

CLERK'S OFFICE  
**AMENDED AND APPROVED**

Date: 5-26-09

Submitted by: Chairman of the Assembly at  
the Request of the Acting  
Mayor

Prepared by: Office of Economic &  
Community Development

For reading: May 26, 2009

ANCHORAGE, ALASKA  
AR NO. 2009-142

1 A RESOLUTION OF THE MUNICIPALITY OF ANCHORAGE APPROVING THE  
2 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) FOR THE  
3 MUNICIPALITY OF ANCHORAGE AS REQUIRED BY THE FEDERAL ECONOMIC  
4 DEVELOPMENT ADMINISTRATION (EDA)

5  
6  
7 WHEREAS, economic development and growth and quality of life are a major focus  
8 of the Municipality of Anchorage; and

9  
10 WHEREAS, the Anchorage Economic Development Corporation (AEDC) and the  
11 Office of Economic & Community Development joined together to draft a CEDS for the  
12 Municipality, and

13  
14 WHEREAS, the resulting draft document draws heavily upon previously approved  
15 plans and strategies, and was reviewed by an approved CEDS Committee, the Anchorage  
16 Assembly's Community & Economic Development Committee, members of the Anchorage  
17 Assembly, Municipal Department Directors, local community councils and Federation of  
18 Community Councils leadership, and was posted on muni.org, and

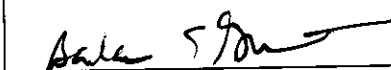
19  
20 WHEREAS, this public outreach meets the EDA's requirements for public process,  
21 and resulted in comments and suggestions which were incorporated into the document  
22 making it stronger and more broad-based,

23  
24 NOW THEREFORE, the Anchorage Assembly resolves to recognize the  
25 Comprehensive Economic Development Strategy, including Amendments 1, 2, 3, and  
26 3A, for the Municipality as an overarching guidance tool for the Municipality so federal funds  
27 may be secured through the EDA and other federal agencies that recognize the plan.

28  
29 PASSED AND APPROVED by the Anchorage Assembly this 26<sup>th</sup> day of May,  
30 2009.

31  
32  
33   
34 Chair

35  
36 ATTEST:

37  
38   
39  
40 Municipal Clerk

# MUNICIPALITY OF ANCHORAGE

## ASSEMBLY MEMORANDUM

No. AM 287-2009

Meeting Date: May 26, 2009

1 From: Acting Mayor

2  
3 Subject: Approval of the Comprehensive Economic Development Strategy (CEDS) for  
4 the Municipality of Anchorage as Required by the Federal Economic  
5 Development Administration (EDA)  
6  
7

8 An approved CEDS is required by the EDA for assistance under the EDA's public works and  
9 economic adjustment programs, or for planning grants. CEDS are prepared to qualify for EDA  
10 funding, with an emphasis on public infrastructure projects and job creation.  
11

12 Anchorage's robust economy over the past two decades made the Municipality ineligible to  
13 receive EDA public works and economic adjustment funding. Anchorage was only eligible to  
14 receive small planning grants. The phased closing of Kulis Air Guard base changes that  
15 situation, and makes Anchorage eligible to receive EDA funds, provided an approved CEDS is  
16 in place.  
17

18 Anchorage has not had an approved CEDS since 2003. In January 2009 the Anchorage  
19 Economic Development Corporation (AEDC) and MOA Office of Economic & Community  
20 Development met with consultant Susan Fison to begin a draft Anchorage CEDS.  
21

22 A CEDS emerges from a planning process developed with broad based and diverse community  
23 participation that addresses the economic problems and potential of an area. The plan  
24 promotes sustainable economic development and opportunity, fosters an effective  
25 transportation system, and enhances and protects the environment. Additionally, a CEDS can  
26 be used as the overarching strategy for other sources of funding such as brownfields, and art  
27 districts that meet other federal funding requirements.  
28

29 A CEDS analyzes local conditions, identifies problems and opportunities, defines the vision and  
30 goals of the community, designs strategies to accomplish those goals, and coordinates  
31 activities to implement strategies. An approved CEDS should lead to the development and  
32 implementation of programs and projects that create jobs, raise income levels, diversify the  
33 economy, all while improving the local quality of life. An approved CEDS must be updated  
34 annually.  
35

36 In developing the draft document, the Project Team drew heavily on previously adopted plans  
37 and documents, including the Anchorage Bowl Comprehensive Plan, Vision Anchorage,  
38 AMATS, the Downtown Comprehensive Plan, the Anchorage Official Streets & Highways Plan,  
39 Draft Anchorage Bicycle Plan, the Department of Neighborhoods Housing & Community  
40 Development 2009 Action Plan, the Anchorage Bowl Park, Natural Resources & Recreation  
41 Facility Plan, the Anchorage Pedestrian Plan, 2009-2012 TIP, the Anchorage Bowl Long Range  
42 Transportation Plan with 2027 Revisions, the Chugiak-Eagle River Long Range Transportation  
43 Plan, the Downtown Core Streets Streetscape Plan, the Port of Anchorage Master Plan, the  
44 AEDC 2009 Strategic & Tactical Plan, the 2009 AEDC Economic Forecast, the Anchorage

1 International Airport Master Plan, the AWWU Master Plan, and numerous other local and state  
2 plans and strategies.

3  
4 The Mayor's Economic Advisory Panel served as the CEDS committee. The EDA concurs that  
5 the members of the panel meet the requirements for a local CEDS committee. The project  
6 team presented the draft document to the panel for comments, and made several changes  
7 based on members' input.

8  
9 The draft document was also presented to the Anchorage Assembly's Community & Economic  
10 Development Committee and the EDA Administrator for Alaska. Hard copies of the draft  
11 document were distributed to members of the Anchorage Assembly and Municipal Department  
12 Directors for comments.

13  
14 The draft document was posted on muni.org for public comments, a presentation was made to  
15 Community Council Presidents and Federation of Community Councils leadership, and a memo  
16 soliciting comments was distributed to community councils via email. The Administration  
17 believes the draft document has gone through an adequate public review process as required  
18 by the EDA.

19  
20 THE ADMINISTRATION REQUESTS THE ANCHORAGE ASSEMBLY, AS THE  
21 LEGISLATIVE BODY OF THE MUNICIPALITY, APPROVE THE ACCOMPANYING  
22 RESOLUTION IN SUPPORT OF THE CEDS FOR THE MUNICIPALITY OF ANCHORAGE  
23 BEFORE IT IS SUBMITTED IN FINAL FORM TO THE EDA.

