

Anchorage Comprehensive Economic Development Strategy

2013 Update

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Introduction

This report is the annual update to the Anchorage Comprehensive Economic Development Strategy (CEDS) 2009-2013 for 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 2,502 people or 0.8 percent between 2011 and 2012, based on data from the U.S. Census. This estimated annual population increase is below the average annual rate of change from 2000-2012 of 1.19 percent for the Municipality.

The age composition of Anchorage and Alaska residents has changed somewhat between the years 2000-2011. In 2000, the median age of Anchorage residents was 32.4 and in 2011 the median age is 32.9 (most recently available data). 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 Municipality median age will be 36.7 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 more important than ever.

Labor Force, Employment, and Income

Labor Force

On average, from 2011 to 2012, the Municipality of Anchorage labor force rose by 417 from 156,584 to 157,001, according to industry employment estimates by the Alaska Department of Labor and Workforce Development. Regionally, the Kenai Peninsula Borough experienced an increase in its labor force by adding 185 people from 2011 to 2012. The Matanuska-Susitna Borough's labor force posted a gain of 41 over the same period.

This relatively modest gain in the labor force was paired with a significant drop in the unemployment rate. The unemployment rate for the Municipality of Anchorage in 2012 was 5.4 percent, down 0.7 percent from 2011's 6.1 percent rate. This change represents an improving Anchorage economy and an increasing divergence from the U.S. unemployment rate.

While historically the Municipality of Anchorage unemployment rate has been in line with the national average, the last two years show it strayed far from this course. In January of

2008, both the Municipality of Anchorage and the national average had seasonally unadjusted unemployment rates of 5.4 percent. In 2012, the U.S. unemployment rate rose as high as 8.8 percent and ended with an average of 8.1 percent. On the other hand, the Municipality of Anchorage saw its unemployment rise no higher than 6.1 percent during the entire year and ended with an annual average of 5.4 percent. While not as low as Anchorage's rate, Alaska as whole averaged 7 percent unemployment in 2012.

Employment and Earnings

Between 2011 and 2012 Anchorage added 3,308 jobs, a gain of 2.15 percent. The largest gains in Anchorage employment occurred in the Mining and Logging (15.41 percent), Manufacturing (8.43 percent) and Professional and Business Services industries. Employment losses were found in the Financial Activities (-3.25 percent), Information (-1.68 percent), and Trade/Transportation/ Utilities (-0.3 percent) industries.

Goods producing jobs saw a modest increase in 2012, with a gain of 7.6 percent or 1,000 jobs, which is a significant improvement over 2010s job losses of -225. Service providing jobs, which make up over 90 percent of total jobs in Anchorage, grew a substantial 2,350 jobs (1.67 percent) from 2011 to 2012, an improvement from the meager 342 jobs gained in the 2009-2010 period.

The highest concentration of employment in Anchorage is in the Trade, Transportation, and Utilities (TTU) industry with a total average employment of 32,983 in 2012, representing over 20 percent of all jobs in the Municipality. Retail trade represents the highest concentration of employment within the TTU industry with total average employment of 17,092 in 2012, 10 percent of the total employment. The next largest industry in Anchorage is Government, totaling 30,650, or 19 percent of total average employment in 2011. Other significant sectors of employment in Anchorage include Education and Health Services (24,642), Professional and Business Services (19,950), and Leisure and Hospitality (16,900).

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 2012 were anesthesiologists, family and general practitioners and surgeons. Other high paying occupations in the healthcare sector include dentists, chiropractors, nurse practitioners, psychiatrists, pediatricians, optometrists, physician assistants, and dental hygienists. Outside the healthcare arena, petroleum engineers, chief executives, engineering managers, geoscientists, and commercial pilots 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 21st of all metropolitan areas in the nation in per capita income, with a total of \$48,810 per person. Anchorage is also

well above the national average in per capita income. Dating from 1969 until 2010, Anchorage enjoyed per capita income as high as 185 percent 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 117 percent of national income, as reported in 2011.

Anchorage Economy

Oil and Gas Industry

Oil and gas employment estimates rose 442 jobs from 2,825 to 3,267 for Anchorage between 2011 and 2012. Oil prices in 2011 averaged \$111 a barrel. Oil prices have strong implications for the Anchorage economy. Not only are all of the major Alaska oil companies headquartered in Anchorage, but there are many jobs associated with and dependent 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 Anchorage International Airport (ANC), 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. ANC remains one of the top airports in the world for air cargo. ANC is ranked second in North America for landed weight of cargo, fourth worldwide for cargo throughput and handles on average more than 500 cargo aircraft landings per week.

In order to serve the growing demand for Anchorage as a global logistics hub, the Port of Anchorage is currently undergoing an extensive expansion. 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.

The Alaska Railroad currently has service connected to Ted Stevens Anchorage 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 Tacoma, 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

Three” transportation authorities in the near future, Anchorage will be poised to reap large economic and social benefits.

In November 2009, Ted Stevens Anchorage 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 1.82 million out-of-state visitors came to Alaska between May 2011 and April 2012. The majority (48 percent) of them were cruise ship passengers. The remainder traveled to and from Alaska via air, ferry, and/or highway. Between the months of October 2011 and April 2012, 266,800 out-of-state visitors came to Alaska. Almost all (96 percent) of the winter visitors exited the state by air while the summer exits were fairly evenly split between cruise ships (49 percent) and air (47 percent).

The summer market is extremely beneficial to the Alaska and Southcentral Region economy; representing 60 percent of the annual volume of visitors to the state. Anchorage received an estimated 1,586,600 visitors over the five-month period of May to September. They spent an average of \$407 per person in Anchorage. Most Anchorage visitors traveled to/from Alaska by air (47 percent), while 49 percent were cruise ship passengers, and 4 percent entered or exited Alaska by highway or ferry. Compared to 2011, Anchorage bed tax revenues increased by 6 percent in the second and third quarters of 2012, while over the same time period, vehicle tax revenues went down by the same percentage. This disparity might be due to an increase in the cruise market and a decrease in the air market, as air visitors have been shown to be more likely than cruise visitors to rent cars. RV rental tax revenues also dropped by 5 percent. From summer 2011 to 2012, visitor traffic increased 2.0%, and visitors spent \$1.7 billion in Alaska. The size of the tourism industry creates roughly 18,900 jobs for the Southcentral Region, generating \$580 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. Cruise lines responded to the tax by redeploying five ships serving Anchorage to other destinations in 2010, accounting for a loss of about 93,800 passengers between 2009 and 2010. Alaska reduced that tax by \$12 to \$34 per person and the Governor has aggressively engaged cruise ship companies to try and bring them back to Alaska. In the summer of 2012, 775,900 tourists made their exit from Alaska by cruise ship, about a 3 percent increase from 2011.

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 5.5 percent boost in employment estimated from 2011 to 2012. Healthcare has remained a robust industry in Anchorage despite federal healthcare legislation enacted in 2009 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. Construction of the facility has been steady throughout 2011, and in August, the steelwork construction was completed. This 189,000 square foot construction project will be three times the size of any construction work done in 11 years at the hospital, will cost \$150.3 million, and should provide hundreds of construction jobs throughout the project cycle. The project is expected to be completed by 2014.

