

Executive Summary



What Does this Section Contain?

This section summarizes the *Anchorage Housing and Community Development Consolidated Plan for 2003–2007*. For a summary of each year’s proposed projects and actions to carry out these strategies, see the Executive Summary of each year’s Annual Action Plan.

What Does This Mean to Me?

This section can be used to:

- Obtain a quick overview of the city’s housing and community development needs.
- Get an overview of the strategies in the Consolidated Plan developed to address those needs.
- Provide a briefing to participants at housing and community development-related meetings, forums, and hearings. (As a handout).

The *Anchorage Housing and Community Development Consolidated Plan for 2003-2007* identifies the Municipality's affordable housing, homeless, community development, and economic development needs. It also presents the Municipality’s strategies to address those needs.

The U.S. Department of Housing and Urban Development requires the Municipality to complete a Consolidated Plan to receive funds for its Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and the Emergency Shelter Grant (ESG) programs. Anchorage must submit a Consolidated Plan every 5 years, and updates are required annually.

CDBG can fund a host of activities to help low-income people and neighborhoods, such as housing rehabilitation, community services, economic development, business assistance, and infrastructure. HOME funds can be used to fund housing-related activities for low-income people, such as construction, rehabilitation, and rental assistance. ESG provides homeless persons with basic shelter and essential supportive services. It can also provide short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

Major Components of the Consolidated Plan

The Consolidated Plan contains several major components:

- An analysis of housing, homelessness, public housing, community development, economic development, and other related needs.
- A housing market analysis.
- A description of the priority needs selected by the Municipality.
- Long-term strategies to address those priority needs.
- An explanation of how the Municipality will work with organizations in the public, private, and nonprofit sectors to help carry out those strategies.
- A description of annual projects and activities the Community Development Division will undertake to carry out those strategies.

The Consolidated Plan builds on a comprehensive consultation and citizen participation process. The Planning Department is the Municipality's lead agency for the Consolidated Plan. The Community Development Division is tasked with developing and carrying out the plan.

The Municipality must produce five Annual Action Plans under the *Anchorage Housing and Community Development Consolidated Plan for 2003-2007*. The *2003 Annual Action Plan* is the first one. Each Annual Action Plan must describe how the Municipality intends to invest its CDBG, HOME, and ESG funds for the upcoming program year. Each year's Annual Action Plan contains its own Executive Summary.

What's New in the Consolidated Plan

The *Anchorage Housing and Community Development Consolidated Plan for 2003-2007* contains several new items and methodologies compared to the previous Consolidated Plan:

- New research using the latest data from the U.S. Census Bureau, the Bureau of Labor Statistics, Anchorage Housing Finance Corporation, and the results of the Divisions' community survey.
- An improved citizen participation and consultation process to advise the Municipality on needs and strategies.
- More than 200 citizens completed a community development needs survey where they responded to questions about needs in the areas of housing, homelessness, community development, and economic development.
- More than 50 citizens and representatives from local organizations attended working groups that examined affordable and fair housing issues, the delivery of housing and community development services, and how to better serve persons with special needs.

- A Community vision section that links the Consolidated Plan to the Municipality's Comprehensive Plan (called *Anchorage 2020*) and the Community Development Division's mission.
- A Community Profile that describes some of the characteristics of the City, including its residents and economy.
- A performance matrix in the Strategic Plan that lays the groundwork for measurable accomplishments in each year's Action Plan.
- A resources section that can help other organizations apply for funding to help carry out the Consolidated Plan's goals and strategies.