24  
25 Prepared by: Darrel Hess, Office of Economic & Community Development

26 Concur: Mike Abbott, Municipal Manager

27 Respectfully submitted: Matt Claman, Acting Mayor

**Content ID:** 007724**Type:** AR\_AllOther - All Other Resolutions

**Title:** A RESOLUTION OF THE MUNICIPALITY OF ANCHORAGE APPROVING THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) FOR THE MUNICIPALITY OF ANCHORAGE AS REQUIRED BY THE FEDERAL ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

**Author:** katkusia

**Initiating Dept:** ECD

**Date Prepared:** 5/13/09 3:53 PM

**Director Name:** Mary Jane Michael, Exec Dir

**Assembly Meeting Date:** 5/26/09

| <b>Workflow Name</b>     | <b>Action Date</b>  | <b>Action</b> | <b>User</b>      | <b>Security Group</b> | <b>Content ID</b> |
|--------------------------|---------------------|---------------|------------------|-----------------------|-------------------|
| Clerk_Admin_SubWorkflow  | 5/15/09<br>10:52 AM | Exit          | Joy Maglaqui     | Public                | 007724            |
| MuniMgrCoord_SubWorkflow | 5/15/09<br>10:52 AM | Approve       | Joy Maglaqui     | Public                | 007724            |
| MuniManager_SubWorkflow  | 5/15/09<br>10:51 AM | Approve       | Joy Maglaqui     | Public                | 007724            |
| CFO_SubWorkflow          | 5/14/09<br>3:40 PM  | Approve       | Sharon Weddleton | Public                | 007724            |
| CFO_SubWorkflow          | 5/14/09<br>1:35 PM  | Checkin       | Jo Katkus        | Public                | 007724            |
| ECD_SubWorkflow          | 5/13/09<br>4:00 PM  | Approve       | Darrel Hess      | Public                | 007724            |
| AllOtherARWorkflow       | 5/13/09<br>3:57 PM  | Checkin       | Tawny Klebesadel | Public                | 007724            |

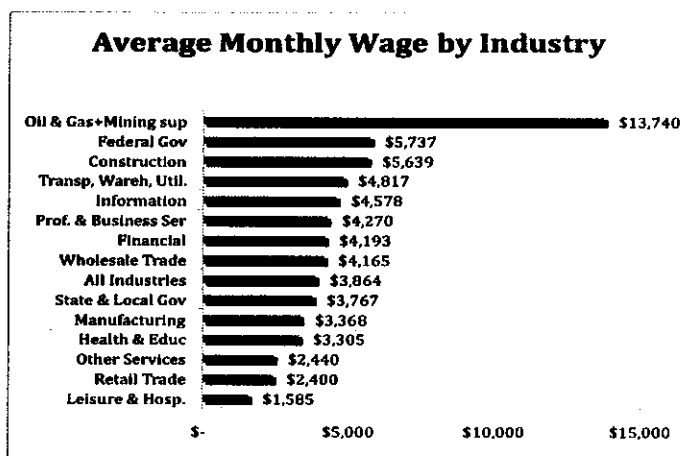
**Municipality of Anchorage  
Comprehensive Economic Development Strategy  
Summary of Major Changes to April 16, 2009  
Public Review Draft**

**Note:**

- Minor editorial changes such as correcting punctuation, misspelled words or a repeated word etc. are not included in this summary.
- Some additional photographs, charts and maps may be added or substituted for those in the draft report.
- The comments of departments or persons who made major comments are attached and these will be incorporated in the final report.
- Changes and additions will be made to the bibliography.

**Page 7:** Some of the names of members of the Mayor's Economic Advisory Panel were accidentally left out. These will be added in the final report. The involvement of the Assembly Community & Economic Development Committee will be added. The involvement of the Federation of Community Council and their approving resolution will be added. The involvement of the Anchorage Assembly and their approving resolution will be added.

**Page 20:** Delete Average Monthly Wage by Industry chart and replace with chart below:



and change more than four times to "more than three-and-one-half times"

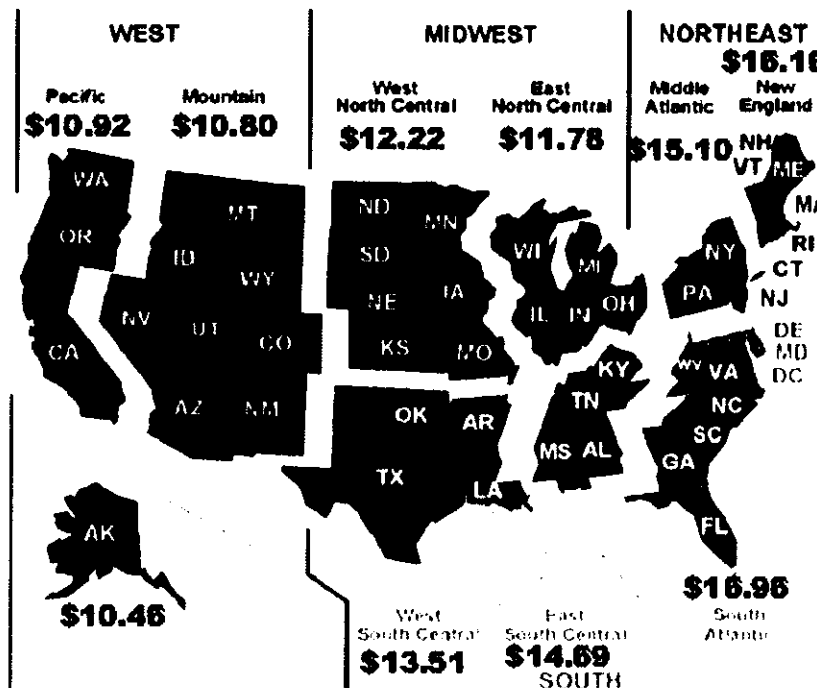
**Page 23:** Below photography of library, add the following paragraphs :

The University of Alaska Anchorage announced in May 2009 that it has received \$7 million from an anonymous donor. It is the largest private donation in the university's history. Most of the money is to be used for student scholarships, particularly for women and minorities. UAA is one of more than a dozen universities that have received donations ranging from \$1.5 to \$10 million. All of the schools that have received these donations are run by women.

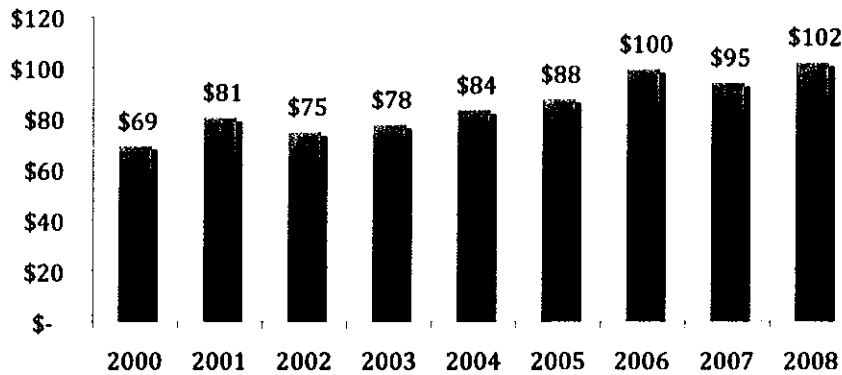
The university allocated \$1 million of the gift to the new Conoco Phillips Integrated Science Building scheduled to open this fall. The remaining \$6 million will be put into an endowment fund and invested. The university hopes to offer full scholarships to 50 students annually to need-based Alaskans who are first generation college students in their families. Only first-time freshmen will be able to apply.