Construction

Construction was one of the hardest-hit industries in Anchorage’s economy during the recession but is now experiencing a significant increase in employment. In 2011, construction jobs employed an average of 8,108 employees each month. In 2012 that average employment increased to 8,458. This upward trend in construction employment signals a promising future for the construction industry.

Building permits are improving in Anchorage. The Municipality of Anchorage estimated the value of building permits to be \$447.7 million in 2012, up from \$433 million in 2011; this represents a 3.4 percent increase in permit values. Projects in the Municipality of Anchorage that began or continued construction in 2012 include Goose Creek Correction Facility (\$240 million), Providence Alaska “Generations” facility (\$150 million), Anchorage Crime Laboratory (\$61 million), Blood Bank of Alaska, (\$36.8 million cost) and Alaska Native Tribal Health Consortium (\$24 million).

Housing Market

Foreclosures and repossessions, along with depleted housing prices and home sales, have led to a national housing construction freeze in 2009 that is only now beginning to show signs of ending. Although Alaska construction employment numbers had been down in 2010 and 2011, other indicators show that housing may not be in as bad of shape as the rest of the country. Although 2011 saw a 2.06 percent decline in the average sales price of residential homes in Anchorage, 2012’s average sales price of \$337,387 represents a 4.8 percent increase from 2011 (Alaska Multiple Listing Service). Additionally, the number of 2012 Anchorage foreclosures is down 6 homes from 2011 to 421. However, foreclosures do remain at historically high levels. According to Alaska Multiple Listing Service, Inc., home sales in 2012 totaled 2,655, a year-over-year increase of 288. This number is slightly under the total from 2007 of 3,659 total sales.

In 2012, the Municipality of Anchorage completed the Anchorage Housing Demand Market Analysis report. The purpose of the analysis was to evaluate the overall housing demand for the Anchorage Bowl and the Chugiak-Eagle River area over the 2010 to 2030 time period and to forecast potential demand for compact housing types. The report made the following findings:

- Future population growth will result in demand for additional housing;
- The mix of housing in the Anchorage Bowl is likely to change over time with increased demand for attached and compact housing type;
- Demand for housing in the Chugiak-Eagle River area will show a similar trend, but the mix will remain predominantly weighted toward single-family housing types;
- The Anchorage Bowl does not have sufficient vacant, buildable residential land to accommodate the forecasted housing demand over the next 20 years;
- Without changes in the existing construction environment, Anchorage will not be able to accommodate the forecast for population growth, which could have adverse effects on the area's growth and economic health.

The report also included recommended policy changes and actions for the Municipality, housing advocacy groups, neighborhood community councils, developers, and financial institutions to address the housing deficit. Some of these actions are already in place or in progress and are noted in this annual report.

Retail Trade

In the coming five 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 2010, bringing in new business and big box retailers. 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 effects of the Title 21 Land Use Code rewrite on new retail construction is still uncertain. 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 has raised the bar for quality of development, not necessarily posing a negative effect 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 not totally recovered. Some businesses have been forced to reduce operations or move

to a more business-friendly environment. The state of America's national economy has left real estate developers with a "wait and see" attitude for news of further recovery.

Military

The Municipality of Anchorage is home to Joint Base Elmendorf-Richardson (JBER). 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 and accompanying family comprising roughly 10 percent 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. Military construction spending in Anchorage was budgeted at \$355 million for FY2012, approximately a 10 percent decrease from FY2011. Budgetary concerns have also affected Kulis Air National Guard Base, which was located south of ANC. A report commissioned by the Department of Defense recommended the return of Kulis ANGB to its original location at Elmendorf Air Force Base. This move was completed in February 2011. ANC now has control over the land and continues to work with the local community, as well as state and local officials to best utilize the space. The current plan is for the development of an oil and gas support services site on the former Kulis ANGB land. This redevelopment project will promote positive economic development for the Municipality of Anchorage and Anchorage community at large.

Conclusion

From 2007 to well into 2009, the United States was in the depths of the most severe recession since the Great Depression that lasted from approximately 1929 to 1939. As of this writing, the United States is still recovering from the highest unemployment rate the country has experienced since 1983. While Alaska has been sheltered from most of the recession's effects, the State and the Municipality of Anchorage reached the highest unemployment rate on record since 1992. The recession hit many U.S. industries and regions hard; from a marked decrease in 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. In 2012, the oil & gas, mining, local education and health care industries continued to gain workers in Anchorage, while financial activities, federal government, and information sectors lost employment. Although in the short term the rising trend towards health care, education, and government growth is not terrible, over the long term this trend can become troublesome. Not only are these industries not wealth-producing, but they do not allow sufficient 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, any successful economic development strategy should focus on channeling resources toward avenues of growth, such as petroleum and more specifically, natural gas production.

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 are fostering economic development, developing infrastructure, focusing on education and workforce development, cultivating the visitor industry, and maintaining a high quality of life.

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 2011	2011 Comments	Progress 2012	2012 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.	Met with 112 Anchorage businesses in 2011.		Met with 121 Anchorage businesses in 2012.	
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.	Continued membership/partnership with numerous local organizations, including the Alaska Railroad, Anchorage Chamber, ADP, ASD, etc.		Continued membership/partnership with numerous local organizations, including the Alaska Railroad, Anchorage Chamber, ADP, ASD, etc.	Added the Research Department to AEDC organization to improve data collection and dissemination.
3. Facilitate business opportunities by providing business intelligence and/or connections.	Assist businesses with business intelligence or connections.	Met with 41 out-of-state businesses in 2011.		Assisted 28 out-of-state businesses in 2012.	Totals do not include inquiries made through the Research Department. Procedures have been implemented to improve this data.

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
4. Address challenges and opportunities by working with the Municipality of Anchorage and State on business climate issues.	Business incentives proposed and implemented.				

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 2011	2011 Comments	Progress 2012	2012 Comments
1. Work with key constituents to promote development of opportunities.	Opportunities developed.	Currently planning to bring 3-5 site selectors to Anchorage/Southcentral in Fall 2012 to gain a better understanding of business opportunities in Anchorage and Southcentral Alaska.		Three site selectors came to Anchorage and were escorted by AEDC staff to multiple locations throughout Alaska.	
2. Target marketing and communications strategy for business retention and expansion opportunities.	Anchorage Prospector listings.	Renewed Anchorage Prospector tool. 1,189 properties listed on Anchorage Prospector; a 32% increase from 2011.		Prospector tool was expanded in the Fairbanks/North Star Borough. 1,077 properties listed.	
3. Develop marketing strategy focused on specific industries and develop company targets within respective industries.	# of company targets developed.				
4. Communicate directly with targeted companies to foster business relationships.	# of company targets communicated with.	Provided assistance to 101 out-of-state and 41 in-state companies in 2011.		Provided assistance to 121 in state and 28 out-of-state companies in 2012.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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.	In 2011 - 28 National Business Stories; 15 National Quality of Life Stories; 148 Local Stories.		14 national business stories, 138 local stories.	