How the Executive Summary is Organized

This Executive Summary contains 14 subsections that mirror the 14 sections of the *Anchorage Housing and Community Development Consolidated Plan*:

- Community Vision—describes how Anchorage's Comprehensive Plan sets the vision for growth and how the Community Development Division, its advisory committee, and the Consolidated Plan help carry out that vision.
- Community Profile—describes some of Anchorage's characteristics, including its residents and economy.
- Consolidated Plan Development—contains three items: (1) Anchorage's *Citizen Participation Plan for 2003-2007*; (2) the Division's outreach to allow citizens and community partners to comment on needs, proposed strategies, and projects; and (3) Anchorage's *Anti-displacement and Relocation Plan for 2003-2007* (which describes the City's plans to minimize the displacement of anyone due to the use of CDBG or HOME funds).
- Housing Market Analysis and Housing Needs—presents an overview of Anchorage's projected housing supply and demand, and assesses housing needs.
- Public Housing Needs—describes the agencies that provide public and assisted housing needs in Anchorage.
- Homeless and Special Needs Populations—examines the needs of Anchorage's homeless and persons with special needs.
- Non-housing Community Development Needs Assessment—examines “non-housing” community development needs in Anchorage such as planning, economic development, public services, and public facilities.
- Barriers to Affordable Housing—examines barriers to affordable housing and the Municipality's strategy for addressing those barriers.
- Fair Housing—describes the impediments to fair housing choices in Anchorage.
- Lead-based Paint Needs—summarizes the lead-based paint hazards in housing.

- Housing and Community Development Institutional Structure—summarizes the gaps in the Municipality’s housing and community development delivery system.
- Anti-poverty Strategy—describes how CDBG and HOME projects are part of the Municipality’s efforts to move low-income families to self-sufficiency.
- Strategic Plan—presents the Municipality’s strategies to meet the housing and community development needs found in the previous sections.
- Monitoring —describes how CDD monitors CDBG, HOME, and ESG projects as well as its progress in carrying out Consolidated Plan strategies and objectives.

Community Vision

Anchorage has changed profoundly in the last 20 years. Its economy has stabilized as job and population growth has slowed. Its population has become more rooted. The demands of rapid growth have faded, and quality of life issues have moved to the forefront.

The challenge now facing the community is meeting future demands for housing, commercial development, public open space, and public facilities with a dwindling land supply and limited public funds. The future development of Anchorage will increasingly depend on more efficient use of existing infrastructure, remaining vacant land, and underdeveloped land.

Anchorage 2020, the Municipality’s Comprehensive Plan, is a blueprint to guide development in the Anchorage Bowl over the next 20 years. It provides a framework for decisions regarding land use and transportation, as well as public facilities, economic development, housing, and other public issues that are vital to a healthy and livable community.

The Planning Department and its Community Development Division are the primary entities that carry out the vision of Anchorage 2020. The *Anchorage Housing and Community Development Consolidated Plan* is the primary tool for carrying out the housing and community development piece of that vision.

As advised by the Housing and Neighborhood Development (HAND) Commission, CDD carries out policies and programs designed to help neighborhoods achieve a high quality of life for all of the city’s residents.

Community Profile

Anchorage is a diverse, vibrant community with a healthy economy located in an area with unparalleled natural beauty. One of America’s most livable cities, Anchorage is located in one of the world’s most spectacular settings. Clean, healthy and vibrant, Anchorage prides itself on being an all-season gateway to adventure and natural beauty.

As the largest city in the state, Anchorage is the hub of the state’s communication, transportation, healthcare, finance, and trade industries supporting a vital business sector. The city’s educated workforce combines with its existing infrastructure to make the city an ideal place to do business. Anchorage is the 66th largest city in the nation, with a population of 260,283.

The population of Anchorage is a multi-culturally diverse community. Racial and ethnic minorities are the fastest growing segment of the population. About 28 percent of the population is non-white, a higher proportion than the national average for metropolitan areas. American Indian and Alaskan Natives are the largest non-white ethnic groups, comprising 7.3 percent of the population. African Americans, Hispanics, and Asians account for about 6 percent each. Today's population is a relatively even mix of males (51 percent) and females (49 percent).

The majority (41 percent) of persons in Anchorage are between the ages of 20 and 44 years old. The elderly account for almost 6 percent of the population, and a small segment (0.4 percent) of this group are considered to be "frail" elderly (84 years old and over) residents.

Anchorage has grown to over 94,822 households. Although 68 percent of these households are families, non-family households have increased to 32 percent. The average household size is 2.67 persons per household, whose median income is approximately \$55,546 (in 1999). The average family size is 3.19 persons per family, whose median income is approximately \$63,682 in 1999.