**Page 38 :** Add graphics comparing natural gas and electrical costs:

## Regional Average Natural Gas Prices mcf Delivered - January 2009



## Residential Cost - 700 kwh Electricity



**Page 39:** Add a four-page section on Commercial Space (attached)

**Page 40:** second paragraph, change \$17,711 to \$13,740; later in sentence change four-and-one-half to three-and-one-half.

**Page 49:** Delete paragraph above housing market and replace with the following:  
It is still too early to quantify the total impact of the economic stimulus that Anchorage will receive from the American Recovery and Reinvestment Act of 2009, signed by President Obama in February 2009. Not all of the money made available under the federal legislation has been distributed yet, but the Municipality of Anchorage has been awarded approximately \$44 million in formula funds from the Recovery Act to date. That includes approximately \$25 million for metropolitan area roads and transit projects, \$8.6 million in state revenue sharing, over \$3 million in criminal justice funding, \$2.7 million for energy efficiency projects, \$2 million for improvements at Merrill Field, \$750,000 for Homelessness Prevention, and \$500,000 in HUD community block grant funding. The Municipality has also applied for competitive grant funding for law enforcement, a domestic violence prevention project, Little Campbell Creek flood mitigation and restoration, and transit projects.

**Page 63:** Add this bullet to Opportunities: \$7 million anonymous donation to UAA  
Omit the last bullet under Threats

**Page 67:** Omit last item under weaknesses.

**Proposed Projects:** A revised list is attached.

# Commercial Space

## Office Space

During the first quarter of 2009, office space vacancies in the nation rose to more than 15%. In contrast, a recent report to the Anchorage Building Owners and Managers Association (BOMA) found that the supply of Anchorage office space is lower than it was last year. Anchorage vacancy rates in Class A office space during the first quarter of 2009 were only about 2 percent, compared with 4 percent in 2008.

The vacancy rate has increased slightly since that time. The vacancy rates in Class B and C office buildings also declined, but have now also increased somewhat. Although low vacancy rates indicate that the local office market is stable and healthy, the appraiser who conducted the survey predicted that vacancies would increase in 2009.



The supply of office space here has increased in the last decade with the construction of numerous high-rise Class A buildings, primarily in the Midtown area. Most of these buildings have an Alaska Native corporation, energy, gas pipeline, finance or real estate firm as an owner or major tenant. The cost of office space has increased markedly in the last decade. In 1999, Class A office space was typically \$1.75 per square foot and five years ago space averaged \$2.45. Today, older Class A office buildings command \$2.65 per square foot, with most new Class A buildings leasing for over \$3 per square foot due to high construction costs, approaching \$300 per square foot.

## Retail Space

In the last two years, there has been some strip retail construction and mall development in northeast Anchorage, new big-box retail and renovation or expansion of existing retail space. The largest development is Tikahtnu Commons near the intersection of Muldoon Road and the Glenn Highway. This development includes a Target store that recently set a record high sales volume for a store opening in the retail chain.



A recent report to the Anchorage BOMA noted that Anchorage had about 25.2 square feet of retail space per person in 1995, compared to 33.2 square feet in 2009. The report estimated that based on our demographics, Anchorage generates an annual consumer demand of about \$4 billion.

The report found that Anchorage currently has a surplus of retail space in almost all retail categories. The report noted that several national chains have shelved plans to enter into or expand in the Anchorage market, due largely to the national economic recession. In addition, some national retail chains such as Gottschalks, Mariposa and Comp USA have closed. Several local retailers are also closing their businesses. The report anticipated that more stores might close in the months ahead.

Retail vacancies are expected to increase in 2009, and few additions to the retail space inventory are expected. Vacancy rates are increasing, particularly in "B" locations or areas with too much retail inventory. In 1999, strip retail space leased from about 95 cents per square foot to \$2.25 and remained relatively unchanged until recently. Today, strip retail is as high as \$3.25 per square foot. Again, this is due to the high cost of construction in Anchorage.

### **Industrial Space**

Anchorage warehouse lease rates are nearly twice as high as those of the rest of the nation. As a result, many companies find it is cheaper to warehouse in the Lower 48 and ship their goods here. Real estate experts have concluded that higher lease rates in Anchorage are due to construction costs, not land costs. Industrial land in Anchorage is about \$12 per square foot, which is below the national average.

In 1999, warehouse space in Anchorage leased for about 75 cents per square foot. Five years ago, that figure was about 85 cents per square foot. Today the rate is about \$1 per square foot. In addition, tenants here must pay their own utilities and maintenance, while the landlord pays taxes and insurance. In a report to BOMA, a real estate broker found that less than

200,000 square feet of industrial space was available for lease, which is a vacancy rate of only about 1%.

Despite the tight market, almost no speculative industrial space is being built because the lease rate of \$1.35 per square foot, which would be needed to cover the cost of new construction, is above what the local market will pay for industrial space. Nearly all new industrial space built in Anchorage is for owner operators. The BOMA report also noted that industrial expansion could be accommodated in the Chugiak-Eagle River area.

A 1996 Anchorage Bowl Commercial and Industrial Land Use Study found that the Anchorage Bowl "had an adequate supply of commercial zoned land and a comfortable surplus of industrially zoned land." This study concluded that a substantial amount of commercial and industrial land in use within the Anchorage Bowl was underdeveloped, with only 24% of industrial land fully developed. The study estimated that 44% of industrially developed lands had high potential for redevelopment and another 32% had low to moderate potential for redevelopment.



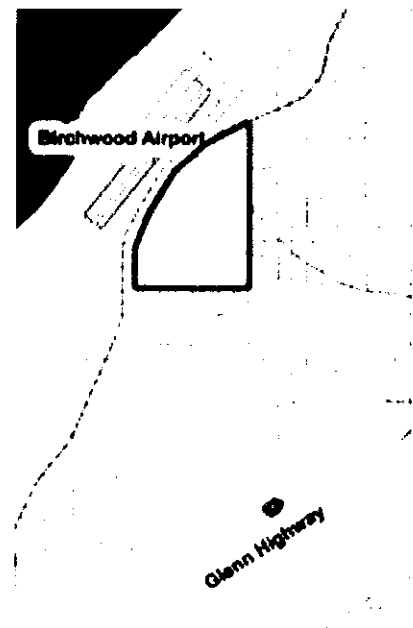
In March 2009, the Anchorage Economic Development Corporation and Municipality of Anchorage released "Anchorage Industrial Land Assessment" prepared by a consultant. The purpose of the 2009 study was to measure the quantity and quality of industrial land supply in the Anchorage Bowl.

The study found that Anchorage is critically short of industrial land and in the opinion of its authors, the situation is a serious threat to Anchorage's economic growth. The study concluded that there was not sufficient industrially zoned land to meet demand through 2030. It noted that much of the industrially zoned land would be costly to develop. It also recommended support of the proposed Title 21 revision that would not allow industrial land to be developed for other uses such as retail. The report warned that if such changes were not made, industry would shift to the Mat-Su borough, where industrial land is abundant and less expensive.