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 2011	2011 Comments	Progress 2012	2012 Comments
1. Maintain, or improve where necessary, working relationships and open communications with organizations that have similar missions.	Relationships built.	Partnered with Port of Anchorage on Port Roundtable. Resulted in increased collaboration with AEDC. Continue to maintain relationships with Anchorage Chamber of Commerce, Mat-Su Borough, Kenai Peninsula Borough, Municipality of Anchorage, and many others.		Held Big Three (AIA, AKRR, POA) Meeting at the AEDC offices. Collaborated with AIA and POA on special reports.	
2. Collaborate with local organizations to create synergies and prevent redundancies in marketing efforts.	Organizations contacted, meetings held.	This action item is no longer tracked. Issue is addressed in other metrics.			

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
3. Partner with local economic research organizations to stay abreast of current data.	Projects partnered on.	Partnered with McDowell Group to produce Economic Forecast & 2012 Economic Impacts Report; partnered w/ Petroleum News and North of 60 Mining News for Resource Extraction Report; partnered w/ CMAI Group for Cook Inlet Chemical Industry White Paper; and other 3rd party initiatives.	Plans to hire Research Coordinator for 2012. Research Coordinator may partner with Rasmussen Foundation on data research projects.	Research Coordinator hired in June. Continued projects with the McDowell Group and Northern Economics.	
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 reports, including 2011 Annual Report, 2011 Quarterly Reports, and others completed on time.	Reports provided to public on AEDC website.	All reports completed on time and posted to the AEDC website. Improved the Monthly Employment Report's data and layout and developed new reports.	
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.	Working relationships maintained.		Research Coordinator regularly engages DOL and ISER regarding economic data.	

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 2011	2011 Comments	Progress 2012	2012 Comments
1. Increase recognition of Alaska Native Corporations' importance to the local economy and build relationships with key officials.	Relationships built and maintained.				

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
2. Foster partnerships with rural Alaska.	# of partnerships built and maintained.	Member of APED and ARDOR - meet regularly with both organizations. AEDC supported SB-23 bill, which increases the tax credit for filming in rural Alaska.			
3. Grow business throughout Alaska— what is good for the rest of the state is good for Anchorage.	Initiatives to create businesses throughout state.	Continued membership of Alaska Forward.	Alaska Forward is actively promoting current 11 trade clusters, and encouraging research of 12 potential clusters.	AEDC implemented Entrepreneurship Week activities, Mini-Maker Faire and supported the 49SAF Program.	
4. Reach out to Alaska Native communities through a regular, sustainable outreach program and ARDOR involvement.	ARDOR meetings, conference calls.	Quarterly meetings.		Quarterly meetings.	

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 2011	2011 Comments	Progress 2012	2012 Comments
1. Develop People Mover routes which meet the needs of citizens.	Increased Ridership.	From 2010 to 2011, total annual ridership increased by 2,932 to 4,148,501.	Annual mileage, timetable revenue hours and average daily riderships totals all went down during this period.		

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
2. Implement frequency of service which promotes ridership.	Routes providing 30 minute headways.	No increase in service frequency due to constrains to operating funds Routes 3, 7, 9, 15, and 45 continue operating at 30 minute headways.	Decrease in service frequency with the elimination of the Route 45G.	No increase or decrease in service in 2012.	The Department reviews and revises routes (as the budget permits) annually to better serve the community.
3. Maintain clean and weather-suitable bus shelters.	75 bus shelters are located at high volume stops.	Shelter installations and Upgrades are in progress with wall panel and electrical improvements.	Weather protection and visibility are important safety and operations aspects.	85 bus shelters are located at high volume stops.	Shelter installations and Upgrades are in progress with wall panel and electrical improvements, Weather protection and visibility are important safety and operations aspects.
4. Ensure ADA compliant bus stops, facilities, and vehicles.	Number of vehicles and facilities that are ADA compliant.	All buses are ADA Compliant. 77% of bus stops are ADA compliant.	Bus Stop upgrades and ADA Improvements planned at several locations.	All buses are ADA compliant. 78% of bus stops are ADA compliant.	We strive to continue bus stop improvements and ADA accessibility within all service areas.
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.				
6. Develop necessary supporting infrastructure for People Mover.	Road projects include bus stop upgrades for ADA.				

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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.				
8. Support development of commuter rail service between Anchorage and the Matanuska-Susitna Borough and Girdwood.		ARRA-09 money began Phase 2 work with Phase 2a work began in 2009 and will be complete in 2011.	Phased intermodal transportation center (ITC) project is being pursued. It incorporates the Historical Depot into a hub facilitating connections between rail, air, marine, public transit, private vehicle and pedestrian transportation modes.	ARRC began master planning for Wasilla Intermodal Transit facility in downtown Wasilla.	In addition to Intermodal center developed by the City of Wasilla located near the Wasilla Airport, in 2004 ARRC identified the need for an additional terminal near the Palmer Wasilla Highway and Parks. The former Kenai Building Supply property is an appropriate location. ARRC initiated work with DOT to acquire property.
9. Support the Regional Transit Authority.	Progress is made on developing a RTA.				
10. Support development of intermodal facilities and parking lots.	Plans for intermodal facilities.				

Objective B:

Promote Effective Planning

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Support continued implementation of the Anchorage 2020 plan.		Title 21 is slated to be adopted in 2011. It has undergone revisions by Dan Coffey and Mayor Sullivan.		Title 21 was adopted by the Anchorage Assembly in March 2013. It underwent many changes by both the Planning & Zoning Commission and the Anchorage Assembly. The Government Hill Neighborhood Plan was adopted by the Anchorage Assembly in February, 2013. It is Anchorage's first neighborhood plan and is an official element of Anchorage 2020. In addition, the Historic Preservation Plan for Anchorage's Four Original Neighborhoods was also adopted at the same Assembly meeting. These plans help implement Anchorage 2020 by fulfilling goals called out in that plan for neighborhood specific plans and historic preservation.	
2. Promote development of Neighborhood, District, and Area Plans.		The Planning Department has finished the West Anchorage District Plan, The Hillside District Plan and is embarking on the Government Hill Neighborhood Plan, a Historic Preservation Plan for the neighborhoods of Downtown, Fairview, South Addition and Government Hill and a possible Spenard Corridor Plan.		The Government Hill Neighborhood Plan was adopted by the Anchorage Assembly in February, 2013. It is Anchorage's first neighborhood plan and is an official element of Anchorage 2020. The East Anchorage District Plan is in the planning process and has undergone three public workshops. The East Anchorage District Plan draft is due to be released in the near future. The UMed District plan has begun and is in the planning process.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
3. Support the master planning process for Anchorage International Airport, the Port of Anchorage, and the Alaska Railroad Corporation.				The Anchorage International Airport is updating its Master Plan to address current and future operational needs.	
4. Promote implementation of the Anchorage Downtown Comprehensive Plan.		The Seismic Study being conducted by the Planning Department is complete. A technical describing the findings of this study is available.		The adopted Title 21 Rewrite includes a new R-4A zoning district that allows mixed use development. Development of the Land Use Plan Map is in progress and when completed will recommend locations where mixed use development may be appropriate including areas in the Downtown area.	
5. Support implementation of the adopted Anchorage Bowl Parks and Trails Plan.		A new Areawide Trails Plan is being underway at the Community Development Department. The Anchorage Bicycle Plan was adopted in 2010.			
6. Promote effective and thoughtful transportation planning using the Anchorage Long Range Transportation Plan (LRTP).		Some corridors including MLK Drive and 9th Avenue have been improved to comply with Complete Street standards. The Anchorage Bicycle Plan was adopted in 2010.		Anchorage 2035 Metropolitan Transportation Plan (MTP) update & Status of the System report completed. The MTP identified short-term, mid-term and long-term transportation needs and associated projects; the Status of the System report analyzed and compared historic travel times along with other metrics used to determine level-of-service.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
7. Support effective land use planning, necessary for continued development in the Anchorage Bowl.		A new Land Use Inventory study is being worked on in the Community Development Department. This study will look at redevelopment potential for housing and commercial development in the Anchorage Bowl.		A commercial land analysis was completed for the Anchorage Bowl. The analysis recommended areas within the Bowl that should be re-designated from industrial to commercial to recognize the developed commercial uses taking place on those properties. A special land use study is slated for next year which analyze and recommend possible changes to the land use designations for the intersection of 100 th Avenue and C street, specifically what is the right mix of industrial or commercial land use designations in this area.	
8. Support completion of Anchorage's Title 21 rewrite.		The Title 21 Rewrite Project will be finalized in 2011.		Title 21 was adopted by the Anchorage Assembly in March 2013. As follow up to the adoption of Title 21 is work on completing a draft Land Use Plan map that utilizes the new Title 21 districts to implement the Comprehensive Plan.	
9. Support public-private partnerships which help identify parcels for potential commercial and industrial development.		The Planning department has recently completed a new land use analysis that looks at redevelopable lands in the Anchorage Bowl.		The Planning department has recently completed a new land use analysis that looks at redevelopable lands in the Anchorage Bowl.	
10. Work to ensure an adequate supply of industrial land in the Municipality, to help facilitate new industry development.		Title 21 zoning changes that restrict commercial developments in industrial areas as well as the corresponding Land Use Plan Map are still waiting approval by the Anchorage Assembly.		Title 21 was adopted by the Anchorage Assembly in March 2013. A special land use study is slated for next year which will analyze and recommend possible changes to the land use designations for the intersection of 100 th Avenue and C street, specifically what is the right mix of industrial or commercial land use designations in this area. The Community Development Department is also conducting a industrial lands analysis to assess the capacity and future demand for industrial lands in the Municipality.	

Objective C:

Support Utility and Energy Development

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Support development of regional energy authority.					
2. Encourage and support public/private utility and energy partnerships.				The major organizational stakeholders in the U-Med District secured a State appropriation to fund an update of the U-Med District Plan. One of the elements of the update is to address the feasibility of Co-generation in the District.	
3. Expand utility assistance programs.					
4. Retrofit municipal facilities with energy efficient lighting.				This program is still continuing, but only as part of regular streetlight maintenance and street improvement projects.	The Anchorage Police Department has been sponsoring training for city staff on <u>Crime Prevention Through Environmental Design</u> . This training program has a lighting component that is fairly extensive and describes specific lighting requirements for site plan review.
5. Install energy efficient lighting on all city roadways and trails, and in city parking lots and parks.				This program is still continuing, but only as part of regular streetlight maintenance and street improvement projects.	
6. Construct new city facilities to Leadership in Energy and Environmental Design (LEED) standards.		Several new buildings have been constructed in the City of Anchorage that meet LEED certification standards.		Several new buildings have been constructed in the City of Anchorage that meet LEED certification standards.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
7. Construct new Anchorage School District facilities to LEED standards.				Sustainable design and construction strategies will be utilized for the Girdwood Renewal project which will begin construction in summer 2014.	The District is not required by code to design to LEED standards. We have used sustainable design and construction strategies for many years, the LEED checklist is one of the tools used in developing the strategies.
8. Expand curbside recycling.		Curbside recycling is operating in Anchorage. Materials include mixed paper, aluminum, tin & steel cans, plastic bottles and jugs. Glass and plastic bags must be taken to local drop off centers.		Automated trash collection with curbside recycling will be provided to all of the SWS collection area by fall of 2013. SWS currently offers curbside recycling collection to more than 10,000 of its residential customers as part of an automated trash and recycling collection service that began in the fall of 2009.	
9. Encourage private developers to meet LEED standards.		The Anchorage Municipality has instituted a program to speed up the permit process for LEED certified projects.		The Anchorage Municipality has instituted a program to speed up the permit process for LEED certified projects.	
10. Develop a local materials recovery center for recycling materials.					Total reclaim in Anchorage provides recycling and management services for hazardous materials.
11. Support develop of Anchorage landfill methane recovery center.					

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
12. Support development of Fire Island electrical generation.		Power Purchase Agreement negotiations ongoing between Fire Island Wind LLC and various Railbelt utilities.		The Fire Island electrical generation is in operation and is selling it's electricity to Chugach Electric.	
13. Transition existing People Mover fleet to more fuel-efficient vehicles.		Replacing eight 40-foot buses with industry leading clean diesel, low emissions buses. Vehicles arrive in August	Clean diesel, low emission buses will continue to be preferred fleet vehicle. Electric/hybrid or hydrogen cell are extremely high-priced and required new/advance specialized maintenance shop and service, not recommended at this time.	The Department did not replace any buses in 2012.	Clean diesel, low emission buses will continue to be preferred fleet vehicle. Electric/hybrid or hydrogen cell are extremely high-priced and required new/advance specialized maintenance shop and service, not recommended at this time. Eleven (11) 40-foot buses will be replaced in 2013.

Objective D:

Promote Development and Expansion of Transportation Infrastructure

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Support the Regional Transportation Authority.					
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.			The Anchorage International Airport Master Plan Update is in progress.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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 efforts, including site and media trips by AEDC staff.				
4. Support expansion and redevelopment of the Port of Anchorage.	Continued participation in meetings organized by AIDEA or ANC.				
5. Support master plan and plan updates for the Alaska Railroad Corporation-Anchorage.	Completed Master plan and updates by the Alaska Railroad Corporation.		In 2011, an additional \$1.4 million. ARRA funds are administered through the (FTA) for passenger-related projects that are eligible for FTA grants.	ARRC continues to seek ways to finance the development and expansion of an updated transit center.	
6. Promote commuter rail between Anchorage and the Matanuska-Susitna Borough.					ARRC continues to seek ways to build an integrated system to include bus and rail among public transportation providers in the Mat-Su and Anchorage area.

