

Anchorage Comprehensive Economic Development Strategy

2010 Update

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Introduction

This report is the first annual update to the Anchorage Comprehensive Economic Development Strategy (CEDS) 2009-2013. This annual report serves as a progress report on economic development activities pursued throughout the planning cycle, changes in key economic conditions within the Municipality of Anchorage, and emerging issues that may impact or influence further implementation of the CEDS. As an ongoing part of the planning process, an updated list of projects has been included in the appendix. These projects have been altered to reflect the changing economic circumstances and priorities of the Municipality of Anchorage.

Population Trends

The Municipality of Anchorage population increased by 6,676 people or 2.3% between 2008 and 2009 based on estimates from the Alaska Department of Labor and Workforce Development. This estimated annual population increase is above the average annual rate of change from 2000-2009 of 1.2% for the Municipality. It is also the highest rate increase since the decade of 1980-1990. Population changes are composed of migration and births. For the 2008-2009 periods, Anchorage had a near equal proportion of increase in migration and births with 3,184 and 3,492 respectively. It is important to note that the population increases from 2000-2009 was nearly universally composed of birth increases and only nominally migration. This fact shows that in the past year Anchorage has had a large increase in migration, possibly due to the deteriorated economic climate, increased unemployment around the state, and an influx of military families to the Municipality of Anchorage.

The age composition of Anchorage has changed somewhat between the years 2000-2009. In 2000, the median age of Anchorage residents was 32.4 and in 2009 the median age is 33.1. While this increase may not seem large, it is part of a growing Alaska and national trend of an aging population. The Alaska Department of Labor and Workforce Development forecasts the Anchorage/Matanuska-Susitna Borough median age to be 34.6 by 2030. The combination of an aging and rising population may strain Anchorage's current resource capacity and will make the need for sound economic development policies ever more important.

Labor Force, Employment, and Income

Labor Force

On average from 2008 to 2009, the Anchorage labor force rose by 723 according to estimates by the Alaska Department of Labor and Workforce Development. This compares to the average rise per year between 2000 and 2008 of 1755. Regionally, the Kenai Peninsula Borough experienced a large growth in the labor force with a gain of 2,545 between 2008 and 2009. The Matanuska-Susitna Borough only gained 475 in the labor force over the same period.

This relatively modest gain in the labor force was met with a large gain in the unemployed and thus the unemployment rate. The average unemployment rate for 2008 for Anchorage was a superb 5.3%, whereas 2009 averaged 6.8%. However, these numbers are much better than the unemployment rate for the country. While historically the Municipality of Anchorage unemployment rate has been in line with the national average, the 2008/09 period strayed far from the course. In January of 2008, both the Municipality of Anchorage and the national average had seasonally unadjusted unemployment rates of 5.4%. Amid the global credit crisis, collapsed housing values, and overall global recession, the national unemployment rate rose to 9.7% at the close of 2009 whereas the Municipality of Anchorage saw its unemployment grow no higher than 7.2% in the same period of time. Historically Anchorage has had a more stable unemployment rate than the State of Alaska and the years 2008 and 2009 were no different. While Alaska's unemployment continually gained to reach 8.8% by year end 2009, Anchorage tapered off.

Employment and Earnings

Between 2008 and 2009 Anchorage lost a total of 1,017 jobs, a modest 0.67 percent. The largest gains were noticed in education and health services (3.88%), health care (3.86%), and local education (3.77%). Employment losses were concentrated in air transportation (-9.26%), construction (-7.38%), and leisure and hospitality accommodations (-5.2%). These losses mirror the national picture in which these three industries were some of the hardest hit in the recession.

Goods producing industry jobs continued to take a hit amid the recession with a loss of 6.49% of the employment. Service providing jobs, which make up over 90% of total jobs in Anchorage, lost only 108 jobs in 2008-2009.

The highest concentration of employment in Anchorage is in the trade, transportation, and utilities sector with total average employment of 32,967 in 2009, representing 22% of total employment. Retail trade represents the highest concentration of employment within this sector with total average employment of 17,225 in 2009, 11% of the total. The next highest employer in Anchorage is government, totaling 31,025, or 21% of total average employment in 2009. Other significant sectors of employment in Anchorage include education and health services (20,975), professional and business services (18,608), and leisure and hospitality (15,567).

As healthcare provides a large proportion of employment for Anchorage, the top practitioners garner some of the highest median wages for the city. According to Occupational Employment Statistics (OES) compiled by the Alaska Department of Labor and U.S. Bureau of Labor Statistics, the highest paying occupations in Anchorage in 2008 were obstetricians and gynecologists. Other high paying occupations in the healthcare sector include physicians, surgeons, general practitioners, physician assistants, and

pharmacists. Petroleum engineers, chief executives, and engineering managers all garner high wages as well.

Income

Anchorage enjoys one of the highest levels of per capita income in the nation. According to the U.S. Bureau of Economic Analysis, Anchorage ranked 33rd of all metropolitan areas in the nation in per capita income, with a total of \$43,515 per person. Anchorage is also well above the national average in per capita income. Dating from 1969 until 2007, Anchorage enjoyed per capita income as high as 185% of the national average during the boom years of the oil pipeline. Since that time Anchorage's per capita income has slowly receded to the level of 113% of national income, as reported in 2007.

Anchorage Economy

Oil and Gas Industry

Despite record oil prices in the summer of 2008, oil and gas employment estimates remained stable at about 2,800 jobs for Anchorage for 2008 and 2009. Oil prices started 2009 out at \$31 and gradually recovered to \$69 by year end. Year over year, the oil and gas industry employed an estimated 100 less jobs in 2009. In the first quarter of 2010, oil price per barrel has remained consistently between \$74 and \$77. Oil prices have strong implications for the Anchorage economy. Not only are most all of the major Alaska oil companies headquartered in Anchorage, but there are many jobs associated with and dependant on the oil and gas industry. The state government also relies on oil and gas royalties to supplement the Permanent Fund Dividend, as well as many capital expenditure projects that have been, and will continue to be, located in Anchorage.

Air Cargo and Global Logistics

Whereas high oil prices have a positive effect on state budgets and Permanent Fund Dividend checks, they have a negative effect on the air cargo and global logistics industry. High oil prices translate into less air travel and decreased routes, hurting revenues and cargo volume delivered through Ted Stevens International Airport, the Port of Anchorage, and the Alaska Railroad. Although the U.S. has experienced wild swings in oil prices in the previous three years, Anchorage has leveraged its ideal location, nearly equidistant from global supply markets, quite well. Anchorage remains one of the top airports in the world for air cargo. As of 2003 data from the U.S. Department of Transportation Federal Highway Administration, Anchorage is ranked 1st in the United States for total tonnage of landed cargo weight and is 5th worldwide for freight volume handled in 2008 with 2.36 million tons.