The 2000 U.S. Census counted 100,368 total housing units. Of these, 5,546 were vacant, with 1,107 of these vacant housing units used only seasonally. 134,240 residents were employed. The unemployment rate at that time was 6.76 percent, although 30.37 percent of all adults were not in the work force. The median household income was \$55,546, per capita income was \$25,287, and 7.35 percent of residents were living below the poverty level.

Consolidated Plan Development

The Planning Department is the lead agency for the *Anchorage Housing and Community Development Consolidated Plan*. The Community Development Division (CDD), which develops and implements the plan, urges citizens to voice their concerns and share their ideas concerning Federal programming. CDD welcomes comments and suggestions.

Part One of this section of the Consolidated Plan presents the Municipality's Citizen Participation Plan. It summarizes the citizen participation opportunities that the Municipality must follow whenever it makes certain changes to the Consolidated Plan. It also summarizes how citizens can access records and make complaints.

Part Two explains how residents and local organizations could comment on needs and strategies in the 5-year plan. The Division offered numerous opportunities for public input, comment, and review through:

- An online community development needs survey for citizens to easily communicate their comments on housing, homelessness, community development, and economic development needs.
- Working groups that examined issues related to affordable housing, public housing, homelessness, and non-housing community development.
- Review of the needs, strategies, actions, and projects in the draft Consolidated Plan by the HAND Commission and other groups.

- Public forums and public hearings to garner citizen comments on the needs, strategies, actions, and projects in the Consolidated Plan.
- Distribution of the draft Consolidated Plan combined with a minimum 30-day public comment period.

Part Three describes how the Municipality will help persons who must be temporarily relocated or permanently displaced due to the activity of CDBG or HOME funds.

Housing Market Analysis and Needs Assessment

Consolidated Plan regulations require the Community Development Division to conduct a housing market analysis to serve as one of the foundations for setting priority housing needs and strategies. The Division conducted an extensive market analysis that focused on the following five topics:

- Existing housing supply and demand.
- Economic and development trends that will determine future supply and demand.
- Niche markets such as public housing, homeless facilities, and housing for persons with special needs.
- HUD-specific market characteristics such as low- and moderate-income concentrations, as well as ethnic and minority concentrations.
- Priority housing needs and strategies set by CDD through the Consolidated Plan development process.

The housing market analysis reveals a number of important findings:

- As the basis of Anchorage's economy shifts from high paying jobs in the oil and natural resource extraction industry to lower paying service sector jobs, the demand for more low cost rental housing will increase dramatically.
- The lowest income renters are in the most need of more affordable housing. A growing demand for one and two bedroom units is driving up rents while many of these renters are already paying more than half their wages for housing.
- With some assistance, homeownership is within reach of many moderate-income families. Down payment assistance programs and housing counseling would help the dream of homeownership become a reality for these families.
- As the amount of developable land becomes smaller the feasibility of redevelopment and rehabilitation will increase.
- Anchorage contains a number of owner-occupied units that need some degree of rehabilitation.

Public and Assisted Housing

The Community Development Division, as part of its mission of collaboration and leveraging, is committed to working with public and assisted housing providers to address housing needs. Several agencies provide public or assisted housing assistance in the Municipality of Anchorage city limits. There are two public housing programs in the Municipality: the Alaska Housing Finance Corporation (AHFC) and the Cook Inlet Housing Authority (CIHA). Several additional agencies in the City also develop affordable housing for low and moderate-income individuals and persons with special needs. These agencies include Anchorage Neighborhood Housing Services, RuralCAP, and Anchorage Housing Initiatives.

The Alaska Housing Finance Corporation's mission is to provide Alaskans access to safe, quality, affordable housing. It is the public housing agency for the State of Alaska. Created in 1971, it merged with the Alaska State Housing Authority in 1992. AHFC is a public corporation.

