA administration to the development of an office that will facilitate stronger partnerships between business and faculty leading to new business ventures and other collaborations.

Arizona State University, Office of Technology Collaborations and Licensing

Newly appointed vice president for research and economic affairs Jonathan Fink identified a problem with the university's new technology development, business outreach, and community outreach. The problem was that these functions were scattered throughout the university structure and not integrated.

Consolidating these functions into one office under common oversight is expected to benefit both the university and the businesses with which partnerships are to be developed.

Companies with a desire to partner with the university had been approaching the university through many angles, too many to manage and monitor effectively. The deans of the engineering and business colleges, as well as the president's office and the economic development office would be approached regarding projects.

The new system should be both less confusing for businesses looking to partner on ideas and research as well as facilitate the linking of identified projects with sources of venture capital.

Business Development Initiative

Objective 4: *Retain existing businesses and work to protect and expand the economic base.*

Priority Action 1

Organize Industry Groups that will work together to identify issues, constraints, and opportunities for specific industries such as, Extraction and Resource-Based Medical, etc. Develop a support system that offers specialized assistance and that optimizes the value and impact of existing business assistance resources.

Implementation Tasks

1. Partner agencies, including the Anchorage Mat-Su WIB, which has funding for business retention, should share in the responsibility of implementing a business retention/expansion program focusing on the industry groups. The Anchorage Chamber of Commerce should be the lead, organizing and facilitating Industry Group meetings to determine industry-wide issues that can be addressed by the Collaborative Network or other action. The meetings could be informational, bringing in well know speakers or experts in an industry field such as medical. Organizations currently working with specific industry groups would continue to focus their management and technical assistance but participate to bring their expertise to a broader forum to deal with specific business climate issues. Existing working groups include or could include:
 - Chamber working with retention of the Military
 - ACVB & SBDC working with visitor and convention-related businesses
 - SBDC & Chamber working with small personal, professional and business services
 - Chamber and other organizations working with medical services
2. AEDC, the organization with a Business Retention Professional, should continue to formalize and implement their Business Retention and Expansion Program to quickly identify specific businesses with expansion opportunities and/or needs for retention assistance. These efforts should be focused on the existing primary, wealth creation industries, such as, extraction and resourced-based industries, innovation-edge (technology) and manufacturing/processing. This program should be coordinated with partner agencies such as the Alaska Manufacturing Association, High Tech Business Council, and other management and technical assistance entities.

Business Development Initiative

3. Network Partners should meet to review any current surveys, questionnaires, or outreach being conducted and collaboratively establish the information that is important to each of the Partners so that everyone's needs are met and key business issues and concerns are identified.
4. Establish a regular meeting schedule for the Network Partners and Industry Assembly to discuss any community issues that need to be addressed i.e.: business climate, workforce skills or availability, regulatory issues, financing needs, technical assistance.
5. Develop a clearly defined referral process that ensures businesses' needs and requests are communicated to and fulfilled by Network Partners. SBDC should be established as the collection point for receiving and distributing referrals to the appropriate partner organizations for follow-up and action.
6. If, and when, Network Partners feel it is necessary and appropriate, AEDC could implement an annual business needs assessment by contracting with an online surveying company to develop and implement a comprehensive Web-based interactive survey process.
7. Engage and work with the WIB to access Rapid Response funds to support these business retention efforts.

Lead

Anchorage Chamber of Commerce

Network Partners

WIB, AEDC, ACVB, Eagle River Chamber of Commerce, High Tech Business Council, State of Alaska Department of Community and Economic Development

Timeframe/Benchmark

In the first six months, develop a database of the companies in these primary industries; begin to contact them and generate interest. Define the process for referring companies for assistance, ensuring that all partners understand their role in the process. Track the number of inquiries and referrals made.

After the first year of implementing the Industry Assembly meetings, determine if a comprehensive online survey is required.

Commitment to Success

Anchorage Chamber of Commerce must commit to spearheading the program. All Network Partners must commit to engage businesses, schedule and meet with the Industry Assemblies, share information and make referrals to other Network Partners.

Business Development Initiative

Priority Action 2

Ensure the programs and services required and requested by businesses are available and promoted.