In order to serve the growing demand for Anchorage as a global logistics hub, the Port of Anchorage is currently undergoing an extensive expansion slated to be completed in 2014. The expansion will accommodate larger barges, cruise ships, containers, and

tankers, enhance more efficient intermodal (road, rail, marine) transportation systems, comply with new military requirements, serve a wider range of users, and stimulate the local and regional economies. As of 1st quarter of 2010, progress on the port expansion continues at a steady pace.

The Alaska Railroad currently has service connected to Ted Stevens International Airport in Anchorage and the Port of Anchorage as well as destinations as far north as Fairbanks and as far south as Seward. While the passenger service is world-renowned for its spectacular views, the railroad's revenue comes primarily from its freight and real estate operations. The rail-barge service offers direct connection to the port of Seattle, while freight operations move coal, gravel, construction materials, and other commodities. The railroad is also currently going through plans to upgrade its intermodal transportation capacity with designs of creating an Intermodal Transportation Center in Ship Creek. There are also preliminary plans of a commuter rail service between the Anchorage Bowl and the Matanuska-Susitna Valley. With plans to fully integrate the "Big 3" transportation authorities in the near future, Anchorage will be poised to reap large economic and social benefits.

In November 2009, Ted Stevens International Airport unveiled the completion of a \$200 million overhaul to concourses A and B, on the heels of a \$301.3 million overhaul to concourse C. Since the opening, the renovations of artwork and world-class amenities have provided visitors with a positive first impression upon their arrival. The renovation, first approved in 1997, has allowed the airport to accept larger aircraft and more restaurants in an environment conducive to natural lighting and efficiency of space.

Visitor Industry

The visitor industry is abundantly important to the Alaska and Anchorage economy. According to McDowell Group research, an estimated 1.58 million out-of-state visitors came to Alaska between May and September 2009. An additional 242,500 out-of-state visitors came to Alaska between the months of October 2008 and April 2009. Two-thirds of the total summer visitors were cruise ship passengers, while the majority of exits in the winter are through road and air. The summer market is extremely beneficial to the Alaska and Southcentral Region economy; representing 88 percent of the annual volume of visitors to the state. Although from summer 2008 to 2009 visitor traffic dropped 7.3%, visitors still spent \$1.5 billion in Alaska, 43% of which in the Southcentral Region. The size of the tourism industry creates 17,600 jobs for the Southcentral Region, generating \$514 million in labor income.

Recent changes in Alaska law have fundamentally changed the Alaska tourism industry. In 2006, Alaskan citizens proposed an initiative that imposed a \$46 tax per cruise ship passenger, with the tax revenue to be used to provide money for infrastructure of port towns and communities impacted by cruise ship tourism. Despite the tax, cruise ship visitors have continued to flock to the state, with 836,500 making their exit by cruise ship in 2008/9. Cruise lines have responded to the tax by discontinuing three routes to Anchorage in 2010, accounting for a loss of about 142,000 passengers this season. Facing

a 17 percent decrease in cruise ship passengers in 2010 and beyond, the influx of visitor dollars may prove too important a factor to dismiss. As of this writing in March of 2010, Governor Sean Parnell has introduced a bill to the state legislature dropping the tax to \$34.50 per passenger.

The economic downturn has and will continue to affect the Anchorage tourism industry. Reports have indicated that families have and are expected to take “stay-cations” more this year than before. This refers to people from the lower 48 touring local national parks or other sights instead of spending money on a cruise or flight to Alaska or other exotic locations. A lack of tourists visiting by plane could further compound the decreased cruise ship lines expected in 2010.

Health Care

The health services economy has been one of the biggest bright spots in all of Anchorage for the past year, posting a robust 5% boost in employment estimated from February 2009 to February 2010. Healthcare has remained a bright spot for Anchorage despite recently passed federal healthcare legislation that leaves the impact on Anchorage and Alaska uncertain. Anchorage remains home to the two largest hospitals in the state, Providence Alaska Medical Center and Alaska Regional Hospital. In early March, 2010 \$150.3 million renovation project dubbed “Generations” was announced for Providence Medical Center. The project will expand the newborn intensive care unit as well as prenatal, mother-baby, and labor and delivery units. It will also expand the cardiac surgery program as well as renovate other areas of the hospital. Provided the state approves its certificate of need, the 86,000 square foot construction project will be three times the size of any construction work done in 11 years at the hospital, and should provide hundreds of construction jobs throughout the project cycle.

Construction

Construction has been one of the most hard-hit industries in Anchorage’s economy in the previous year. In 2008, construction jobs employed an average of 9,400 employees each month. In 2009 average employment dipped to 8,475, and through February 2010, estimated employment has averaged 6,650. This downward trend in construction employment mirrors the trouble that the national housing market has been in for months.

Building permits are also on the downtrend. The Municipality of Anchorage estimated the value of building permits to be \$461 million in 2008, down from \$609 million in 2007. 2009 data shows the value of building permits to be in further decline, with total value equaling \$451 million. Projects in the Municipality of Anchorage that began construction in 2009 included Phase I of the UAA Health Sciences Building (\$30 million cost), McLaughlin Youth Center Expansion (\$11 million), Chester Valley Elementary School (\$13 million),

Housing Market

Foreclosures and repossessions, along with depleted housing prices and home sales have led to a national housing construction freeze that, as of early 2010, has not shown signs of ending. Although employment in construction has been down in 2009 and 2010, other indicators show that housing may not be in as bad of shape as the rest of the country. Multi-family building permits have returned to 2006 levels, and the average sales price of residential homes in Anchorage was about \$325,000 in the second quarter of 2009. This figure is a slight decline from the 20 year peak of approximately \$340,000 in 2007. Anchorage foreclosures are up a little, but remain at historically stable levels. According to Alaska Department of Labor and Workforce Development economist Neil Fried, home sales in 2009 totaled 2,411, a year-over-year decline of 393. This number is well under the total from 2007 of 3,659 total sales.

Retail Trade

Retailers have had a mixed year overall in Anchorage. Total retail sales from November 2008 to November 2009 were down 0.9%. Compared to numbers from 2008 with department store sales down 13.3%, apparel 10.4%, and wholesale clubs down 2.4%, 2009 was not so bad. Shopping center construction spending has been on a steady decline since the beginning of 2008, ranging from \$25 billion in 2008 to \$15 billion mid-year 2009.

In the coming 5 years Anchorage is projected to have a significant decline in retail space construction. This may be the case for a number of reasons. Anchorage's physical geography is not conducive to continued, sustained sprawl. The Municipality is bound by water on one side and mountains on the other, leaving a finite space for population to increase and the subsequent demand for retail trade to follow. Anchorage experienced a large boom in retail space lasting between 2005 and 2009, bringing in new business and big box retailers such as Target, Kohl's, Lowe's, Wal-Mart, Barnes & Noble, and REI. This rush for retail space has left the market somewhat saturated. New retailer hesitancy to invest in the Anchorage market means the current space available is being recycled.