AHFC provides safe, decent, and affordable rental housing and access to supportive services to low-income Alaskans. AHFC provides rental housing and assistance to eligible low-income and very low-income Alaskans statewide through Federal funding. It owns and operates 1,705 low-income units in 14 communities across the state. It sets aside certain housing complexes exclusively for seniors and disabled. It administers the Federal Housing Choice Voucher and HOME Coupon Programs to provide rental subsidies to 2,720 families in the private sector.

Cook Inlet Housing Authority, the housing member of the CIRI family of nonprofits, is dedicated to insuring that the elderly, individuals, and families in the Cook Inlet region have access to quality housing. CIHA designs its programs to encourage the transition to self-sufficiency through home ownership or affordable rental housing.

Homeless and Special Needs Assessment

Despite greater attention to the problem, the number of homeless families increased 16 percent in the Municipality during the winter of 1998. The diversity of the homeless population continues to increase and the percentage of homeless persons suffering from mental illness and substance abuse also continues to increase.

A large majority of the homeless continues to congregate in or around downtown Anchorage. Many have come from rural areas/villages to the city to be near family or seek employment. Many addicted persons have recycled in and out of homelessness with many reporting prior episodes.

The causes of homelessness in the Municipality include a variety of factors, including:

- Substance abuse.
- De-institutionalization of persons with mental illness.
- Lack of resources to address the needs of homeless or "near-homeless" persons with substance abuse or mental illness, including persons with dual diagnoses.
- Unemployment/underemployment.

- Lack of job skills among persons at high risk for homelessness.
- Domestic violence.
- A large gap between the number of affordable housing units and the number of households which need them.
- Poverty and lack of personal resources.

Although more people are homeless, the organizations and programs designed to serve them are making some progress in addressing these often, multi-diagnosed homeless needs. Studies indicate that more of the easier-to-reach “situational homeless” in the Municipality are being helped now compared to several years ago. Crises such as domestic violence, unemployment, or death put these people at risk.

Helping the chronically homeless, who often have lived on the streets for years, is harder. These people tend to be substance abusers, persons with mental illness, or dually-diagnosed. The response by Municipality agencies has moved toward a more effective treatment and rehabilitation focus, instead of merely providing food and shelter.

According to the Alaska Housing Finance Corporation survey, the number of potentially homeless and at-risk persons in transitional, group, and nonpermanent living arrangements is increasing. Persons with special needs may have a variety of mental and physical disabilities; therefore, need a variety of housing options. Their housing needs vary depending on the type of disability and may vary throughout an individual’s life depending on the degree of disability and individual circumstances.

Special Needs Populations

Several common themes and issues emerged from the Consolidated Plan focus groups that provide a good starting point in understanding how to serve persons with special needs in the municipality more effectively:

Transportation—A common theme reported by focus group participants was that the lack of access to transportation and employment centers was not helping many hardships, and was obstructive to self-sufficiency.

Adaptable Housing—The need to incorporate accessible design in new affordable housing was a high need, as was the need for adaptable “retrofits” to existing housing for households that need them. With such housing, residents with special needs will not need to abandon their homes. This issue is especially important for the elderly who are often homeowners who do not want to leave their homes. Also discussed was the issue that many persons with special needs lack the financial resources to pay for retrofits and other necessary improvements.

Lack of Income—Many persons with special needs find it extremely difficult to maintain employment. Therefore, they often cannot afford many of the housing and supportive services they need and must rely upon public assistance.

Discrimination—While there are differences in the intensity of opposition to housing for the different special needs populations, focus group participants reported that landlords often did not

want to rent to persons with special needs. NIMBY, the “Not In My Back Yard” syndrome, was also discussed as a common issue.

Lack of Funding—Both groups discussed the need for additional funding for affordable housing for persons with special needs. They further discussed the lack of funding for the supportive services necessary for persons with special needs.

Greater Collaboration/Partnerships—Participants reported frustration with what they see as a lack of communication and coordination among organizations.

Education—Another common theme was the need for educating the public regarding a variety of issues, including resources, services, and programs available for lower-income families and persons with special needs. Also cited was the need for prevention education.

Accessible Facilities—Participants cited the need for more accessible facilities that support services to persons with special needs, such as community centers, activities, education, and computer training. This need includes retrofitting existing facilities as well as the need for new facilities.