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
7. Support road projects which offer better connections for the movement of people and goods, as identified in Anchorage's LRTP.		The Anchorage Bicycle Plan that was adopted in 2010 addresses road projects that improves safety for pedestrians and bicyclists.			
8. Promote development of road projects which improve vehicle and pedestrian safety, as identified in Anchorage's LRTP.		The Anchorage Bicycle Plan that was adopted in 2010 addresses road projects that improves safety for pedestrians and bicyclists.		AMATS completed the 2035 Anchorage Metropolitan Transportation Plan (MTP) update.	
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.				AMATS completed the 2035 Anchorage Metropolitan Transportation Plan (MTP) update. This document identifies road, pedestrian, freight, transit, and bicycle facilities.	
10. Support maintenance and expansion of the existing trail system, as outlined in the Trails Plan and other adopted documents and plans.		The Anchorage Bicycle Plan was passed in 2010. There is a new Areawide Trails plan that is being worked on at the Community Development Department.		AMATS completed the 2035 Anchorage Metropolitan Transportation Plan (MTP) update.	
11. Promote road projects which include bicycle and pedestrian amenities, as called for in the 2020 Plan and other adopted documents and plans.				AMATS completed the 2035 Anchorage Metropolitan Transportation Plan (MTP) update. This document identifies road, pedestrian, freight, transit, and bicycle facilities.	
12. Support development of parking facilities to meet the needs of the community.				ACDA is the parking authority for the Municipality and actively manages the parking needs for the community.	

Objective E:

Support Development of Public Facilities Which Serve Residents and Visitors

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Promote the central location of city offices and services to make them easily and accessible to the public.		ADP continues to promote downtown as the civic hub of the city to federal, state and local policymakers. ADP worked over the past two years to: re-educate GSA about the CBD preference contained within EO 12072; lobbied against moving the Municipal Dept. of Health and Human Services out of downtown; lobbied in support of expanded leasing by the State of Alaska within downtown; and is currently working with the State of Alaska on relocating the Legislative Information Office to a newer building within downtown.		ADP continues to promote downtown as the civic hub of the city to federal, state and local policymakers. ADP worked over the past two years to: protect the downtown location requirements for government buildings in Title 21; promoted ACDA proposal for new LIO Building at 7th & F Street; lobby state legislators about the importance of locating in downtown; regularly meet with PeopleMover on potential transit changes, including moving the Transit Center.	
2. Support development and maintenance of a first-class, modern, public library system with up-to-date technology.					
3. Promote strategic locating of branch libraries, easily accessible to neighborhoods and near People Mover routes.					

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
4. Support construction and maintenance of high quality public schools, which prepare students for success.		Districtwide Educational Specifications documents for Elementary, Middle and High schools were all updated during 2011.	Continue focus on maintaining and extending the life of building systems and equipment to assure that classrooms are not negatively impacted due to facility needs.	The District has performed facility assessments on 86 of its 92 facilities. This assessment data is used to identify and address capital & maintenance needs in the appropriate timeframe in order to continue to maintain and extend the life of building systems and equipment. The remaining facility assessments will be performed in summer 2013.	The District and School Board has adopted the methods and process of using facility condition and educational adequacy assessment data. The data is updated annually, and the District is moving towards posting individual facility data on the District's website.
5. Support construction, maintenance and programming for community recreation centers that adequately serve the needs of residents, especially youth.				There have been several new community buildings approved by the Planning Department and Planning & Zoning Commission. One of these buildings at the Loussac Manor Development has been constructed and is serving the Loussac Manor residents.	
6. Encourage public-private partnerships to expand and maintain programming and services offered at public facilities.					

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
7. Support construction of a new Municipal Department of Health and Human Services building, which will adequately serve the needs of clients.					
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.					
9. Encourage public-private partnerships with the Dena'ina Civic and Convention Center and Egan Convention Center, which expand usage by visitors and residents.				Ongoing work by Visit Anchorage staff and SMG staff to increase convention centers' usage.	

Objective F:

Support Technology Development

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Encourage development of 3G networks which provide adequate coverage in the region.				Verizon Wireless has been developing facilities within the Anchorage area to provide future 3G and 4G service.	
2. Support technology upgrades to municipal offices and departments.				The Municipality is in the midst of converting Peoplesoft to SAP which will streamline the citywide financial system	
3. Support expansion of the Municipality's website, to better serve citizens.				This is an ongoing process and goal of the Municipality's.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
4. Upgrade municipal systems to allow for online permitting and fee and fine payments.		Services to include bus passes, dog licenses, traffic citations; Right-of-Way and On-site Permits completed in May of 2010.	The Development Services Division of the Community Development Department is researching software that will allow developers to submit digital files of permit applications and development plans.		The ability for Electronic Plans Submittal is a priority for the Municipality. The Department continues to review and interview prospective software developers to fill this need.
5. Locate e-Government kiosks in all municipal libraries and community recreation centers, expanding citizen availability.					
6. Expand e-Government locations to include major retail and grocery outlets, taking government to citizens.					

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
7. Upgrade public meeting spaces to allow for online streaming of public meetings.					
8. Encourage technology workforce development and vocational education programs which will provide ready employees and encourage the technology sector to invest in the region.					
9. Support public-private partnerships which will facilitate development of the technology sector in the region.					

Goal III:

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

Objective B:

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.

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 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, UAA, and UAS). [Note: UAA uses the phrase "High-Demand Careers" in its planning documents.]	In FY11, UAA awarded 1,790 degrees and certificates in High Demand Job Areas, 3.6 percent more than FY10, and 14.9 percent higher than FY07. These High Demand Job Area awards represent 76% of the 2,326 total awards in FY11.		In FY12, UAA awarded 1,663 degrees and certificates in High Demand Job Areas. After a record year for many HDJA programs in FY11, they reverted to FY 10 levels. This number represent a 7.4% increase from FY08 and comprised 72% of the 2,310 total awards in FY12.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Continued	Student Credit Hour Production. This is a statewide metric used to assess performance at each of the UA major administrative units.	In FY11, UAA produced 378,802 credit hours, an increase of 3.8 percent over FY10 and 11.5 percent higher than FY07.		In FY12, UAA produced 389,797 credit hours, an increase of 2.9 percent over FY11 and exceeding our target of 383,000.	
1. Continued	General Education Credit Hour Production. This is a UAA sub-metric of the above.	In FY11, UAA produced 155,897 in general education credit hours, up 4 percent over FY10 and 17 percent from FY07. These general education credits represent 41 percent of the total credit production at UAA.		In FY12, UAA produced 164,163 in general education credit hours, up 5 percent over FY11 and 20 percent from FY08. These general education credits represent 42 percent of the total credit production at UAA.	