The Title 21 Land Use Code rewrite is currently under consideration by the Municipality of Anchorage Assembly as of this writing. Title 21 is a section of the municipal code that regulates land use and development with the goal of enhancing public health, safety, and general welfare. The code rewrite will raise the bar for quality of development, not necessarily posing a negative affect on the cost of development. One aspect of the new code that may have a positive impact on retail development is the mixed-use zoning districts. Mixed-use zoning will allow retail stores and office buildings to mix with residential housing, making better use of available land. Title 21 will help to make sure current space available is more efficient and there is ample housing for population increases.

The concern that remains for Anchorage as it relates to real estate is the continued availability of class A commercial real estate, even after the national and state economy has somewhat rebounded. The availability indicates that the Anchorage business climate has not totally recovered, with businesses having cut down on operations or moved to a more business-friendly environment, leaving the local economy and real estate developers with a “wait and see” attitude for news of further recovery.

Military

The Municipality of Anchorage is home to both Fort Richardson Army Post and Elmendorf Air Force Base. The military presence in Anchorage has steadily increased over the previous decade, although not at the same pace as the general population. With military personnel comprising over 10% of the total Municipality of Anchorage population, various changes to base closures and deployments have a distinct impact on the economy. Anchorage generally sees a surge in spending upon the return of troops from deployments across the world, ranging from retail to housing and entertainment to restaurants and bars.

There are currently a number of expansions to military installations in Anchorage. The Army Corps of Engineers has budgeted \$290 million for fiscal 2010 to include improvements on Weapons Release, Munitions Load Crew, the Air Support Operations Facility, Aviation Task Force Complex, Railhead Operations Facility, Combat Support Brigade M.E. Complex, and Multi-purpose Machine Gun Range (2011).

South of Ted Stevens International Airport is also Kulis Air National Guard Base. A report commissioned by the Department of Defense recommended the return of Kulis ANGB to its original location at Elmendorf Air Force Base by 2011. Ted Stevens International Airport, which will have control over the land once the Kulis facility vacates, is currently conducting a study on how to best utilize the land for an airport maintenance facility that promotes positive economic development for the Municipality of Anchorage. The final report is expected to be ready by October 2010.

Conclusion

Since December 2007 the United States has been in the depths of the most severe recessions since the Great Depression. As of this writing in May 2010, the National Bureau of Economic Research, the official organization that determines business expansions and contractions, has yet to rule an end date to the “Great Recession” of ’08-’10, as the United States is still in the midst of the highest unemployment rate the country has experienced since 1983. While Alaska has been relatively immune to most of the recession effects, the state and the Municipality of Anchorage reached the highest unemployment rate on record since 1992. Nationally, the recession hit many industries and regions hard; from marked decreased manufacturing activity in the Rust Belt region to California’s severe budget deficit, yet Anchorage has consistently offered solid employment opportunities and one of the top gross state products (GSP) per capita out of all states.

This report has highlighted some of the key industries and changes in the Anchorage economy over the past year. Among the bright spots of the Anchorage employment picture over the past year, health care and education continued to gain workers while construction, transportation, and hospitality lost employment. While in the short term the trend to health care, education, and government growth is acceptable, over the long term this trend can become troublesome for the economy in the aggregate. Not only are these industries not wealth-producing, but they also do not open doors for innovation in the economies that they dominate. Economies focused on basic industries such as these tend to have little innovative capacity and in turn marginal economic growth. In the future, as wealth-producing industries in Anchorage turn around, a successful economic development strategy will focus on channeling resources toward wealth-producing avenues of growth.

The following pages contain an appendix of goals and initiatives brought forth by local groups involved in economic development in Anchorage. The overarching goals for the Municipality of Anchorage, as determined by groups involved in the process, are to foster economic development, develop infrastructure, focus on education and workforce development, cultivate the visitor industry, and maintain a high quality of life for residents.

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Five Year Goals, Objectives & Strategies

Goal I: **Economic Development:** Foster a healthy, diversified economy with sustainable, high-quality jobs and successful businesses.

Objective A: Assist Anchorage and Alaska companies through a well-organized and sustained program to encourage growth, retention, and expansion outside of Alaska.

Actions	Metric	Progress	Comments
1. Meet regularly with key Anchorage businesses to build relationships and assist with forecasting current and future trends to aid in business expansion and/or retention planning efforts	Yearly meetings with Anchorage businesses and business leaders	Attempted to meet with 185 Anchorage businesses in 2009. Successfully secured meetings with 160 of the 185 businesses	
2. Stay abreast of current events and local, state, and national business news to identify economic opportunities and any constraints to growth	Membership in local, industry specific, statewide, and national organizations	Members of APED, Anchorage & CER Chambers, RDC, Alliance, ACVB. Spent about 475 hours in 2009 participating in these organizations	
3. Facilitate business opportunities by providing business intelligence and/or connections	Assist businesses with business intelligence or connections	45 out of state businesses assisted	
4. Address challenges and opportunities by working with the Municipality of Anchorage and State on business climate issues	Business incentives proposed and implemented	Initial list of incentive packages in comparable cities developed	New incentives not proposed to local or state

Objective B: Maintain and sustain an external marketing program focused on attracting businesses in select industries with the most potential for leveraged growth.

Actions	Metric	Progress	Comments
1. Work with key constituents to promote development of opportunities	Opportunities developed	October site selection trip visited 13 site selectors	Budget constraints led to postponement, site selector trip
2. Target marketing and communications strategy for business retention and expansion opportunities	Anchorage Prospector listings	756 as of 12/31/08 853 as of 12/31/09	

3. Develop marketing strategy focused on specific industries and develop company targets within respective industries	# of company targets developed	Company target list generated	
4. Communicate directly with targeted companies to foster business relationships	# of company targets communicated with	Provided assistance to 62 businesses in MOA	
5. Increase national and international awareness of Anchorage's assets as they relate to business growth in select industries	Business-related spots in national publications	1Q – 73 placements; 2.3 m people reached; \$407,500 value; 15:1 return. 2Q – 28 placements; 2.5 m people reached; \$12M value; 80:1 return. 3Q – 33 placements 1.1 m people reached; \$342,340 value; 16:1 return; 4Q- 51 placements; 12 m people reached; \$488,455 value; 23:1 return	

Objective C: Align with other appropriate organizations (public and private) to prevent duplication of efforts and to communicate and market a common vision for Anchorage economic development and growth.