Support for Organizations Serving Persons with Special Needs—Another common theme, participants expressed the need for resources (especially for administrative support) for these organizations.

Non-Housing Community Development Needs

Community development needs can fall into several categories, from inadequate streets and sidewalks to lack of job training programs. Because needs will vary, the CDBG program provides a list of activities eligible for funding and then allows the Municipality to select the activities it considers to have the highest priorities.

An analysis of the results from the surveys, focus groups, and consultation yields some common themes regarding non-housing community development needs:

- Capital improvements.
- Public services.
- Public facilities.
- Economic development.

Capital improvement needs include parks and recreational facilities as well as water and sewer infrastructure. A variety of open spaces exist within the municipality such as parks, community facilities, private clubs, and golf courses. However, since the Municipality is seen as a tourist destination, parks and recreational facilities are an attraction and have a significant economic impact. Access to such facilities can be an issue for households without reliable transportation.

Economic development for business and industry is strongly dependent upon adequate water supplies and wastewater disposal facilities, since provision of water and sewer services provide a

stimulus to industrial and commercial development. In addition, accessibility to the municipality's water and sewer system continues to be an issue for some low-income rural citizens in the Municipality. Proper tie-ins/connections help avoid possible public health hazards.

Public service needs include youth services and public services to support job training. Specific youth service needs include after-school programs and youth services. There is also a need for public services tangential to job training for public housing residents. Services such as (onsite) day care and access to reliable transportation to jobs would improve residents' chances of becoming self-supporting and locating to unassisted housing.

Results from focus groups also voiced a need for childcare services for low-income persons who are in job training or working at low-paying jobs at non-traditional hours, specifically airport employees. Often this working class is in need of additional wages (often maintaining two or three jobs at one time), trying to move from public assistance and to higher paying jobs. A related issue that arose in this context is transportation for low-income persons throughout Anchorage (including rural areas) to job training or job locations.

Economic development needs include a need for low-income people to become self-sufficient, which requires, among many things, skills development, and job training. Consultation with Anchorage Economic Development Commission (AEDC) reaffirmed that quality economic development programs are already in place but many more are needed to further stimulate the area; the biggest, singled-out need—to effectively market the existing programs.

One of the best ways to promote job training and skills development is to include these elements in services already provided by nonprofit organizations, faith based organizations, or in projects funded with public money. For example, public money often fund childcare services and transportation. Training low-income people to become administrative assistants, childcare providers, or bus drivers is a natural fit. In addition, CDD requires its CDBG and HOME grantees to make job opportunities available to low-income persons whenever possible (for all the projects it funds that meet a specific threshold).

Barriers to Affordable Housing

Despite the Municipality's stable economy and growing housing demands, the local market is not responding to the needs of lower-income households at the quantity and pace occurring in the current market. The inventory of affordable housing continues to deteriorate, while the production rate of new affordable housing units cannot keep up with demand.

Since affordable housing is becoming more difficult to find, many low-income households must pay more than they should for a home, or live in less-than-desired conditions. As reported in the housing needs section, 40 percent of low-income renter households, and 54 percent of the owner households in the Municipality are experiencing a cost burden (spending more than 30 percent of income on housing costs).

Findings by the working groups, combined with affordable housing issues generally cited by most jurisdictions, reveal a variety of barriers to affordable housing in Anchorage:

- Approval process and fees.
- Building codes and standards.
- Zoning.
- Land use controls.
- Discrimination in the rental market.
- Citizen opposition.
- Lack of political constituency.
- Lack of knowledge of available programs and resources.
- Resource fragmentation and scarcity.
- Housing acquisition finance requirements.
- Lack of financial resources by housing providers.
- Lack of coordination of resources.

Impediments to Fair Housing

In 2002, the Anchorage Equal Rights Commission (AERC) released a report that identified 974 requests for information from the public regarding fair housing issues. Of those requests, 59 progressed into formal housing complaints. Housing complaints are allegations of fair housing violations investigated by the AERC.