Objective C:

Increase achievement of all students

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
<p>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.</p>	<p>The percentage of students scoring not proficient in language arts and mathematics will decrease by 10 percent in each AYP-designated student group.</p>	<p>There was a decrease of 3.57 percentage points in grades 4-10 proficient students in reading maintaining or improving their proficiency. The percent of grades 4-10 students moving from not proficient in reading to proficient decreased 3.18 percentage points. There was a decrease of 1.12 percentage points in grades 4-10 proficient students in writing maintaining or improving their proficiency. The percent of grades 4-10 students moving from not proficient in writing to proficient increased 0.98 percentage points. There was a decrease of 1.66 percentage points in grades 4-10 proficient students in mathematics maintaining or improving their proficiency. The percent of grades 4-10 students moving from not proficient in mathematics to proficient decreased 3.01 percentage points.</p>	<p>Data not available until October 2011--new goal is the percentage of proficient students in reading, writing, and mathematics maintaining or improving their proficiency from the previous year and the percentage of not proficient students moving to proficient will increase.</p>	<p>In SBA reading the percentage of students who had a drop in proficiency level decreased from 21.29 percent to 15.24 percent at the district level; the goal of 16 percent was met. In SBA writing the percentage of student who had a drop in proficiency level decreased from 17.60 percent to 17.44 percent at the district level; the goal of 15 percent was not met. In SBA mathematics, the percentage of students who had a drop in proficiency level decreased from 23.10 percent to 18.54 percent at the district level and the goal of 20 percent was met.</p>	<p>This is no longer an indicator for the new board goals. The new goal is to decrease any drops in proficiency level in reading, writing and mathematics on the Standards Based Assessments (SBA).</p>

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
2. A higher percentage of students will master reading skills and strategies to read proficiently at the end of grade 3.	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.	From 2009-10 to 2010-11, the grade 3 students who scored proficient or above on the SBA reading increased by 1.66 percentage points.	The goal changed and is no longer reported as increasing by 2.5 percent in each group. The group is to increase, in a year-to-year comparison, the percentage of students scoring proficient in reading on the SBA from the previous year.	In SBA reading the percent proficient increased from 79.78 percent to 81.79 percent at the district level; the goal of 83 percent was not met. In SBA writing, the percent proficient increased from 76.95 percent to 77.38 percent at the district level; the goal of 80 percent was not met.	This is no longer an indicator for the new board goals. The new goal is to increase proficiency in reading, writing, mathematics and science on the Standards Based Assessments at the district level.
3. The percentage of students in accelerated mathematics sequence will increase.	The percentage of students 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.	The percentage of graduates who have earned credit in Algebra II increased from 47.84 percent in 2009-10 to 48.33 percent in 2010-11. There were increases in the designated race/ethnicity groups of African American, Asian and Caucasian.	Data for this goal will not be reported in 2010-11 because it is no longer an indicator for the board goals. It has been replaced with the goal that there will be an increase in the percentage of graduates who earn credit in Algebra II. Data will be available on this goal in October 2011.		This is no longer an indicator for the new board goals.

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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 there was a .68 percentage point increase in the annual dropout rate from the previous year at the all students' group. There was an increase in the annual dropout rate in all designated student groups except Migrant.	Data not available until October 2011- -will be reported in the Profile of Performance.	The dropout rate of grades 7-12 increased from 4.27 percent to 4.62 percent at the district level; the goal of 4 percent was not met.	
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.	The 4-year cohort graduation rate increased from 71.04 percent in 2009-10 to 72.14 percent in 2011. There were increases at the all students' level and the designated student groups of African American, Alaska Native/ American Indian, Asian, Caucasian, EDS, LEP, female and male.	Data not available until October 2011- -will be reported in the Profile of performance. The graduation rate calculation changes in 2010-11 because Alaska will be using the new federal reporting rate. A new baseline will be established.	The 4-year cohort graduation rate increased from 72.14 percent to 72.79 percent at the district level, the goal of 75% was not met. The 5-year cohort graduation rate increased from 75.50 percent to 77.48 percent, the goal of 78 percent was not met.	The new goal is that the 4-year and 5-year graduation rate will increase at the district level.

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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.	The percentage of graduates taking a C&TE course and earning credit through the University of Alaska decreased from 6.63 percent in 2009-10 to 5.95 percent in 2010-11.	The data will not be reported for the 2010-11 school year. It is no longer a performance indicator for ASD's board goals. ASD will be looking at increasing the percentage of graduates taking a CTE course and earning credit through the University of Alaska system through a tech prep agreement instead. This data will be reported in the annual Profile of Performance in October 2011.		This is no longer an indicator for the new board goals.

Objective D:

Support an effective learning environment

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 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 certificated staff turnover decreased from 12.6 percent in 2009-10 to 10.6 percent in 2010-11. The percentage of classified staff turnover decreased from 16.2 percent in 2009-10 to 15.9 percent in 2010-11.	This data will not be reported for the 2010-11 school year. The indicator changed to decreasing the percentage of staff turnover. This data will be reported in the annual Profile of Performance in October 2011.		This is no longer an indicator for the new board goals.

Objective E:

Maintain a high level of public accountability

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 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.	The overall administrative offices' customer service rating for "staff being welcoming" had the baseline established in 2010-11 with a mean score of 3.09.	For the 2010-11 school year, the indicator of "pleasantness of the staff" will be replaced with "staff being welcoming". The information will be available in the Profile of Performance in October 2011.	The percentage of students who feel safe at school decreased from 70.32 percent to 69.89 percent; the goal of 73 percent was not met. The percentage of staff feel safe at school decreased from 91.60 percent to 90.45 percent; the goal of 93 percent was not met.	This is no longer an indicator for the new board goals. The new goal is that the percentage of students and parents who feel safe at school will increase.
2. Parent/guardian involvement will improve.	The <i>Parent/Guardian and Community Involvement</i> factor score reported in the staff climate survey will increase at the district and division levels.		This data will not be reported for the 2010-11 school year. It is no longer a performance indicator for ASD's board goals.	In 2011-12, 88.35 percent of the parents who turned in the survey indicated that they "strongly agree" or "agree" on the following question, "I would recommend my child's school to others." 2011-12 was the baseline year.	This is no longer an indicator for the new board goals. The new goal is that percentage of parents who recommend their child's school to others will increase.

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 2011	2011 Comments	Progress 2012	2012 Comments
1. Increase paid and editorial coverage of Anchorage in local, statewide, national, and target international markets	Advertising Equivalency measures.			Advertising expenditures for domestic and international markets have been increasing along with PR and social media efforts. In addition, all other core marketing programs (sales calls, blitzes, special projects) of Visit Anchorage increased by an average of 5%.	
2. Attract more visitors to www.anchorage.net.	Unique visitors and page views.			A new website was launched in January 2012. Exceeded goals for traffic and unique visitors (1,151,486 and 857,284). Web usability studies indicates the site delivers the information site visitors expect in a visually appealing way.	
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.			Increased training of agents by 20% in 2012 with a total of 3,665 trained; accomplished by increased travel and online tools. In 2013, have increased our staffing to allow for even more training outreach.	
4. Increase social media outreach as a primary marketing strategy.	Fans and Followers.			Very actively using social media for training and constant messaging to travel trade. Have a loyal base of followers within this audience.	
5. Focus on promoting visitor attractions, activities, activities, facilities, and services within a day's outing from downtown.				Ongoing efforts.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
6. Increase visits to Visitor Information Centers.	Reported visits.			In 2012, 155,060 visitors were assisted in Visit Anchorage's information centers. Have added amenities (free wi-fi) in our downtown centers to increase usage.	
7. Increase promotion of Anchorage and Southcentral visitor opportunities in rural Alaska.					This year, Alaska's Destination Marketing Plan transitioned to the State of Alaska, Department of Community, Commerce and Economic Development.