Actions	Metric	Progress	Comments
1. Maintain, or improve where necessary, working relationships and open communications with organizations that have similar missions	Relationships built	Signed MOU with JEDC, began negotiations with REAP	
2. Collaborate with local organizations to create synergies and prevent redundancies in marketing efforts	Organizations contacted, meetings held	This action item is included with Action 2 of Objective A	
3. Partner with local economic research organizations to stay abreast of current data	Projects partnered on	Partnered with McDowell Group to produce economic forecast, quarterly economic update, business confidence index survey, and 3 rd party initiatives	
4. Present the annual and mid-year economic forecast, produce quarterly economic forecasts and maintain a data bank of quarterly economic reports	Successful production	All completed, produced, and distributed successfully	

5. Maintain working relationships with economic data sources such as the Alaska Department of Labor, the Institute of Social and Economic Research, and others	Regular contact established	Worked with DOL to provide unemployment claims for Southcentral Region	
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Objective D: Recognize the entire State of Alaska as an important constituent, and enhance business between Anchorage and the rest of the state.

Actions	Metric	Progress	Comments
1. Increase recognition of Alaska Native Corporations' importance to the local economy and build relationships with key officials	Relationships built and maintained	Public relations established for Eklutna Inc. and CIRI	
2. Foster partnerships with rural Alaska	# of partnerships built and maintained	Member of APED and ARDOR - meet regularly to cooperate with ARDORS and other organizations performing economic development work including UACED	
3. Grow business throughout Alaska—what is good for the rest of the state is good for Anchorage	Initiatives to create businesses throughout state	As an APED member we received a grant to perform an Alaska Statewide Development Strategy – Phase I completed 1Q 2010.	
4. Reach out to Alaska Native communities through a regular, sustainable outreach program and ARDOR involvement	ARDOR meetings, conference calls	Quarterly meetings and attendance at Annual Meeting	

Goal II: **Infrastructure:** A modern, well-developed transportation, utility, communications and public infrastructure that supports the long-term needs of a world-class northern city.

Objective A: Support Public Transportation

Actions	Metric	Progress	Comments
1. Develop People Mover routes which meet the needs of citizens	Increased Ridership	Ridership decreased 0.9% from 2008-2009	Budget cuts forced a 1.1% reduction in service hours.
2. Implement frequency of service which promotes ridership	Routes providing 30 minute headways	Route #9 and 15 began 30 minute headway service in July 2008.	
3. Maintain clean and weather-suitable bus shelters	75 bus shelters are located at high volume stops	Cleaning of bus shelters was taken over by the People Mover Enhancement Crew in 2009. Shelters are serviced a minimum of 2 times per week with busy stops receiving daily service.	Design criteria for a bus shelter location include: >40 Boarding /transferring /day in commercial areas or >25 in urban/suburban areas and other considerations.
4. Ensure ADA compliant bus stops, facilities, and vehicles	Number of vehicles and facilities that are ADA compliant	All buses are ADA Compliant. 64% of bus stops are ADA compliant	Our goal is a 100% accessible system – Bus stops on collectors and arterials receive priority over neighborhood street bus stops where drivers may maneuver to achieve accessibility.
5. Encourage “Mile High” planning, including intermodal public transportation options	The 5 year plan -People Mover Blueprint is updated – Public Transportation is part of AMATS planning projects.	The Blueprint was updated in 2009. People Mover continues to provide input to regional planning projects.	
6. Develop necessary supporting infrastructure for People Mover	Road projects include bus stop upgrades for ADA.	Construction plans for State and Municipal road projects are reviewed to include bus stop ADA compliance.	Future growth will require expansion of the bus warm storage facility. Current

			capacity is 60 buses.
7. Support necessary upgrades/replacement of existing People Mover technology systems	All systems will have maintenance agreements and be upgraded per vendor recommendations. PCs and servers will be replaced on a scheduled basis.	A Farebox procurement process has begun. Interactive Voice Recording system replacement procurement in process will allow passengers to access real-time bus information with their phone. PCs are replaced every three years. Servers are replaced every 5 years.	We are in the process of consolidating IT systems where we can obtain efficiencies in operations. Virtualization of desktops and servers for systems that are not physically plugged into proprietary devices will be considered in the near future.
8. Support development of commuter rail service between Anchorage and the Matanuska-Susitna Borough and Girdwood		No progress to report	
9. Support the Regional Transit Authority	Progress is made on developing a RTA.	The Public Transportation Department is working with the Matanuska-Susitna Borough on an RFP for a RTA study	
10. Support development of intermodal facilities and parking lots	Plans for intermodal facilities.	The Dimond Center Intermodal Feasibility Study contractor has been selected.	

Objective B: Promote Effective Planning

Actions	Metric	Progress	Comments
1. Support continued implementation of the Anchorage 2020 plan		The rewrite of the Municipality's zoning code (Title 21), creation of new district plans, and the adoption of the Land Use Plan Map are all key implementation strategies expected to be completed in 2010.	

2. Promote development of Neighborhood, District, and Area Plans		The Planning Department is currently developing several District Plans to be adopted in 2010 and 2011: <i>The Downtown, The Hillside District Plan, West Anchorage District Plan, and the East Anchorage District Plan</i>	
3. Support the master planning process for Anchorage International Airport, the Port of Anchorage, and the Alaska Railroad Corporation		The <i>West Anchorage District Plan</i> is intended to formally interface with airport master plans; the WADP is currently underway and is scheduled for adoption in 2010. The Planning Department continues to work with the Alaska Railroad to approve projects consistent with the Ship Creek Master Plan.	
4. Promote implementation of the Anchorage Downtown Comprehensive Plan		The Planning Department is conducting a Seismic Study with land use recommendations for the downtown area. In addition, background work and research is being completed in 2010 to lay the groundwork for the development of downtown development regulations, to be undertaken in 2011.	
5. Support implementation of the adopted Anchorage Bowl Parks and Trails Plan		A number of recent road projects have included construction of trails depicted in the Area wide Trails Plan.	
6. Promote effective and thoughtful transportation planning using the Anchorage Long Range Transportation Plan (LRTP)		It is anticipated that the Anchorage Bicycle Plan will be approved by the Assembly	

		in the Spring of this year.	
7. Support effective land use planning, necessary for continued development in the Anchorage Bowl		The Land Use Plan Map will be updated and adopted in 2010. The map updates the 1982 Land Use Map for the Municipality to guide land use decisions in the Anchorage Bowl.	
8. Support completion of Anchorage's Title 21 rewrite		The Title 21 Rewrite Project will be finalized in 2010.	
9. Support public-private partnerships which help identify parcels for potential commercial and industrial development		The department strives to effectuate this concept in the development review process.	
10. Work to ensure an adequate supply of industrial land in the Municipality, to help facilitate new industry development		The Land Use Plan Map project, along with changes to the zoning code that prohibit commercial development on industrially zoned land, support the preservation of industrial land in appropriate locations.	