The report has been criticized for not addressing potential industrial land on Fire Island, possible industrial development on surplus military land, or land available via the proposed Knik Arm Crossing. A local architect-planner also disputed the study's findings and noted that it did not include more than 2,400 acres of airport, port and railroad land. He concluded that it was "completely implausible to suggest that Anchorage is out of industrial land or any other kind of land. We need to concentrate on redeveloping and improving the land we have."

The report also recommended that the State, Municipality, Alaska Railroad, Port of Anchorage and the Ted Stevens Anchorage International Airport work together to ensure the optimal development of Anchorage's limited industrial land supply. The report's critics appear to agree with this approach.

In May 2009, Eklutna Incorporated, Cook Inlet Region Incorporated (CIRI), the Alaska Railroad Corporation and Wilder Construction, a subsidiary of Granite Construction, announced that they had signed an agreement to develop a 162-acre industrial site adjacent to the Birchwood Airport. This agreement enabled the parties to clear the site, build a rail spur into the property and remove gravel from the site over the next three summers in preparation for the development of industrial lots with rail spur access. The gravel will be transported by rail to an existing operation in south Anchorage. The project will provide sand and gravel for the local construction industry and will open up needed industrial land. The land in the development is part of Anchorage's Foreign Trade Zone and will have access via rail to the port of Anchorage and other railbelt communities from Seward to Fairbanks.



**From:** Madden, Mark G.  
**To:** Hess, Darrel W.  
**Sent:** Mon Apr 27 18:54:45 2009  
**Subject:** Anchorage Comprehensive Economic Development Strategy

Darrel,

I took a few moments to review the Comprehensive Economic Development Strategy. Overall it looks like a very well developed document. I would like to provide a couple observations and suggestions.

In the discussion of Solid Waste in the infrastructure section on p. 39 it appears that you ran out of information before you ran out of page. A couple of additional facts that actually play well into this document:

Our landfill currently has a remaining design life of 35 years (anticipated closing in 2043). This is a benefit since many communities in other areas are facing landfill closures and escalating waste disposal costs as they end up shipping their garbage farther and farther from home. Los Angeles will soon be shipping their waste by rail to a landfill site in Nevada; Seattle ships much of theirs by rail to eastern Oregon.

Our utility uses a transfer station system to make waste disposal efficient and readily accessible to residents throughout the Municipality. We process about 1,300 tons of solid waste daily.

Both our Landfill and our Household Hazardous Waste Facility have won national awards from the Solid Waste Association of North America for excellence in design and operating systems management.

In the 1<sup>st</sup> paragraph you use the words "waste oil". Please change that to "used oil". Waste oil is a regulated hazardous waste for which we have no license to manage. No need to open a can of worms that doesn't exist.

The recycling center also handles plastic containers.

In several places in the document you talk about developing the "Anchorage Landfill Methane Recovery Project". This would be more appropriately titled the "Anchorage Landfill Methane Utilization Project". We already have a methane recovery project which works just fine. What we are trying to do is develop a project to beneficially use the methane as an energy resource. Also, on p. 77 under Support Utility & Energy Development you refer to a landfill methane recovery center.

In the Support Infrastructure & Energy Development (p. 77) there is a bullet that reads "Develop a local materials recovery center for recycling materials." I would assume that this is referring to a materials recovery facility (MRF) where we can sort and bale our materials for shipping. Anchorage is very good at diverting recyclable materials from the waste stream. The biggest impediments to recycling in Anchorage are the fact that we rely almost exclusively on outside markets to process our recycled materials, and the value of these materials is severely reduced by the cost of packing and shipping the goods outside; even at a highly subsidized rate.

What we need is not a sort and package facility as much as we need to establish, grow and support companies like Thermo-Cool Alaska which produces insulation from old newsprint. The company is located in Anchorage, and uses recycled materials to produce a product that has a market locally. The company provides jobs for the local economy, contributes to the local tax base, and produces an outstanding product. One of the goals of the area-wide recycling program is to develop these types of local industries.

In the same section is the bullet "Expand of curbside recycling". Delete "of" in the bullet to make it grammatically correct. I would also edit the line to more closely address the goals of the community-wide recycling program "Expand recycling opportunities included curbside programs, dropoff sites and commercial services."

In the projects table at the back under Energy and Renewable Resources, the first project should be renamed "Anchorage Landfill Methane Utilization Project". The funding may also include private capital investment. The Purpose/Need description should be revised to read "The Municipality is working to develop landfill gas-fired power generation ... Project feasibility analyses indicate the project could provide 3-5 MW of power for 60 to 80 years ... " (no natural gas is involved and no tests have been performed)

Same table under "Curbside Recycling Project, I have no idea what the final sentence in the Purpose / Need description means. I would delete that sentence and add a sentence to the effect that additional efforts are need to expand the program to areas served by private waste haulers

Same table under "Materials Recovery Center" the proper term is "commingled" rather than "mixed", and Renton is one of several

facilities which receive baled commingled goods from Anchorage.  
This project should also include private financing.

**Mark G. Madden, P.E.**

Director  
Municipality of Anchorage  
Solid Waste Services  
907.343.6279  
[maddenmg@muni.org](mailto:maddenmg@muni.org)

**Anchorage Comprehensive Economic Development Strategy  
Recommended Edits & Changes  
Port of Anchorage**

Below is a summary of changes that the Port of Anchorage recommends for inclusion in the final draft of the Anchorage Comprehensive Economic Development Strategy (CEDS).

As we reviewed the public draft document, we noted several incongruities, especially in regards to statistics on economic impact of the Port of Anchorage, service areas of the Port of Anchorage, and project costs associated with the Port of Anchorage Intermodal Expansion Project. We have taken every effort to correct information in order for the Municipality of Anchorage to represent the economy of our city, as well as the opportunities that exist for economic growth in the future, in the best light possible.

In some instances, we found that additional information was available to supplement information presented in the CEDS. These are merely "editorial" in nature.

Additionally, we have reviewed the "Proposed Projects-Appendix". We have attached an excel spreadsheet that clarifies the overall project description, identifies project segments, project segment costs, and makes project segment deletions and additions. We are respectfully requesting that only the items on the spreadsheet appear in the final CEDS.

If you have additional comments or questions on the suggestions we have made here, please feel free to contact either Steve Ribuffo or Suzanne Armstrong to discuss. It is important to us that the information reflected in this document is as accurate as possible. We appreciate your consideration of our comments and your willingness to correct information.

**Page 30**

1. 1<sup>st</sup> paragraph, line 2-5: Where is this statistic taken from? The Port of Anchorage is the entry point for 90% of Alaska's freight, serving 80% of the population of Alaska. We have never seen this statistic represented as a combination of road, port, rail, and airport
  - a. Additionally, all statistics that rely on percentage of freight/commodities and percentage of population served should reflect the 80/90 statistic. This comes straight from the Port of Anchorage Master Plan.