The Community Development Division, as the lead agency for the Consolidated Plan, is committed to working with its public, private, and nonprofit partners to ensure fair housing choices for all residents. Anchorage last conducted an Analysis of Impediments (AI) to Fair Housing Choice in 1996. Rather than continue using 1996 data from the last AI, the Community Development Division plans to incorporate additional fair housing analysis and strategies into this Consolidated Plan in the coming year. It will use the amendment process described in the Citizen Participation Plan to incorporate the impediments found by the new AI along with the strategies developed to overcome them.

Lead-Based Paint Hazards

Lead poisoning is one of the most common and preventable health hazards to American children. Research indicates that even a low-level of lead in a child's bloodstream can have harmful affects on their physical and developmental health.

Any housing built before 1978 is at risk of containing some amount of lead-based paint. Older housing is more likely to have lead-based paint and the amount of lead pigment in the paint tends to increase with the age of the housing. More than 40,000 housing units in Anchorage were built before 1979. Census tracts in the Fairview, Mountain View neighborhoods of the Municipality, have large percentages of older housing and concentrations of low- and moderate-income

residents. Since low-income people often live in older housing throughout the city, they are at much higher risk.

Young children who could ingest lead-based paint are at even higher risk. Consequently, children of very low- and low-income families are disproportionately at risk for lead poisoning, as they tend to reside in older homes. The following children in the Municipality could be at higher risk of lead-based paint poisoning:

- Children under 5 years old: 7.7 percent of the population of the Municipality, or 20,033 children.
- At least 6,441 children under 5 years old living below the poverty level.

Housing and Community Development Delivery System

As one of the primary City agencies that carry out the City's Comprehensive Plan,¹ the Planning Department is designated as the lead agency for the *Anchorage Housing and Community Development Consolidated Plan*. As the recipients of funds from the CDBG, HOME, and ESG programs, the Community Development Division is tasked with the responsibility for developing and carrying out the Consolidated Plan.

The Division uses these and other funds to provide decent housing, create a suitable living environment, and expand economic opportunities throughout the city. It also manages State and Federal workforce development programs under the Workforce Investment Act and the State Training and Employment Program.

Effective program delivery would not be possible, however, without the efforts of many other Federal, State and local partners. Leadership begins with the City's elected officials: the Mayor and Assembly members. These officials approve all Consolidated Plan strategies, activities, substantial amendments, and contracts. Since they represent residents from different geographic areas, these officials also provide insight into the needs of City residents.

The Mayor appoints members of the Community Development Division's advisory body, called the Housing and Neighborhood Development (HAND) Commission. CDD, with advice from the HAND Commission, carries out policies and programs designed to help neighborhoods achieve a high quality of life for all of the city's residents.

CDD is building strong working relationships with other organizations and programs that support these goals. This working relationship and its results are the Municipality's *housing and community development delivery system*.

The Consolidated Plan requirements include examining how organizations in the city “deliver” housing and community development (called the institutional structure). This examination includes identifying the gaps in the institutional structure and developing strategies to address the gaps. Anchorage can only achieve its Comprehensive Plan goals and Consolidated Plan strategies if its institutional structure is complete.

¹ See the *Community Vision* section for more information on Anchorage 2020.

Interviews, town meetings, and working groups included questions or comments concerning the current gaps in the local delivery system for housing and community development. They also discussed preliminary components of strategies for filling the most troublesome gaps. Several primary themes and issues emerged that provide a foundation for developing workable, collaborative strategies to fill the gaps:

- Lack of knowledge among the public and lower income clients arose as a common issue. The most common gap cited was limited knowledge of the available resources, services, and programs for lower income people and persons with special needs.
- An urgent need for affordable housing spread out across the city, especially supportive housing for lower income people and persons with special needs.
- Lack of children-centered services.
- Need for more services for the homeless and persons with special needs.
- Need for enhanced communication/coordination among organizations in the housing and community development delivery system.

Analysis of Poverty in Anchorage

By undertaking activities funded by the CDBG, HOME and ESG programs, the CDD supports the Municipality's overall anti-poverty strategy of moving low-income people to self-sufficiency. The latest reliable poverty data from the U.S. Census estimates that in the year 2000, 18,682 individuals were living below the poverty level. This number represents more than 7 percent of the population. Female headed households fared much worse and account for 17 percent of persons living below poverty level.