Objective B:

Increase meeting, convention, trade show and event bookings

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 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.			Ongoing sales efforts through blitzes, sales calls, convention bids, research to develop new leads and attendance promoters. We also published updated Destination Guide for meeting planners in print and online and updated meeting planner tools on Anchorage.net.	
2. Encourage meeting planners to use online RFP tools.					
3. Give local exposure to major meetings, conventions, and events held in Anchorage.				Ongoing releases to local media of conventions coming to town in addition to paid "Meeting Champions" advertising highlighting locals that help in effort to sell Anchorage and the related economic impact.	
4. Provide services to these groups during their Anchorage visits.	Meetings serviced.			Economic impact of meetings held in 2012 = \$104.8 million.	

Objective C:

Make Anchorage more attractive to visitors and residents

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Support events, cultural activities and festivals that increase visibility and awareness of Anchorage as a meeting and travel destination.				Ongoing work; Visit Anchorage supports the largest visitor events with committee service, marketing and PR efforts. Each event requires a custom program based on the potential visitors and the needs of the organizing group. We assist in marketing pre-event and, where helpful, with media and PR during the event.	
2. Provide customer service training for employees in the visitor service industry.	# Trained			Conducted training and outreach sessions for 1,040 front line employees during 2012.	
3. Work with the travel industry to increase the number, variety, and quality of travel packages available.				Ongoing education to industry and work to connect industry members to one another; special website pages created for businesses to get no-cost exposure for packages and specials.	

Objective D:

Coordinate public and private visitor industry resources

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Leverage key partnerships to maximize outreach to key audiences.				Ongoing efforts; part of annual plan and program of work for both Visit Anchorage staff and board members.	
2. Increase and retain ACVB's membership base.	Retention and New Member numbers.			Has become an increased challenge since 2009 with some compacting of industry and increasing competition for information distribution; always a goal through customer service and marketing program development.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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.				In 2012 we increased budget to social media efforts and have partnered with specialized businesses. Success in 2012 includes increasing Facebook fan base from 1,000 to 40,000 fans through a custom promotion.	
4. Recruit and retain ACVB volunteers.	Volunteer numbers and hours donated.			Ongoing efforts include paid advertising, word of mouth and local outreach. In 2012, social media is playing an increased role in recruiting volunteers.	
5. Increase ACVB member participation in state, national and international trade shows.	# of Shows Attended.			Very successful in 2012; more members traveled and participated in sales efforts than ever before due to quality programs and pre-season meetings to share our marketing calendars with potential partners well in advance.	
6. Continue development of web site inter-actively, building depth with links.				In January we launched a new www.anchorage.net site that performing very well in key visitor metrics (bounce rate, pages viewed, time on site).	
7. Ensure optimal revenue and economic impact of the Anchorage Conventions Centers.	Revenue and cost reporting.			Ongoing revenue and expense management with SMG of Alaska; 2012 was the best financial year the convention centers have had since the opening of the Dena'ina Center in 2008. Financial performance is well ahead of pre-opening expectations.	
8. Approve and implement a booking policy to ensure optimal use of convention facilities.				No changes necessary in 2012; existing policy is effective.	
9. Evaluate the return on investment for visitor promotions.				Always measure where possible; many sales efforts do not bring ROI for several years but ongoing upward trend of bed tax is primary measure.	
10. Actively participate in legislative and local issues that impact tourism businesses and the visitor experience.	Engagement with local leaders.			Ongoing efforts by both staff and board locally, statewide and nationally. We work not only with elected leaders but with leaders from all primary Alaska industries.	

Objective E:

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

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Highlight brand in all print materials, advertising, and online resources.				Ongoing; efforts include individual meetings, hearings and community meetings participation as well as publication of specialized "Value of Tourism" collaterals distributed community-wide. Also work through statewide trade association's government relations committee in these efforts.	
2. Encourage the Municipality, State, and all ACVB members to market the brand.				Always work to promote, preserve and include the brand messaging in local and visitor outreach efforts.	
3. Make electronic versions of brand logo available for others to use in their own marketing materials.				Done and available.	

Objective F:

Implement Anchorage’s Downtown Comprehensive Plan

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 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.		Anchorage Downtown Partnership, Ltd. (ADP) organizes & hosts events in downtown throughout the whole year that appeal to diverse demographics. Events are coordinated in cooperation with the business community to ensure cohesion & mutual benefits.		Anchorage Downtown Partnership, Ltd. (ADP) organizes & hosts events in downtown throughout the whole year that appeal to diverse demographics. Events are coordinated in cooperation with the business community to ensure cohesion & mutual benefits.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
<p>2. Provide More Housing Downtown: Make Downtown a great place to live by developing diverse housing options and resident-serving amenities that will boost commerce, build community, and create round-the-clock vibrancy.</p>		<p>ADP is engaging retail developers in order to bring amenities such as a pharmacy or a grocery store to downtown Anchorage. In addition, the Policy Committee of the ADP Board of Directors has met with Cook Inlet Housing Authority to develop ideas that could lead to the development of mixed-income affordable housing development(s) in downtown.</p>		<p>Served on the Mayor's Task Force on Homelessness, specifically addressing the need for workforce housing in downtown. Established MOA with AHFC on pursuing housing development options together. Currently engaged with ACDA, CIHA, and others on developing strategies & solutions to achieving affordable workforce housing options.</p>	
<p>3. Jump-Start Development: Coordinate and leverage the substantial public sector investment in major planned projects to catalyze private development.</p>		<p>Quasi-governmental agency Anchorage Community Development Authority (ACDA) developed a proposal to build a new civic office building with tax-exempt financing. The proposed development behind City Hall would have housed the Alaska Legislature when not in session as well as other potential government tenants. That proposal, however, was discouraged by the administration and the ACDA board ended up dumping the project.</p>		<p>MOA with AHFC; partnership with ACDA on public/private partnership opportunities for development; continue to meet with private developers looking at downtown development options.</p>	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
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.		ADP is engaging retail developers in order to bring amenities such as a pharmacy or a grocery store to downtown Anchorage. In addition, the Policy Committee of the ADP Board of Directors has met with Cook Inlet Housing Authority to develop ideas that could lead to the development of mixed-income affordable housing development(s) in downtown.		ADP is engaging retail developers in order to bring amenities such as a pharmacy or a grocery store to downtown Anchorage.	
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.		There are provisions in the Title 21 Rewrite that encourage mixed use development and promoting ground floor pedestrian use and activity. In addition, ADP has met with State Historic Preservation Office (SHPO) about developing a revolving loan program for facade / storefront improvements that would allow building owners to make buildings / retail spaces more inviting at the pedestrian level.		Still interested in developing revolving loan fund with SHPO for façade improvements; applying for Benjamin Moore "Main Street Matters" façade improvement grants; will continue to advocate for policies that enable responsible ground floor development.	
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.		ADP will be engaging developers, architects, business & property owners, and many others in order to re-educate them about the Downtown Comprehensive Plan in an effort to (a) reduce the potential for conflicts between planning & the development community and (b) provide a friendly forum through which enhancements or modifications to the recommendations of the Downtown Comp Plan can be offered.		ADP will be engaging developers, architects, business & property owners, and many others in order to re-educate them about the Downtown Comprehensive Plan in an effort to reduce the potential for conflicts between planning & the development community.	