**Page 32:**

1. 1<sup>st</sup> paragraph, line 2: Change 85% to **20%** to be more accurate and consistent with statistics used from the Port of Anchorage Master Plan.
2. 1<sup>st</sup> paragraph, line 6: Change to read: "...by means of **marine**, rail, road, and air cargo connections."
3. 1<sup>st</sup> paragraph: Delete last two sentences: Insert  
**The Port is an active Foreign Trade Zone and a customs port of entry. In 2004, The Port of Anchorage was designated as one of 19 national strategic ports because of its importance and ability to rapidly process and deploy military cargo and equipment in support of the Department of Defense's world-wide force projection mission."**

4. 2<sup>nd</sup> paragraph, line 2: Delete “, incorporating a state-of-the art freight handling system”
5. 2nd paragraph, line 3: Change the 6 to a 4 to be more accurate and consistent with the statement in paragraph 1: “In 2008, the port handled 4.4 million tons of cargo.”
6. 2nd paragraph, line 4: Change to read: “The Port of Anchorage is the northernmost deep-draft intermodal port in the United States and is open year-round.”
7. 2<sup>nd</sup> paragraph, line 4: Delete “, is rated one of the most efficient container ports on the West Coast,”
8. Last line on the page: Change “inter-modal” to “intermodal”

**Page 47: Construction**

1. Paragraph 2, line 3: Change “2008” to “2008.”
2. With the recognition of the completed Ted Stevens International Airport project, there also should be recognition of the Port of Anchorage Intermodal Expansion Project, which is estimated at \$738 million. There is a brief mention of it on page 48, but even the dollar amount is wrong and conflicts with the dollar amount listed in the proposed projects appendix.

We recommend the following change to page 48: Delete the last sentence and add one additional paragraph to read:

“With commercial operations beginning in 1961, the structures and facilities at the Port of Anchorage are well beyond their design life and pose serious safety concerns. In 2004, the Port of Anchorage began \$700 million expansion and renovation project. More than 70 acres of new land have been added to the Port facilities, including two new barge berths, a rail line extension and connection, improved roads and buried utility infrastructure, and a consolidated security facility. Scheduled for completion in 2015, the new port will provide 135 new acres, additional large vessel berths, cruise ship handling capability, efficient container cranes, and a deeper depth harbor to accommodate modern and military vessels.”

**Page 53:**

1. Add a new paragraph 4 to read:  
“Part of the resurgence is due to the 1.5 million acres of ground maneuver area and the 62,000 square miles of airspace in Alaska’s interior that has been designated as the Joint Pacific Range Complex by the Alaskan Command. Alaska now has more training capacity than all of the existing training ranges in the Lower 48 combined. The Department of Defense’s willingness to fund the Alaska Railroad spur line from Fort Wainwright to Delta Junction, to include a crossing of the Tanana River to provide year-round access to these training facilities and grounds is evidence of the level of importance the military places on this asset. As participation in joint exercises grows, the naval presence in Alaska waters will grow. The training exercises are managed out of the Anchorage military installations, and the ability to berth large naval vessels at the Port of Anchorage is quickly becoming a necessity.”

**Page 57:**

1. Under "Opportunities," add the following:
  - The Port of Anchorage intermodal expansion project will provide 90 new acres of leasable industrial property with easy water access, the first two public barge facilities in Upper Cook Inlet, and cruise ship handling facilities. All of these provide new opportunity for revenue generation and economic growth.

**Page 59:**

1. Under "Strengths," 3rd bullet, line 4: Change to read: "It also transports fuel for the airport and Elmendorf Air Force Base."
2. In the graphic, within the Internal-Harmful block, line 4: Change "Port needs expansion" to "Aging and undersized Port."

**Page 70:**

1. Under "Transportation/Logistics," line 9: Change to read: "However, relatively high wages, limited industrial land availability and storage, and lack of transportation alternatives hinder this expansion."

**Please see attached excel spreadsheet for necessary changes to the CEDS Proposed Projects-Appendix.**

**From:** NThomas@RealS8.com  
**Subject:** Anchorage CEDS -- comments  
**Date:** April 28, 2009 5:04:28 PM GMT-08:00  
**To:** susanfison@me.com, HessDW@muni.org Hi Sue, Darrel –

This is terrific work! Great job distilling tons of information from all these sources. Just a few comments, and I have not spent a lot of time with this:

On p.29, what about a third chart that offsets tax burdens with the PFD? The text tells the story, but the reader would have to do the math to realize there is no tax burden (or, they pay you to live here, including taxes) in most cases.

On p38 under Water and Sewer I think our water quality has won some national awards, something that could be worth a mention if so.

On p39 are we overstating the success of recycling here? Curbside is very limited, they don't take glass anymore; compared with many communities I wonder if we lag.

The Health Care section on p46 makes me wonder whether there should be some narrative, perhaps not on this page, concerning our health care costs which I've heard are close to the highest in the nation. The lack of primary care providers, and the difficulties the Medicare-eligible are experiencing will only get worse given the rate at which our population is aging, as documented in the population discussion. I found one bullet about this on p67.

Somewhere in the education section we may want to correlate our diversity – 93(?) languages spoken in the public schools – with higher dropout rates. The trend toward greater diversity accelerated during the last 10 years, creating opportunities as well as threats. There are a couple oblique references to this issue, I see.

The font size changes for the last three bullets at the bottom of p.66.

Regards,  
NielT

Niel Thomas, Coldwell Banker Best Properties  
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Visit <http://www.reals8.com>

**From:** KellerKA@ci.anchorage.ak.us  
**Subject:** RE: Anchorage CEDS Public Review Draft  
**Date:** May 18, 2009 1:59:52 PM GMT-08:00  
**To:** HessDW@ci.anchorage.ak.us  
**Cc:** [fisons@alaska.net](mailto:fisons@alaska.net)

Without the actual report in front of me this is how I would recommend changing:

On Page 25 under "Quality of Life" it says that locals & visitors can take in a **modern library system**, world class arts and cultural presentations and list the **Anchorage Public Library**, Performing Arts Center and the Museum. If this is done Loussac doesn't have to be listed under other venues.

In SWOT categories "Economic Outlook," "Infrastructure," "Education and Workforce Development," and "Visitor Development" include APL. Library development through new & improved branch libraries strengthens viability and stability of neighborhoods; services (programs for small business) under Econ Outlook. Library technology (computers) and services assist persons retraining and/or job searching. After school, homework resources and early childhood literacy programs under "Education and Workforce Development." Under "Visitor Development" summer musical programs in central library in midtown, Internet (including wireless) for visitors to stay in touch while traveling under "Visitor Development."

Pull out "modern library system" mention under the "Quality of Life" as a separate strength, not at the end of the sentence about the Anchorage Museum so you can remove "Anchorage also has several specialized museums and a modern library system."