Objective C: Support Utility and Energy Development

Actions	Metric	Progress	Comments
1. Support development of regional energy authority		No progress to report	
2. Encourage and support public/private utility and energy partnerships		No progress to report	
3. Expand utility assistance programs		No progress to report	
4. Retrofit municipal facilities with energy efficient lighting		Utilizing Energy Efficiency and Conservation Block Grant American Recovery and Reinvestment Act to retrofit 3 facilities and 4 parking garages.	State Energy Program American Recovery and Reinvestment Act funding may also be available to Municipality in

			2010/11
5. Install energy efficient lighting on all city roadways and trails, and in city parking lots and parks		No progress to report	
6. Construct new city facilities to Leadership in Energy and Environmental Design (LEED) standards		No progress to report	
7. Construct new Anchorage School District facilities to LEED standards		No progress to report	
8. Expand curbside recycling		No progress to report	
9. Encourage private developers to meet LEED standards		No progress to report	
10. Develop a local materials recovery center for recycling materials		No progress to report	
11. Support develop of Anchorage landfill methane recovery center		No progress to report	
12. Support development of Fire Island electrical generation		No progress to report	
13. Transition existing People Mover fleet to more fuel-efficient vehicles		No progress to report	

Objective D: Promote Development and Expansion of Transportation Infrastructure

Actions	Metric	Progress	Comments
1. Support the Regional Transportation Authority		No progress to report	
2. Support master plan and plan updates for Anchorage International Airport	Quarterly checks on the status of the beginning of the Master Plan update. Participation in public meetings and advisory committees once plan begins. Completed Master Plan update.	ANC will likely begin a Master Plan update in 2011 or 2012.	Business community support of the development of the airport is critical to a successful master plan product to enable growth of airport infrastructure.
3. Encourage private investment in new and expanded air cargo facilities at Anchorage International Airport	Maintain and modernize facilities to attract new investment. Promote ANC through AEDC communications	Completed Concourse A & B which accommodates more travelers and service capabilities for expansion opportunities –was featured in the AEDC 4th Quarter	ANC has hundreds of acres of land that can be developed for heavy air cargo facilities west of the North-South runway and south of

	efforts, including site and media trips by AEDC staff	Newsletter and was promoted at 30 site selection and media meetings conducted by AEDC in New York, Washington DC and Houston	FedEx facilities. Land is also available in south airpark and at Kulis (in 2011) that may be appropriate for smaller regional air cargo operations
4. Support expansion and redevelopment of the Port of Anchorage	Continued participation in meetings organized by AIDEA or ANC.	Participated in several meetings AIDEA and ANC staff had (2009 and 2010) without and with potential operators, developers and users of maintenance facility. As part of the Kulis Land Use Plan effort, ANC completed a wide-body aircraft maintenance facility business interest survey.	A maintenance facility may be economically feasible in Anchorage for cargo aircraft returning empty to Asia and requiring regularly scheduled maintenance
5. Support master plan and plan updates for the Alaska Railroad Corporation-Anchorage	Completed Master plan and updates by the Alaska Railroad Corporation	1. Conceptual design for Phase 2 of Intermodal Transportation Center began in 2009 and additional design will continue in 2010. Construction: Track work resumed in fall 2008 and was complete by April 2009.	
6. Promote commuter rail between Anchorage and the Matanuska-Susitna Borough		No progress to report	
7. Support road projects which offer better connections for the movement of people and goods, as identified in Anchorage's LRTP		No progress to report	
8. Promote development of road projects which improve vehicle and pedestrian safety, as identified in Anchorage's LRTP		No progress to report	
9. Promote development of road projects which includes adequate landscaping and necessary buffering, as called for in the 2020 Plan and other adopted documents and plans		No progress to report	

10. Support maintenance and expansion of the existing trail system, as outlined in the Trails Plan and other adopted documents and plans		No progress to report	
11. Promote road projects which include bicycle and pedestrian amenities, as called for in the 2020 Plan and other adopted documents and plans		No progress to report	
12. Support development of parking facilities to meet the needs of the community		No progress to report	

Objective E: Support Development of Public Facilities Which Serve Residents and Visitors

Actions	Metric	Progress	Comments
1. Promote the central location of city offices and services to make them easily and accessible to the public		The town of Eagle River has centralized city offices and services at one location to maximize public accessibility.	
2. Support development and maintenance of a first-class, modern, public library system with up-to-date technology		ClearWire donated two years of wireless network access for all branch libraries. New computing equipment purchased for Girdwood, Muldoon, Samson-Diamond, & Chugiak-Eagle River branch libraries	
3. Promote strategic locating of branch libraries, easily accessible to neighborhoods and near People Mover routes		Chugiak-Eagle River Branch Library moved to Eagle River Town Center August 2009	
4. Support construction and maintenance of high quality public schools, which prepare students for success		No progress to report	
5. Support construction, maintenance and programming for community recreation centers that adequately serve the needs of residents, especially youth		Installed artificial turf at Chugiak HS and completed funding for Harry J. McDonald Center expansion 2010-2011	Multi-faceted funding approach for construction of new recreational facilities in Chugiak-Eagle River
6. Encourage public-private partnerships to expand and maintain programming and services offered at public facilities		Parks & Recreation and Anchorage Park Foundation	

		partnership for Neighborhood Park Improvements and Youth Employment Program. Cooperative Use Agreements for contributing to sports field maintenance	
7. Support construction of a new Municipal Department of Health and Human Services building, which will adequately serve the needs of clients		No progress to report	
8. Encourage public-private partnerships with major municipal sports facilities, such as the Sullivan Arena, Ben Boeke Arena, and Dempsey Anderson Arena, which expand public-private uses and offer recreational opportunities for participants and audiences		No progress to report	
9. Encourage public-private partnerships with the Dena'ina Civic and Convention Center and Egan Convention Center, which expand usage by visitors and residents		No progress to report	

Objective F: Support Technology Development

Actions	Metric	Progress	Comments
1. Encourage development of 3G networks which provide adequate coverage in the region			N/A This is driven by market demands and response is seen in private sector deployments.
2. Support technology upgrades to municipal offices and departments		The Health Department and Loussac Library and branches received new Network cabling in the communications closets and new network hardware. City Hall received an upgrade of the aging phone system with a new voice over IP system Wireless networking was installed at the Permit	The Permit Center will receive a new network and communications closet wiring in 2010. More phones in offices around the city will be upgraded to VOIP

		Center for Conference rooms and Common area use.	
3. Support expansion of the Municipality's website, to better serve citizens		Completed new e-government website in 2009	New website launched in August 2009 focusing on an efficient framework for developing citizen-centered services.
4. Upgrade municipal systems to allow for online permitting and fee and fine payments		Online payments initiated in 2009; Permitting scheduled completion end of 2010	Services to include bus passes, dog licenses, traffic citations; Right-of-Way and On-site Permits completed in May of 2010.
5. Locate e-Government kiosks in all municipal libraries and community recreation centers, expanding citizen availability		One kiosk operating in Girdwood	
6. Expand e-Government locations to include major retail and grocery outlets, taking government to citizens		One of the many e-government initiatives that the IT department recently implemented was a kiosk at the Girdwood Branch Library. It provides city, state, and visitor information on a touch-screen browser with MOA information as provided on the municipal website. This is a pilot project to bring government closer to remote corners of the Municipality such as Girdwood.	
7. Upgrade public meeting spaces to allow for online streaming of public meetings		The Municipal Assembly adopted ordinance 2009-134 allowing for electronic notification of public meetings to be located on the Municipal home page.	