Implementation Tasks

1. Through the Industry Groups, Retention/Expansion program, identify existing programs being used successfully and other programs or assistance that is required but not currently available.
2. Working with the Workforce Development Network and the Readiness Network, create a Business Resource Guide that includes program and contact information on existing programs and services available through local, state, and federal sources. Specific information would include:
 - Sources for local venture capital and financing including their focus area, requirements, and application process
 - Information on “How to do Business in Anchorage” including contact information on public agencies responsible for licenses and permits, utility providers, service providers, and the Muni development process
 - Job training programs and incentives.
3. Supply each of the organizations responsible for the business retention/expansion program with copies of the Resource Guide so they can be distributed to local businesses.
4. Update the SBDC website to include a Resources page which would include the information in the Resource Guide and would be linked to other Business Development Network Partners.
5. Pursue partnerships with entrepreneurial organizations (NCOE, Council on Competitiveness, Entrepreneur.com, etc) to continually identify successful programs that could be implemented in Anchorage.
6. Work with SBA to establish a local Certified Development Corporation to ensure financing programs are available to local businesses.

Lead

SBDC and Anchorage Chamber of Commerce

Network Partners

AEDC, Muni, ACVB, ASTF, AIDEA, WIB, local banks, training organizations, and other service providers

Business Development Initiative

Timeframe/Benchmark

Within the first year, and coordinating with the Workforce Development Network and Readiness Network, create the Business Resource Guide.

Commitment to Success

Commitment from SBDC, the Chamber and other Network Partners to create a collaboration that effectively offers business and workforce resources and services to Anchorage businesses. The WIB may need to retain outside expertise to develop additional services and programs.

Resource Directory

The City of San Jose published a “How to Do Business in San Jose” resource directory. The size of the directory was small (8" x 8") and the cost for developing and printing it was borne by a local Internet service provider company.

Business Development Initiative

Priority Action 3

Support tourism and the convention business in its role as a primary industry and as a long-term business recruitment tool.

Implementation Tasks

1. Provide political support to the efforts to expand the convention center.
2. Promote Anchorage as a place to live and do business to conventioners and tourists. For example, the AEDC and Chamber could work with the ACVB to:
 - attract industry conventions, concentrating on the industries Anchorage has identified for recruitment, and
 - host receptions and offer business tours to conventioners from targeted industry sectors.
3. To position Anchorage as a destination adventure location, retain tourism specialists Chandler, Brooks, and Donahoe to conduct a visitor's assessment and provide strategies for increasing destination tourism.
4. Work with the Readiness Network on the downtown core development.
5. Investigate opportunities for cross promotional advertising to change the perceptions of Anchorage

Lead

ACVB

Network Partners

AEDC, Anchorage & Eagle River Chambers of Commerce

Timeframe/Benchmark

Within eight months, retain tourism specialists Chandler, Brooks and Donahoe to conduct a visitor assessment and immediately begin to implement recommendations.

Commitment to Success

ACVB's core mission is intertwined with the implementation steps identified here. The support from other organizational partners will help to leverage additional tourism opportunities.

Business Development Initiative

Priority Action 4 Continue to support existing programs that encourage maximizing local purchases.

- Implementation Tasks**
1. Support existing purchasing networks, such as those maintained by “Buy Alaska” and the Alaska Manufacturer’s Association through cross-promotion.
 2. Look for opportunities to expand the “Buy Alaska” program.
 3. Working with SBDC’s procurement office, track potential defense contracts that could be fulfilled by local companies. Notify local companies via e-mail of potential new business for them. Another source, www.business.com, has an Aerospace and Defense section that allows users to access information on defense contracts being let.
 4. Identify local companies in the information and communications industry and assist them in creating a marketing/promotions campaign in collaboration with the State of Alaska. One aspect of the promotion would be targeted to the local Anchorage market to promote using local technology products and services rather than outsourcing. Campaign would also run in metro markets of Seattle, Vancouver, and Portland to promote the use of Anchorage technology companies.