Karen Keller  
Library Director  
Anchorage (AK) Public Library

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**From:** Keller, Karen A.  
**Sent:** Friday, May 08, 2009 12:22 PM  
**To:** Hess, Darrel W.  
**Subject:** Anchorage CEDS Public Review Draft

I realize that public comment period for the report ended May 1<sup>st</sup>. I have to say, which will be no surprise to you I'm sure, that I thought the Anchorage Public Library was given short shrift. The public library is an important contributor to the community's health in the areas of economic development, education and quality of life. Yet in this report the library is tangentially mentioned and always under "cultural resources." I hope that in the final report our contributions to education and literacy, workforce development, neighborhood revitalization, technology access will be included. My recommendation is to take us out of "other venues," and shed some light on that "modern library system." We are more than a cultural resource quality of life contributor.

On Page 25 under "Quality of Life" it says that locals & visitors can take in world-class arts and cultural presentations and lists the Performing Arts Center and the Museum. Under other venues the ZJ Loussac Public Library is mentioned. That's the only mention and we're under "Arts & Culture."

We're not included in any of the SWOT categories "Economic Outlook," "Infrastructure," "Education and Workforce Development," or "Visitor Development." Our mention under the "Quality of Life" as a strength is at the end of the sentence about the Anchorage Museum and says "Anchorage also has several specialized museums and a modern library system."

In the Five-Year Goals, Objectives & Strategies (beginning on page 75) the library is not included in "Economic Development," "Infrastructure," "Education & Workforce Development," or "Visitor Industry." Under "Quality of Life" in the "Provide Cultural Resources that enrich the lives of our diverse community" two goals are "Ensure that the collections and programs of the municipal libraries are current and user-friendly" and "ensure that municipal libraries are equipped with technology that gives citizens convenient access to information collections."

Karen Keller  
Library Director  
Anchorage (AK) Public Library

**From:** gpearce@gci.com  
**Subject:** Anchorage CEDS  
**Date:** April 23, 2009 11:08:27 AM GMT-08:00  
**To:** [susanfison@me.com](mailto:susanfison@me.com)

Susan,

I was reviewing the Draft CEDS before today's meeting and noticed that the telecommunications section has many erroneous statements in it. I will get you some additional information as soon as possible but wanted to plant the seed.

A couple of examples are the statement that Anchorage does not have a 3G network. In fact, Anchorage has two 3G networks. The first is operated by GCI under the Alaska Digital brand and the second is operated by ACS. Both are CDMA networks.

There are four fiber optic cables to the L48 and two are owned and operated by GCI in a diverse ring configuration and two by ACS. It is not feasible to backup these facilities via satellite due to the capacities of each.

Again, I will get you some materials to consider for inclusion. And feel free to contact me at 868-5455 if you would like to discuss it further.  
Thanks

Greg

**From:** DWilke@mckinleycapital.com  
**Subject:** CEDS Draft  
**Date:** April 23, 2009 10:29:59 AM GMT-08:00  
**To:** [susanfison@me.com](mailto:susanfison@me.com)

Susan,

I am on the Mayor's economic panel and have reviewed the CEDS draft document.  
First I want to say how impressed I am with the proposal and the information about Anchorage and Alaska.

I know you are aware of the information on Page 7. I don't know if anyone has pointed out a few other typographical errors.

Page 44 there might be a word missing in the 2nd to last sentence of the first paragraph to the left of the graph, ".... construction will BE completed....", missing BE

Page 47 "The dollar value of building.... but in 20008" one too many zeros

Page 66 the last several lines the text is larger

Page 67 there are two places where there is a zero missing from a number. The 3rd bullet point under Weaknesses and the very last line of the last bullet point under the same heading.

I look forward to seeing the final copy.

Thanks

**Diane**

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**McKinley Capital Management, LLC**

Diane Wilke

Executive Vice President

907-563-4488

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[dwilke@mckinleycapital.com](mailto:dwilke@mckinleycapital.com)

**From:** Wilson, Richard G (DOT) [<mailto:rich.wilson@alaska.gov>]  
**Sent:** Tuesday, April 21, 2009 11:31 AM  
**To:** Nolan, Nancy J. **Cc:** Parrott, John E (DOT)  
**Subject:** FW: meeting agenda

Nancy,  
Some corrections/additions:

p. 31 second para: volcano activity is not weather related; it is seismic related; therefore we can report "we have not been closed for weather for over 15 years, except once for high winds;"

In the past 20 years ANC was closed only for 20 hours during the Mt. Redoubt seismic activity in late March, 2009 (to push snow back on to the runways to adhere to ash particles and plow it off again). Flights were cancelled or diverted for two days.

p. 43 last para: Too much detail (e.g., 19 eruptions, daily ash clouds from March 22 to April 6) for an economic report, sounds too much like a newspaper account. I suggest rewriting it giving only information important to economic activity.

Suggest something like:

For safety reasons international and domestic flights were reduced for a period of about 2-3 weeks due to the volcanic activity, particularly after dark. Fortunately, most cargo flights are daytime operations

Except for 2 days during this period FedEx and UPS and Alaska Air and others continued to operate at least a minimal schedule. Express carriers continued serving Alaska customers except for two days. Disruption of shipments of seafood was minimal except for that two day period.

International flights were rerouted to Fairbanks and other airports, but the additional cost of overflights beyond Alaskan airports caused most carriers to return to normal scheduled operations as soon as operational safety allowed.

The Airport's economic engine is expected to recover to pre-Mt. Redoubt levels, though industry economists forecast recovery of air trade to pre-recession levels to take one to two years.

**From:** Nolan, Nancy J.  
**Sent:** Tuesday, April 21, 2009 9:41 AM  
**To:** Chris Stephens; David Lawer; Diane Wilke; Edward Lamb; Greg Pearce; Jason Brune; Jerry Neeser; Julie Saupe; Marilyn Crockett; Michele Brown; Neil Thomas; Rich Wilson; Sheri Buretta; Steve Colt  
**Cc:** '[bonniel.jack@alaska.net](mailto:bonniel.jack@alaska.net)'; Hess, Darrel W.; 'Erin Ealum'  
**Subject:** meeting agenda

Attached is an agenda for Thursday's panel meeting.

The meeting will be held at noon in the Mayor's Conference room, on the 8th floor of City Hall.

You may note an error on page 7 of the draft CEDS. Not all the panel members are listed. The complete list will be included in the final draft.

Thank you for your time and attention to this project.