8. Encourage technology workforce development and vocational education programs which will provide ready employees and encourage the technology sector to invest in the region		The IT Department participates in the King Career Center intern program. We have had interns work in the GIS and Network technology areas.	Re-established UAA MIS student internship program in 2010
9. Support public-private partnerships which will facilitate development of the technology sector in the region			Provided information and basic support to Technology Group submitting proposal for Google Fiber for Anchorage (March 2010)

Goal III: **Education and Workforce Development:** Residents, students and workers that are well-prepared for success in life and work.

Objective B: University of Alaska-Anchorage

- Strengthen and develop the Total UAA Instructional Program to build a university of first choice distinguished for excellence in teaching and learning and to become a leader in undergraduate and graduate education centered on professional and craft practice, academic research, or creative expression, we will:

Actions	Metric	Progress	Comments
1. Build depth, reinforce success and ensure sustainability in programs that support student success, general education, workforce development, preparation for high-demand careers, or respond to high student demand	High Demand Job Awards (Certificates and Degrees awarded in fields designated by the State of Alaska Department of Labor as "High Demand Jobs." This is a statewide metric used to assess performance at each of the University of Alaska major administrative units (UAF,	In FY 09, UAA awarded 1555 certificates and degrees in high demand job fields. This represents 75 percent of total 09 awards and an increase of 8 % in this metric since FY 07, the base year for UAA 2017.	

	UAA, UAS). [Note: UAA uses the phrase "High-Demand Careers" in its planning documents.]		
1. Continued	Student Credit Hour Production. This is a statewide metric used to assess performance at each of the UA major administrative units.	In FY 09, UAA produced 344,254 credit hours, an increase of 1.6 percent over FY 07.	
1. Continued	General Education Credit Hour Production. This is a UAA sub-metric of the above.	In FY 09, UAA produced 138,906 general education credit hours, an increase of 4.3 percent over FY 07. The general education curriculum is the foundation upon which high demand job programs are built.	

Objective C: Anchorage School District

- Increase achievement of all students

Actions	Metric	Progress	Comments
1. Students will demonstrate increased academic achievement as indicated by improved performance on state measures of academic performance. Students will meet the state defined Annual Measurable Objective.	The percentage of students scoring not proficient in language arts and mathematics will decrease by 10 percent in each AYP-designated student group.	In language arts there were percent gains from 2007-08 to 2008-09 in the percentage of students scoring not proficient at the All Students category and in all designated student groups except African American. The target was not achieved at the All Students category or in	

		<p>any of the designated student groups.</p> <p>In mathematics there were percent gains from 2007-08 to 2008-09 in the percentage of students scoring not proficient at the All Students category and in all designated student groups. The target was not achieved at the All Students category or in any of the designated student groups.</p>	
<p>2.-A higher percentage of students will master reading skills and strategies to read proficiently at the end of grade 3.</p>	<p>In a year-to-year comparison, the percentage of students scoring proficient in reading on the Alaska Standards Based Assessment will increase by 2.5 percent in each AYP- designated group in grade 3.</p>	<p>There were percent losses from 2007-08 to 2008-09 in grade 3 SBA reading proficiency at the All Students category and in all designated student groups except African-American, White, Hispanic, Multi-Ethnic, Economically Disadvantaged, Limited English Proficient and Female. The target was not achieved at the All Students category or in any designated student groups except for Multi-Ethnic and Limited English Proficient.</p>	
<p>3. The percentage of students in accelerated mathematics sequence will</p>	<p>The percentage of students</p>	<p>Percent gains were made</p>	

increase.	in each AYP-designated student group who successfully complete Algebra I in grade 8 or earlier with a grade of C or higher will increase by 5 percent in a year-to-year comparison.	from the 2007-08 to 2008-09 of students successfully completing Algebra I in grade 8 or earlier for all the designated student groups except Students with Disabilities. The target was achieved at the All Students category and in all of the designed student groups except African-American, Alaska Native/American Indian and Students with Disabilities.	
4. The dropout rate will decrease.	The dropout rate of grades 7-12 students will decrease by 5 percent in each AYP-designated group in a year-to-year comparison across the district and in each school.	At the district level decreases in the dropout rate were made from the 2007-08 school year to the 2008-09 school year for All Students and in all designated student groups except Multi-Ethnic. The target was achieved at the All Students category and in all of the designated student groups except Native Hawaiian/Other Pacific Islander, White and Multi-Ethnic.	
5. The graduation rate will increase.	The graduation rate will increase by 5 percent from year-to-year in each AYP-designated student group across the district and in each school.	At the district level there were increases in the graduation rate from 2007-08 to 2008-09 at the All Students category and in all designated student groups except Native	

		Hawaiian/Other Pacific Islander, Hispanic, ME, and Migrant. The target was met at the All Students category and in all of the designated student groups except Native Hawaiian/Other Pacific Islander, Hispanic, Multi-Ethnic and Migrant.	
6. The percentage of high school students successfully completing higher-level courses will increase.	There will be at least a 5 percent increase in each AYP-designated student group in the percentage of high school students who successfully complete AP courses in a year-to-year comparison. "Successfully complete" is defined as passing the AP course with a grade of C or higher.	For the year-to-year comparison of the percentage of students who successfully completed an AP course in the 2007-08 and 2008-09 school years, there were percent gains at the All Students category and in all designated students groups except Multi-Ethnic, Limited English Proficient and Male. The target was achieved at the designated student groups of African-American, Alaska Native/American Indian, Native Hawaiian/Other Pacific Islander, Economically Disadvantaged, Students with Disabilities, Migrant and Female.	

- Support an effective learning environment

Actions	Metric	Progress	Comments
1. The ASD is committed to establishing an environment of respect and mutual collaboration by attracting and retaining a quality workforce, at every level in the District, who are committed to providing a positive learning environment, who value diversity, and who reflect the diversity of the Anchorage community and the relevant labor market.	In a year-to-year comparison, the district will increase the percentage of non-White employees in the overall workforce.	The percentage of non white employees increased between 2007-08 and 2008-09 from 22.83 to 23.12 percent.	