Lead

Business Development Network

Network Partners

UAA, SBDC, Alaska Manufacturer’s Association, High Tech Business Council, AEDC, Anchorage and Eagle River Chamber of Commerce

Timeframe/Benchmark

Design and begin to implement campaign promoting technology in Anchorage.

Commitment to Success

The support partners will need to commit to maintaining their programs and publicizing them through Vision Anchorage promotional materials.

Future Business Retention/Expansion Strategies

- Establish a business incubator
- Establish a local venture capital network
- Encourage the development of industry specific job banks by industry associations

Business Development Initiative

- Pursue a partnership with Georgia Tech's Logistics Professional Series with the end goal being professional certifications offered through workshops offered in Anchorage. This could be done through joint curriculum development with existing UAA professors, through an exchange program, or through attracting Georgia Tech professors to conduct coursework in Anchorage through a direct partnership with AEDC. Promote through the Council for Logistics Management, get endorsements from major companies such as Federal Express.

Future Business Attraction Strategies

- Develop an annual Venture Capital Conference to showcase Anchorage and facilitate the matching of venture capital with regional projects
- Establish a targeted business financing program (Revolving Loan Fund) for high-tech companies. (case study: Michigan Tech fund)
- Become a regional or national host of related industry conventions and conferences

Bibliography

Alaska Hi-Tech Business Council. (2001). *Then and Now – Annual Report*. Anchorage, AK.

Alaska Real Estate. Retrieved from www.alaskarealestate.com

Alaska Science & Technology Foundation. (2000). *A Long-Term Economic Development Strategy for Alaska*. Anchorage, AK. Jeff Kenworthy: Author.

Alaska State Chamber of Commerce, et al. (2001). *Alaska's Economic Future: Perceptions & Prospects*. On-line Survey.

American City business Journals Inc. (2002, July). *Logistics Becoming Area's Hot E-commerce Segment*. Business First, Brent Wilder: Author. www.bizjournals.com/inudstires/manufacturing/general

Anchorage Economic Development Corporation. (2001). *2002 Work Plan to Accomplish Priority Strategies*. Anchorage, AK.: Author.

Chabin Concepts Team. (2002, May). *Economic Base Analysis*. [Electronic Version] http://www.aedcweb.com/content/subpages/doing_report1

Chabin Concepts Team. (2002, June). *Organizational Analysis*. [Electronic Version] http://www.aedcweb.com/content/subpages/doing_report1

Chabin Concepts Team. (2002, June). *Business Climate Analysis*. [Electronic Version] http://www.aedcweb.com/content/subpages/doing_report1

Chabin Concepts Team. (2002, July). *Industry Targeting*. [Electronic Version] http://www.aedcweb.com/content/subpages/doing_report1

Chabin Concepts Team. (2002, July). *Marketing Assessment*. [Electronic Version] http://www.aedcweb.com/content/subpages/doing_report1

Chandler, Brooks & Donahoe. Visitor Destination Consultants. Personal Interview. www.chandler-brooks.com

City of Los Angeles. *Work Source: Building Business and Careers*. www.worksourcecalifornia.com

Dittman Research Corporation. (2002). *National/International Business Site Selection Survey*. Anchorage, AK.

Easley, Paula. Easley Associates Public Policy Consultants (personal correspondence, August 14, 2002)

Economic Development Administration. (2001). *Strategic Planning in the Technology-Driven World*. J. Montana, Ph.D., Montana & Colleagues, Inc.: Author

Expansion Management. (2001). *Education Quotient*. www.expansionmanagement.com/smo/docreserve/docreserve_content/DEC01_EQ

Georgia Institute of Technology. *The Logistics Institute*. www.tli.gatech.edu

Greater Louisville Incorporated. (1997, August). *Visioning Report*. Retrieved July 19, 2002, from <http://www.greaterlouisville.com/gli/about/overview/vision.htm>

HDR Alaska, Inc. (1996, July). *Anchorage Bowl Commercial and Industrial Land Use Study*. Anchorage, AK: Author.