See you on Thursday,

Nancy J. Nolan  
Senior Policy Director  
Office of the Mayor  
Acting Mayor Matt Claman  
907-343-7105



**FEDERATION OF COMMUNITY COUNCILS**  
Community Councils Center  
1057 West Fireweed Lane, Suite 100  
Anchorage, Alaska 99503

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Girdwood  
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Mountain View  
North Star  
Northeast  
Old Seward -- Oceanview  
Portage Valley  
Rabbit Creek  
Rogers Park  
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Sand Lake  
Scenic Foothills  
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Spenard  
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Tudor Area  
Turnagain  
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University Area

**A RESOLUTION OF THE FEDERATION OF COMMUNITY COUNCILS  
SUPPORTING THE 2009 DRAFT COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY FOR THE MUNICIPALITY OF  
ANCHORAGE**

WHEREAS, the Federal Economic Development Authority (EDA) requires an adopted CEDS in order for jurisdictions to receive assistance under the EDA's public works and economic adjustment programs, or for planning grants, and

WHEREAS, the Anchorage Economic Development Corporation (AEDC), the Office of Economic & Community Development (OECD), and Fison & Associates have crafted a Draft Comprehensive Economic Development Strategy (CEDS) for the Municipality of Anchorage, and

WHEREAS, the resulting draft CEDS draws upon approved plans and strategies, and was reviewed by an approved CEDS Committee, the Anchorage Assembly's Community & Economic Development Committee, members of the Anchorage Assembly, Municipal Department Directors, local community councils and Federation of Community Councils delegates and leadership, and was posted on muni.org, and

WHEREAS, this public outreach meets the EDS's requirements for public process, resulting in a stronger, more broad-based document,

NOW THEREFORE, the Federation of Community Councils Executive Board resolves to support the 2009 Draft Comprehensive Economic Development Strategy for the Municipality of Anchorage, and urges the Anchorage Assembly to approve the document by resolution.

**PASSED AND APPROVED** by the Federation of Community Councils Executive Board this eleventh day of May, 2009.

  
Jason Bergerson,  
Chair

907-277-1977 -- [www.communitycouncils.org](http://www.communitycouncils.org) -- [info@communitycouncils.org](mailto:info@communitycouncils.org)

**From:** HessDW@ci.anchorage.ak.us  
**Subject:** FW: NCL article: "Public Library Strategies for Building Stronger Economies and Communities"  
**Date:** May 19, 2009 11:06:34 AM GMT-08:00

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**From:** Keller, Karen A.  
**Sent:** Tuesday, May 19, 2009 11:01 AM  
**To:** Hess, Darrel W.  
**Cc:** 'fisons@alaska.net'  
**Subject:** FW: NCL article: "Public Library Strategies for Building Stronger Economies and Communities"

This is the kind of stuff that I wanted in the CEDS report.

Karen Keller  
Library Director  
Anchorage (AK) Public Library

---

**From:** Allen, Jennifer R.  
**Sent:** Sunday, May 10, 2009 6:31 PM  
**To:** Michael, Mary Jane  
**Cc:** Keller, Karen A.  
**Subject:** NCL article: "Public Library Strategies for Building Stronger Economies and Communities"

Mary Jane:

Here is a great article on libraries from the National Civic League, Fall 2008 National Civic Review.

You should really read this!...

<http://ncl.org/publications/ncr/97-3/Libraries.pdf>

It concludes that libraries are still vital in the technology era as a connection to digital information and as an anchor for downtown and neighborhood development -- both as a catalyst for foot traffic and civic activity that contributes to vibrant community centers AND as a resource engine for economic development. Basically they are writing everything you have been saying for the last 5 years. Plus giving examples of cities where libraries are DOING this. Chicago, Nashville, Seattle, Memphis, Kansas, Minneapolis, Salt Lake. Also they give examples of excellent results where libraries have been juxtaposed with other agencies and/or sited within commercial spaces-- basically describing our last several projects with some optimism about results we might hope for ...

**"...Impact of a new branch facility in a commercial area of Memphis: 'Six of the eight storefronts were vacant when the library moved in. Now, four years later, the shopping strip is completely full..."**

All of that is in addition to standard statements on education attainment and workforce preparedness.

Up to this point, there is nothing more in the article than we always say; it's just nice to see it being written by the NCL with other cities doing the same and succeeding.

The part that's different from our usual discussion is the article's focus on economic development effects.

Take a look at the second paragraph, for example, and consider if we might have reasons to justify Libraries to the new Mayor on a business footing, not just cultural.

**".....Traditional local economic development strategies...are now giving way to strategies the build the local assets of a *knowledge economy*: a focus on education outcomes, skills and pipelines for information-era jobs and workforce, a diverse and thriving small business sector that has regional and global reach, infrastructure for rapid and current information and data exchange, and investment in civic spaces that promote the interchange of ideas and cultures. In this context, public libraries are taking the opportunity to review their roles....."**

**"...We found evidence of strong public library initiatives and partnerships that may serve as maps and models for new and collaborative local economic development approaches..."**

In the entrepreneur section are some ideas for describing library information services that emphasize value to business (such as electronic databases used by investors, entrepreneurs and startups; tools not available to individuals that reduce entry barriers to small business and/or reduce digital information costs; assistance to local enterprise by access to current data on products, suppliers, competitors, government programs, etc) which might be appealing selling points with respect to the economic development "value" of libraries. The paper cites examples of cities where libraries have highlighted small business resources to provide support for economic strengthening of their communities.

This article even references a growing awareness of the connection between early childhood education and economic development, via the linkage with education outcome; and growing concern about the gap between local education levels and information-age workforce requirements. It cites "new research that directly ties investment in early childhood education to economic development outcomes," and opines that financial return on early childhood education investment is better than most state-funded economic development projects!! (I need to find the research paper to see how firm that last statement is before you quote it.)

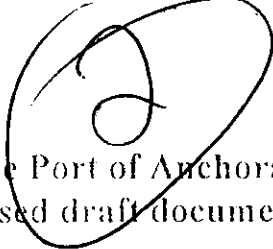
Anyway, it occurred to me that, even if we don't want to re-frame our arguments along these economic/business-driven lines, it might be timely at least to be able to add some of these points to the list of justifications when asked to defend our programs. What do you think?

The article is at

<http://ncl.org/publications/ncr/97-3/Libraries.pdf>

and references a larger study done by the Urban Libraries Council published in 2007.

Jenny

  
CEDS comments from The Port of Anchorage (Steve Ribuffo),  
incorporated into the revised draft document:

Page 30, 1st paragraph, line 2-5: The Port of Anchorage is the entry point for 90% of Alaska's freight, serving 80% of the population of Alaska.

Page 32: All statistics that rely on percentage of freight/commodities and percentage of population served should reflect the 80/90 statistic. This comes straight from the Port of Anchorage Master Plan.

1. 1st paragraph, line 2: Change 85% to 90% to be more accurate and consistent with statistics used from the Port of Anchorage Master Plan.
2. 1st paragraph, line 6: Change to read: "... by means of marine, rail, road, and air cargo connections."
3. 1st paragraph: Delete last two sentences: Insert The Port is an active Foreign Trade Zone and a customs port of entry. In 2004, The Port of Anchorage was designated as one of 19 national strategic ports because of its importance and ability to rapidly process and deploy military cargo and equipment in support of the Department of Defense's world-wide force projection mission."
4. 2nd paragraph, line 2: Delete ", incorporating a state-of-the art freight handling system"
5. 2nd paragraph, line 3: Change the 6 to a 1 to be more accurate and consistent with the statement in paragraph 1: "In 2008, the port handled 4.4 million tons of cargo."
6. 2nd paragraph, line 4: Change to read: "The Port of Anchorage is the northernmost deep-draft intermodal port in the United States and is open year-round."
7. 2nd paragraph, line 4: Delete ", is rated one of the most efficient container ports on the West Coast,"
8. Last line on the page: Change "inter-modal" to "intermodal"

Page 47: Construction

1. Paragraph 2, line 3: Change "20008" to "2008."
2. With the recognition of the completed Ted Stevens International Airport project, there also should be recognition of the Port of Anchorage Intermodal Expansion Project, which is estimated at \$738 million. There is a brief mention of it on page 48, but even the dollar amount is wrong and conflicts with the dollar amount listed in the proposed projects appendix.