- Public accountability

Actions	Metric	Progress	Comments
1. Customer service and satisfaction will improve.	The district will increase the survey response rate and the <i>Respectful Climate</i> Factor score measured in the student, staff and parent/guardian climate survey at the district and division levels.	From the 2008-09 Climate 5-12 Student Surveys, elementary and middle school divisions had a decrease in the response rate, while high, alternative/charter and district had increases. From the 2008-09 Climate Staff Surveys, all of the categories had an increase in the response rate. From the 2008-09 Climate Parent/Guardian Surveys, all of the categories had a decrease in the response rate. The cancellation of the spring parent teacher conferences eliminated one of the three methods used to obtain these surveys.	
2. Parent/guardian involvement will improve.	The <i>Parent/Guardian and Community Involvement</i> factor score reported in	The <i>Parent/Guardian and Community Involvement</i> factor was determined	

	<p>the staff climate survey will increase at the district and division levels.</p>	<p>from the staff climate survey results. Respondents were asked a series of questions that were related to parent/guardian and community involvement. <i>The Parent/Guardian and Community Involvement</i> factor in the staff survey included several questions that reflect feelings about parent/guardian and community involvement. The range of the factor score is from one to five, where one is low and five is high. From the 2008-09 Climate Staff Surveys the categories of elementary school and district had an increase in the mean score of respondents on the <i>Parent/Guardian and Community Involvement</i> factor. The categories of middle school and high school had a decrease. Alternative and Charter created new baseline data as of 2008-09.</p>	
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Goal IV: **Visitor Industry:** Ensure that a growing number of visitors come to Anchorage year-round and have high-quality, unique, memorable and enriching experiences.

Objective A: Promote Anchorage as a visitor destination

Actions	Metric	Progress	Comments
1. Increase paid and editorial coverage of Anchorage in local, statewide, national, and target international markets	Advertising Equivalency measures	\$8.15 million in domestic and \$1.8 million in international Ad EQ.	Does not include online coverage
2. Attract more visitors to www.anchorage.net	Unique visitors and page views	1,012,111 visitors to ACVB online properties, with 672,630 unique visitors and more than 5.3 million page views	All measurable exceed goals for 2009
3. Work with tour operators and travel agents nationwide to provide training and to increase the number, variety, and quality of travel packages available	Actual training numbers	3,800+ agents trained on Southcentral Alaska product	
4. Increase social media outreach as a primary marketing strategy	Fans and Followers	At end of 2009, have 522 Twitter followers and 532 Seymour of Anchorage fans; high grades for postings in each media	Discovering that these tools are great for local markets and media; not yet a driver for general consumer marketing
5. Focus on promoting visitor attractions, activities, activities, facilities, and services within a day's outing from downtown		Ongoing efforts via all media, online and print	
6. Increase visits to Visitor Information Centers	Reported visits	171,469 visits in 2009	Reflects a 19% from 2008; this is consistent with national and statewide visitor industry trends during economic downturn
7. Increase promotion of Anchorage and Southcentral visitor opportunities in rural Alaska		Print and radio advertising with poster distribution in rural markets specific to key winter/spring events with rural appeal. Radio effort included both paid ads and in-person interviews.	

		Over 20 communities reached through radio, Alaska Newspapers (two issues) and First Alaskans Magazine	
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Objective B: Increase meeting, convention, trade show and event bookings

Actions	Metric	Progress	Comments
1. Promote Anchorage as a premier convention, meeting, and trade show venue through media, trade shows, sales blitzes, fam trips, and sales calls	Conventions sold and Conventions booked stats	\$98.7 million in estimated economic impact for both measures in 2009	
2. Encourage meeting planners to use online RFP tools		Implemented online meeting planner survey to gauge importance of online RFP	Results still being compiled
3. Give local exposure to major meetings, conventions, and events held in Anchorage		Ongoing submissions to media have resulted in weekly convention updates in paper; paid advertising supplements	
4. Provide services to these groups during their Anchorage visits	Meetings serviced	Served xxx conventions	

Objective C: Make Anchorage more attractive to visitors and residents

Actions	Metric	Progress	Comments
1. Support events, cultural activities and festivals that increase visibility and awareness of Anchorage as a meeting and travel destination			
2. Provide customer service training for employees in the visitor service industry	# Trained	Conducted training for 585 hospitality workers in 2009 and reached 135 taxi drivers with visitor information	
3. Work with the travel industry to increase the number, variety, and quality of travel packages available		Ongoing education efforts and links to packages page	

		on website	
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Objective D: Coordinate public and private visitor industry resources

Actions	Metric	Progress	Comments
1. Leverage key partnerships to maximize outreach to key audiences		Ongoing efforts; built into ACVB 2010 annual plan to outreach to state and local partner agencies	
2. Increase and retain ACVB's membership base	Retention and New Member numbers	Ended 2009 with 1,049 members; 81 new	
3. Use innovative marketing and communications strategies to position Anchorage as a premier resource for out-of-state and in-state travel and meeting planning through use of Web 2.0 technologies, booking and planning tools		See comments under social media and meeting planner online RFP	
4. Recruit and retain ACVB volunteers	Volunteer numbers and hours donated	In 2009, ACVB engaged 109 volunteers for 11,884 donated hours	
5. Increase ACVB member participation in state, national and international trade shows	# of Shows Attended	Shows attended decreased based on budget realities	
6. Continue development of web site inter-actively, building depth with links in		Ongoing in 2009; comprehensive Website review underway for new site development in 2011	
7. Ensure optimal revenue and economic impact of the Anchorage Conventions Centers	Revenue and cost reporting	Ongoing budget management and quality service oversight; comprehensive user survey program developed and launched for feedback	
8. Approve and implement a booking policy to ensure optimal use of convention facilities		Booking policy in place, providing priority to events with community economic impacts	
9. Evaluate the return on investment for visitor promotions	Varying	Revamp of planning process and goal creation	

		to increase measurables reported	
10. Actively participate in legislative and local issues that impact tourism businesses and the visitor experience	Engagement with local leaders	Ongoing efforts and increased advocacy from ACVB board	This measure will vary based on issues in any given year.

Objective E: Promote and develop Anchorage’s “Big Wild Life” brand.

Actions	Metric	Progress	Comments
1. Highlight brand in all print materials, advertising, and online resources		Ongoing; tag line in use in all communications, but working to further brand involvement in collaterals	
2. Encourage the Municipality, State, and all ACVB members to market the brand		Have developed timeline and outreach program for quarterly meetings with agency partners in 2010. Will implement brand “toolkit” for ACVB members in mid 2010.	
3. Make electronic versions of brand logo available for others to use in their own marketing materials		Creating online brand “toolkit” for member use and incentive program to integrate brand into member marketing collaterals	