Holland, H.R. "Ky" (June 29, 2000). A Constraints Based Analysis and Plan to Increase Metal Fabrication Manufacturing in Alaska. Retrieved August 14, 2002 from <http://home.gci.net/~kyholland/MBP-AKC-MetalC-FabC-Public.doc>

Holland, Ky. University of Alaska Anchorage Applied Technologies Division. (personal correspondence, August 12, 2002)

Hyland, T. (2002, May). Louisville Leads the Way in Logistics. *Transportation & Distribution*, 38-42.

James, Mark J., ED Solutions (personal correspondence, July 3, 2002)

Johnson, D. Douglas, Vice President, Professional Growth Systems (personal correspondence, July 29, 2002 referencing comments made by Michael Maibach, Vice President, Government Affairs, Intel Corp during IT Roundtable Session, November 2001)

Kenai Peninsula Borough Division of Community & Economic Development. (2000). *2000 Situation & Prospect and Quarterly Reports of Key Economic Indicators*. <http://www.borough.kenai.ak.us>. Interview with Jack Brown, Business Manager.

Joint Venture:Silicon Valley. *Tax & Fiscal Policy Committee*. <http://www.jointventure.org/initiatives/tax/tax.html>

Joint Venture: Silicon Valley Network. (2001). *The Joint Venture Way: Lessons for Regional Rejuvenation*. Collaborative Economics, Inc.: Author

Institute for Strategy and Competitiveness. (2002, February 24). *Alaska. Profile of the State Economy*. Washington, D.C. Michael E. Porter: Author

Isbell, Monica. Columbia Sportswear (personal correspondence, June 18, 2002)

Matanuska-Susitna Borough, Alaska. (2002, July). *Economic Development Planning*. International Economic Development Council: Author

Municipality of Anchorage Department of Community Planning & Development. (2001). *Anchorage 2020: Anchorage Bowl comprehensive plan*. Anchorage, AK: Author.

New Economy Task Force Report. (2002) *Making the New Economy Grow-An Action Agenda*. Retrieved from www.ppionline.org/ndol

Portland Business Alliance. *One Voice. One Vision*. Merger of Association for Portland Progress and the Portland Metropolitan Chamber of Commerce.

Public Policy Institute. *The 2002 State New Economy Index*. www.neweconomyindex.org/states/2002/alaska.html

Prudential Alaska Relocation. *Taxes in Alaska* www.move2alaska.com

The Rockey Company. Public & Media Relations. Personal Interview. <http://www.rockey-seattle.com/>

Total Supply Chain Management. (2001). *Logistic Quotient*. <http://www.totalsupplychain.com/>

School to Business Partnership. www.jointventure.org/initiatives/21st/challenge.html

State of Idaho. *Idaho Works. Workforce Solutions for Business*. www.idahoworks.org

Sterling Solutions, LLC. Logistic Consultant. Personal Interview. www.sterlingsolutionsllc.com

Teaching the New Basic Skills. (1996). Richard Murnane and Frank Levy.

The Port of Anchorage. (2000, April). *A Concept for the Future*. Anchorage Economic Development Corporation & Leeper, Cambridge & Campbell, Inc.: Author

Tischler & Associates, Inc. (2000, June 30). *Fiscal impact analysis*. Bethesda, MD: Author.

TransCare. (2002, April). *Strategy to develop anchorage as a major value added cargo hub in the global supply chain*. Wiesbaden, Germany: Author.

Tulare County Workforce Investment Board, Inc. and Employment Connection Council. www.climbthejobtree.com

Urban Land Institute (various). www.uli.org

University of Alaska Anchorage. (n.d.). *PAYLOAD*. Retrieved from University of Alaska Anchorage, School of Engineering Web site:

http://www.engr.uaa.alaska.edu/payload/PAYLOAD/Final%20Report/PAY_0_EXECUTIVE_AMEN.DOC

University of Alaska, Anchorage. College of Business & Public Policy. *Logistics & Supply Chain Management*. <http://logistics.alaska.edu/>

Vancouver International Airport. *Cargo Village*. www.vancouverairport.com/business/cargo/index.asp

13th Annual "State of Logistics Report". (2002, June 10). *Understanding Inventory – Stay Curious*. National Pres Club, Washington, D.C. Rosalyn Wilson: Author. Robert V. Delaney: Author.