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 2011	2011 Comments	Progress 2012	2012 Comments
1. Build more housing for the entry-level market.	Number of new units built in 2009 that sold for less than \$250k.				
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.				
3. Preserve affordable rental and home ownership opportunities.	Number of units preserved.				
4. Expand home ownership opportunities, particularly for low to moderate income households.	Number of AnCHOR home loans.				
5. Develop incentives for creating and developing affordable housing.	Number of new policies/incentive tools.				
6. Encourage redevelopment projects that emphasize mixed-income housing development.	Number of new policies/incentive tools; number of units redeveloped.			The adopted Title 21 Rewrite includes a new R-4A District which allows for mixed use Development.	
7. Encourage the demolition and redevelopment of substandard housing.	Number of units demolished and redeveloped.				

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
8. Encourage higher density housing along transit corridors.	Number of higher density units developed along corridors.			The Land Use Plan Map analysis will include identifying key locations along the transit corridors for higher density housing and mixed use development.	
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.				
10. Upgrade the existing housing stock to make it more energy efficient.	Number of units weatherized.			In 2010 the City's weatherization program was assumed by Rural Cap.	
11. Help make land available for use in future affordable housing developments.	Number of acres held for future units.				
12. Expand the availability of housing for seniors.	Number of new units created for seniors.				
13. Complete the rewrite of the Title 21 land use codes.				The Title 21 Rewrite was adopted in early 2013.	
14. Continue implementing the Anchorage 2020 Plan.				Ongoing	
15. Develop neighborhood plans for specific parts of the community such as the Hillside, Midtown, and community councils.	Number of plans adopted.			The East Anchorage District Plan is currently in progress.	

Objective B:

Department of Health and Human Services

Reduce Homelessness

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Expand the supply of rental housing for special needs populations, with an emphasis on the homeless.					
2. Educate the public about the issue of homelessness.					
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.	Discontinued Metric.				
4. Assist in the development of a coordinated intake and discharge system.	Discontinued Metric.				
5. Support existing shelter services and the expansion of transitional housing services.					

Objective C:

Department of Health and Human Services

Support the Social Environment

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Strengthen and support families.					
2. Rally a cadre of adult mentors.					
3. Create meaningful opportunities to engage youth in the community and workforce.					
4. Intervene early with youth who are disengaged from school or becoming delinquent.					
5. Proactively intervene with youth who are using alcohol and drugs.					

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
6. Change community attitudes by establishing an environment where substance use, delinquency, and dropping out of school are unacceptable to a caring community of concerned citizens.					
7. Support the development of more community centers associated with housing development projects.					

Objective D:

Support our natural environment, parks and recreation

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Provide stewardship of our natural resources by maximizing Anchorage's "green infrastructure".		33 Youth Employment in Parks participants gaining valuable natural resource job skills working to improve Anchorage's creek, forests, trails and neighborhood parks. 5 park operations crew positions dedicated to urban forestry and tree maintenance.		Youth Employment in Parks Program continued with another 33 participants gaining valuable job skills while working to improve Anchorage's creeks, forests, trails, and neighborhood parks. Forester position dedicated to urban forestry and tree maintenance.	
2. Preserve Anchorage's clean air and clean water.		Park staff manages over 9000 acres of wetlands, creeks and forests.		Park staff manages over 9000 acres of wetlands, creeks, and forests.	
3. Improve and maintain existing parks.	Geographic Assignment of Responsibilities and Identify Priority Projects.	Expanding the Park Operations Zone maintenance management model. Increased "boots on the ground" to accomplish more work.		Continued/expanded the Park Operations Zone maintenance management model. Increased "boots on the ground" to accomplish more work.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
4. Foster public-private partnerships to maintain and expand facilities and programs.		In 2011 park development staff will rehabilitate over \$2 million in neighborhood parks, community parks and trails in partnership with the Anchorage Park Foundation, park neighbors and park user groups. P&R will enter into 25 Cooperative Use Agreements with sports user groups to cooperatively maintain athletic fields and amenities to a high standard.		In 2012 park development staff administered over \$1.8 million in rehabilitation of neighborhood parks, community parks, and trails, in partnership with the Anchorage Park Foundation and volunteers. P&R entered into 25 Cooperative Use Agreements with sports and other user groups to cooperatively maintain athletic fields and other facilities and amenities to a high standard.	
5. Create and use parks and trails as community building blocks to link and connect schools, neighborhoods, and businesses.		Neighborhood Park Fix-it events in 8 neighborhood parks requiring neighbors to collaborate and volunteer to improve their local parks. Youth Employment in Parks program maintains and rehabilitates local trails.		Neighborhood Park Fix-it events held in another eight neighborhood parks, again engaging neighbors to collaborate and volunteer to improve their local parks. Youth Employment in Parks program continued to help maintain and rehabilitate local trails.	
6. Develop and enhance parks as economic engines for residents and visitors.		Park Operations Zone Management model requires a high LOS in the downtown CBD for residents and visitors.		Park Operations Zone Management model provided a high LOS in the downtown CBD for residents and visitors.	
7. Provide services and facilities for a diverse community.		Parks & Recreation continues to program and operate 5 pools, 2 recreation centers and 2 outdoor centers and a camper park.		Parks & Recreation continued to program and operate 5 pools, 2 recreation centers, 2 outdoor centers, and a camper park.	
8. Improve year-round access, connections, and safety of trails.		Building 10 miles of new mountain biking trails in Kincaid. Completing 4 Trail Watch safety makeover projects. Improving winter trail grooming frequency. Enhancing neighborhood trail connections through the neighborhood park fix it program.		Added signage to trails in Kincaid Park. Completed three Trail Watch safety makeover projects. Enhanced additional neighborhood trail connections through the neighborhood park fix-it program.	

Objective E:

Department of Health and Human Services, Anchorage Municipal Libraries

Provide cultural resources that enrich the lives of our diverse community

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Encourage the celebration of Anchorage's diverse cultures.					
2. Support urban-rural cultural exchanges.					
3. Create opportunities for mentorships and leadership training.					
4. Promote public-private partnerships that support arts and cultural organizations and activities.					
5. Ensure that the collections and programs of municipal libraries are current and user-focused.					
6. Ensure that the municipal libraries are equipped with technology that gives citizens convenient access to information and collections.					

Objective F:

The Foraker Group

Support non-profit organizations

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
1. Promote organizational sustainability.	Action item discontinued, metric is now part of Goal 5: Objective F: Action 3.				
2. Encourage boards and staff to act strategically.	Action item discontinued, metric is now part of Goal 5: Objective F: Action 3.				
3. Provide high-quality, cost effective education and training.		2011 TYD about 1400 people trained from about 160 different organizations.	This is up 5 percent from YTD 2010.	77 educational classes with 1120 participants.	

Actions	Metric	Progress 2011	2011 Comments	Progress 2012	2012 Comments
4. Increase the skills of staff and boards.	Action item discontinued, metric is now part of Goal 5: Objective F: Action 3.				
5. Assist organizations with collaborations and public-private partnerships.					
6. Promote a culture of philanthropy.		18,726 Alaskans made 27,829 (\$1,570,900) charitable gifts to Alaska nonprofits during the 90 day campaign.		26,093 Alaskans pledged \$2,445,450 to Alaska nonprofit organizations.	