Objective F: Implement Anchorage’s Downtown Comprehensive Plan

Actions	Metric	Progress	Comments
1. Create a Downtown for All: Celebrate Anchorage’s diversity by offering amenities, goods, attractions, and services that appeal to persons of varying ages, backgrounds, and incomes. Downtown crowds should be a reflection of the community		No progress to report	
2. Provide More Housing Downtown: Make Downtown a great place to live		No progress to report	

by developing diverse housing options and resident-serving amenities that will boost commerce, build community, and create round-the-clock vibrancy			
3. Jump-Start Development: Coordinate and leverage the substantial public sector investment in major planned projects to catalyze private development		No progress to report	
4. Improve Connectivity: Link amenities, housing, office space, retail, and natural resources to enhance Downtown's sense of place and connectivity among destinations. Promote walking as an important mode of circulation within Downtown. Strengthen intermodal connections, making it easier for Downtown pedestrians to use Anchorage's air, rail, bus, and ferry terminals		No progress to report	
5. Activate the Ground Floor Environment: Ensure that the ground floors of all buildings and sidewalk treatment engage pedestrians and create an active, inviting, urban experience with a comfortable, safe, and vibrant pedestrian environment year-round		No progress to report	
6. Provide a Clear, Sensible Regulatory Framework: Establish codes and guidelines to ensure that new development achieves the vision for Downtown while providing clarity and flexibility for the development community		No progress to report	

Goal V: **Quality of Life:** A community in harmony with our natural environment, with safe, healthy and diverse neighborhoods that offer abundant recreational, social, and cultural opportunities and affordable housing

Objective A: Support quality housing and build healthy communities and neighborhoods

Actions	Metric	Progress	Research/MLS Data
1. Build more housing for the entry-level market	Number of new units built in 2009 that sold for less than \$250k	4 homes	4 Habitat homes
2. Expand affordable rental housing opportunities for low and extremely low-income households, with an emphasis on special needs and the homeless. Provide an effective mix of program and services that address the housing and housing-related needs of residents	Number of units created for extremely low-income	16 units	6 (Rural CAP 100 Davis St) 10 (Shiloh)
3. Preserve affordable rental and home ownership opportunities	Number of units preserved	1 unit	1 NWA, HARP

4. Expand home ownership opportunities, particularly for low to moderate income households	Number of AnCHOR home loans	60 units	21 AnCHOR loans; 39, NWA other loans
5. Develop incentives for creating and developing affordable housing	Number of new policies/incentive tools	1 policy adapted	1-Fee waiver for Deteriorated Properties adopted by Assembly
6. Encourage redevelopment projects that emphasize mixed-income housing development	Number of new policies/incentive tools; number of units redeveloped	1 policy adapted	1-Fee waiver for Deteriorated Properties adopted by the Assembly
7. Encourage the demolition and redevelopment of substandard housing	Number of units demolished and redeveloped	No progress to report	
8. Encourage higher density housing along transit corridors	Number of higher density units developed along corridors	No progress to report	--
9. Encourage the maintenance and upkeep of existing housing in order to extend its useful life and neighborhood stability	Number of building code violations that were remedied/Number of housing units repaired in Minor Repair program/Number of houses painted in NeighborWorks Paint the Town event	92 homes maintained	28-NWA, Minor Repair; 38-NWA, Senior Access; 26 homes NWA Paint the Town
10. Upgrade the existing housing stock to make it more energy efficient	Number of units weatherized	2512	548 units weatherized; 1964 energy rebates paid out by AHFC in Muni
11. Help make land available for use in future affordable housing developments	Number of acres held for future units	No progress to report	--
12. Expand the availability of housing for seniors	Number of new units created for seniors	0	
13. Complete the rewrite of the Title 21 land use codes		No progress to report	
14. Continue implementing the Anchorage 2020 Plan		No progress to report	
15. Develop neighborhood plans for specific parts of the community such as the Hillside, Midtown, and community councils	Number of plans adopted	No progress to report	--

Objective B: Reduce Homelessness

Actions	Metric	Progress	Comments
1. Expand the supply of rental housing for special needs populations, with an emphasis on the homeless		Karluk Manor project in development phase to add 38 units of housing for the chronically homeless.	
2. Educate the public about the issue of homelessness		Education about the “Housing First” concept through a variety of media outlets and public forums.	
3. Engage in homeless prevention activities including an effective mix of programs and services including case management to assist people in obtaining and retaining permanent housing		Utilize Homeless Prevention and Rapid Rehousing from the American Recovery and Reinvestment Act	
4. Assist in the development of a coordinated intake and discharge system		Centralized intake for homeless families begins through Alaska 211	
5. Support existing shelter services and the expansion of transitional housing services		Covenant House continues its capital campaign to build a new shelter.	

Objective C: Support the Social Environment

Actions	Metric	Progress	Comments
1. Strengthen and support families		No progress to report	
2. Rally a cadre of adult mentors		No progress to report	
3. Create meaningful opportunities to engage youth in the community and workforce		No progress to report	
4. Intervene early with youth who are disengaged from school or becoming delinquent		No progress to report	
5. Proactively intervene with youth who are using alcohol and drugs		No progress to report	
6. Change community attitudes by establishing an environment where substance use, delinquency, and dropping out of school are unacceptable to		No progress to report	

a caring community of concerned citizens			
7. Support the development of more community centers associated with housing development projects		No progress to report	

Objective D: Support our natural environment, parks and recreation

Actions	Metric	Progress	Comments
1. Provide stewardship of our natural resources by maximizing Anchorage's "green infrastructure"		No progress to report	
2. Preserve Anchorage's clean air and clean water		Coordination with PM&E, Anchorage Waterways Council for Creek Clean Up and ADF&G Education Programs	
3. Improve and maintain existing parks	Geographic Assignment of Responsibilities and Identify Priority Projects	Park Maintenance Zone Model for higher LOS and Partnership with Anchorage Park Foundation and Neighborhood Fix-It Projects	
4. Foster public-private partnerships to maintain and expand facilities and programs		Cooperative Use Agreements for sports field maintenance and facility programming	
5. Create and use parks and trails as community building blocks to link and connect schools, neighborhoods, and businesses		No progress to report	
6. Develop and enhance parks as economic engines for residents and visitors		Park Maintenance Zone Model for higher LOS	
7. Provide services and facilities for a diverse community		Contributions and grants to non-profit agencies in support of youth programs	
8. Improve year-round access, connections, and safety of trails		Park Maintenance Zone Model for higher LOS	

Objective E: Provide cultural resources that enrich the lives of our diverse community

Actions	Metric	Progress	Comments
1. Encourage the celebration of Anchorage’s diverse cultures		No progress to report	
2. Support urban-rural cultural exchanges		No progress to report	
3. Create opportunities for mentorships and leadership training		No progress to report	
4. Promote public-private partnerships that support arts and cultural organizations and activities		No progress to report	
5. Ensure that the collections and programs of municipal libraries are current and user-focused		No progress to report	
6. Ensure that the municipal libraries are equipped with technology that gives citizens convenient access to information and collections		No progress to report	

Objective F: Support non-profit organizations

Actions	Metric	Progress	Comments
1. Promote organizational sustainability		No progress to report	
2. Encourage boards and staff to act strategically		No progress to report	
3. Provide high-quality, cost effective education and training		No progress to report	
4. Increase the skills of staff and boards		No progress to report	
5. Assist organizations with collaborations and public-private partnerships		No progress to report	
6. Promote a culture of philanthropy		No progress to report	

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