The Community Development Division's anti-poverty strategy and activities support the overall effort in the State to move low-income families to economic self-sufficiency. The Alaska Department of Health and Social Services is the nexus of the State's welfare-to-work program and is thus, the lead anti-poverty agency in the State.

Anchorage's anti-poverty strategy is to help families move to economic self-sufficiency. Since a household earning 80 percent of a median income of an area is considered "low income" and can be helped with CDBG and HOME funds, the City supports State efforts to move residents to economic self-sufficiency. Activities and projects carried out by the Community Development Division through the *Anchorage Housing and Community Development Consolidated Plan for 2003-2007* are:

- Affordable housing.
- Job training.
- Support services.
- Safe, affordable childcare.
- Transportation.

Strategic Plan

Based on the community survey, focus groups, consultation with other organizations, individual interviews, housing market and needs study, and other factors, CDD has developed the following 5-year strategies to address the priority needs found in the Consolidated Plan:

Housing Strategies

- Expand and preserve affordable rental housing opportunities, particularly for low-income persons.
- Increase and preserve affordable homeownership opportunities, particularly for low- and moderate-income persons.

Homeless Strategy

- Help the Homeless Services Forum employ a Continuum of Care approach to reduce the frequency and duration of homelessness.

Strategy to Help Persons with Special Needs

- Strengthen the safety net of housing and services for persons with special needs.

Community Development Strategies

- Enhance job training and employment opportunities for low- to moderate-income persons.
- Promote livable communities and community redevelopment.

Fair Housing Strategy

- Create a *Fair Housing Alliance* to address the impediments to fair housing choices identified in current and future *Analysis of Impediments to Fair Housing Choice* and other studies prepared by the FHA, AERC or other local fair housing agencies.

Lead-Based Paint Hazard Reduction Strategy

- Collaborate with the community, the Department of Health and Human Services, and HUD to reduce housing-related lead-based paint hazards, especially for low-income families and children.

Anti-Poverty Strategy

- Support State and Municipal efforts to move low-income persons to economic self-sufficiency.

Monitoring

As the lead agency for the *Anchorage Housing and Community Development Consolidated Plan for 2003-2007*, the Community Development Division is continually honing its standards and procedures to monitor the performance and effectiveness of housing and community development activities. In the past year, CDD has focused on outreaching and extending itself to the community residents, service providers, and other local government agencies, and reorganized some of its functions for more effective monitoring. CDD now has a Consolidated Plan Coordinator responsible for monitoring the accomplishment of strategies, objectives, and annual actions. It also has a Citizen Participation Coordinator who organizes public hearings, recording, and responding to all written comments and complaints and ensuring compliance with the Citizen Participation Plan, as well as all other Federal citizen participatory regulations.

A Housing Rehabilitation Coordinator monitors all housing projects. The Community Liaison meets with community groups to ensure effective planning and monitoring. All staff are responsible for monitoring non-housing projects. CDD assigns each of its staff members one or more projects to monitor and periodically report on the progress of each project he or she is monitoring.

CDD undertakes two types of monitoring: project monitoring and Consolidated Plan monitoring. Both types of monitoring ensure the success of Consolidated Plan projects and activities.

Leveraging Resources

As part of its mission of collaboration and leveraging², the Community Development Division has put together a list of resources that public agencies, neighborhoods, and nonprofit organizations can use to further the strategies in the Consolidated Plan. CDD anticipates that the Federal, State, local, and private resources listed in this section of the Consolidated Plan will remain available over the 5-year period of the Consolidated Plan. Some of the items listed above are potential financial resources for both the Municipality and local nonprofits to leverage with current funds.

² The mission of the Community Development Division, as advised by the Housing and Neighborhood Development (HAND) Commission is: “to support community development through leadership, collaboration, and leveraging of resources, to help all the City’s neighborhoods and residents participate fully in the social, cultural and economic life of the city.”