Page 48: Delete the last sentence and add one additional paragraph to read: "With commercial operations beginning in 1961, the structures and facilities at the Port of Anchorage are well beyond their design life and pose serious safety concerns. In 2004, the Port of Anchorage began \$700 million expansion and renovation project. More than 70 acres of new land have been added to the Port facilities, including two new barge berths, a rail line extension and connection, improved roads and buried utility infrastructure, and a consolidated security facility. Scheduled for completion in 2015, the new port will provide 135 new acres, additional large vessel berths, cruise ship handling capability, efficient container cranes, and a deeper depth harbor to accommodate modern and military vessels."

Page 53:

1. Add a new paragraph 4 to read:

"Part of the resurgence is due to the 1.5 million acres of ground maneuver area and the 62,000 square miles of airspace in Alaska's interior that has been designated as the *Joint Pacific Range Complex* by the Alaskan Command. Alaska now has more training capacity than all of the existing training ranges in the Lower 48 combined. The Department of Defense's willingness to fund the Alaska Railroad spur line from Fort Wainwright to Delta Junction, to include a crossing of the Tanana River to provide year-round access to these training facilities and grounds is evidence of the level of importance the military places on this asset. As participation in joint exercises grows, the naval presence in Alaska waters will grow. The training exercises are managed out of the Anchorage military installations, and the ability to berth large naval vessels at the Port of Anchorage is quickly becoming a necessity."

Page 57:

1. Under "Opportunities," add the following: • The Port of Anchorage intermodal expansion project will provide 90 new acres of leasable industrial property with easy water access, the first two public barge facilities in Upper Cook Inlet, and cruise ship handling facilities. All of these provide new opportunity for revenue generation and economic growth.

Page 59:

1. Under "Strengths," 3rd bullet, line 4: Change to read: "It also transports fuel for the airport and Elmendorf Air Force Base."
2. In the graphic, within the Internal-Harmful block, line 4: Change "Port needs expansion" to "Aging and undersized Port."

Page 70:

1. Under "Transportation/Logistics," line 9: Change to read: "However, relatively high wages, limited industrial land availability and storage, and lack of transportation alternatives hinder this expansion."

**CEDS comments from Solid Waste Services (Mark Madden),  
incorporated into the revised draft document:**

- Infrastructure section on p. 39. A couple of additional facts that actually play well into this document:
  - Our landfill currently has a remaining design life of 35 years (anticipated closing in 2043). This is a benefit since many communities in other areas are facing landfill closures and escalating waste disposal costs as they end up shipping their garbage farther and farther from home. Los Angeles will soon be shipping their waste by rail to a landfill site in Nevada; Seattle ships much of theirs by rail to eastern Oregon.
  - Our utility uses a transfer station system to make waste disposal efficient and readily accessible to residents throughout the Municipality. We process about 1,300 tons of solid waste daily.
  - Both our Landfill and our Household Hazardous Waste Facility have won national awards from the Solid Waste Association of North America for excellence in design and operating systems management.
  - In the 1<sup>st</sup> paragraph you use the words "waste oil". Please change that to "used oil". Waste oil is a regulated hazardous waste for which we have no license to manage. No need to open a can of worms that doesn't exist.
  - The recycling center also handles plastic containers.

- In several places in the document you talk about developing the "Anchorage Landfill Methane Recovery Project". This would be more appropriately titled the "Anchorage Landfill Methane Utilization Project". We already have a methane recovery project which works just fine. What we are trying to do is develop a project to beneficially use the methane as an energy resource. Also, on p. 77 under Support Utility & Energy Development you refer to a landfill methane recovery center.

- In the Support Infrastructure & Energy Development (p. 77) there is a bullet that reads "Develop a local materials recovery center for recycling materials." I would assume that this is referring to a materials recovery facility (MRF) where we can sort and bale our materials for shipping. Anchorage is very good at diverting recyclable materials from the waste stream. The biggest impediments to recycling in Anchorage are the fact that we rely almost exclusively on outside markets to process our recycled materials, and the value of these materials is severely reduced by the cost of packing and shipping the goods outside; even at a highly subsidized rate

What we need is not a sort and package facility as much as we need to establish, grow and support companies like Thermo-Cool Alaska which produces insulation from old newsprint. The company is located in Anchorage, and uses recycled materials to produce a product that has a market locally. The company provides jobs for the local economy, contributes to the local tax base, and produces an outstanding product. One of the goals of the area-wide recycling program is to develop these types of local industries.

- In the same section is the bullet "Expand of curbside recycling". Delete "of" in the bullet to make it grammatically correct. I would also edit the line to more closely address the goals of the community-wide recycling program "Expand recycling opportunities included curbside programs, drop off sites and commercial services."

## CEDS comments from People Mover (Alton Staff), incorporated into the revised draft document:

Page 35, Public Transportation: People Mover provides People Mover fixed route bus service within the Municipality Of Anchorage. Fifty-five modern low-floor accessible buses serve a majority of Anchorage residents within ¾ mile along sixteen routes. People Mover provided 4.2 million passenger trips in 2008. People Mover ridership increased significantly when the price of fuel increased dramatically in 2008 and continues to grow.

People Mover also operates AnchorRides, which provides paratransit service to seniors and people with disabilities. The Vanpool and Share-A-Ride programs encourage commuters to combine their travel to and from work. Vanpools are a shared cost program utilizing publicly purchased vans. Share-A-Ride service provides a means to connect people who share rides to work in their personal vehicles.

Page 36, 2<sup>nd</sup> Paragraph, 2<sup>nd</sup> Sentence: Remove the word **only**. 21% is typical of cost recovery ratios for fixed ridership transit service. Many properties do not charge a fare to ride public transportation. Besides the functionality and quality of life benefits of Public Transportation, the Institute for Social and Economic Research estimated the total economic effect of the operation of the People Mover transit system, including both indirect and multiplier spending was 354 jobs and \$15.6 million of payroll in 2004.

Page 36, 3<sup>rd</sup> Paragraph, 2<sup>nd</sup> Sentence: Replace **People Mover** with " THE Municipality Of Anchorage AND THE MAT-SU BOROUGH are working on further.. "

Page 36, 3<sup>rd</sup> Paragraph: add as the last sentence. "Alaska is one of two states that do not fund Public Transportation."

Page 76, SUPPORT PUBIC TRANSPORTATION, 8<sup>th</sup> Bullet: "Support the development of a Regional Transit Authority. **Explore the feasibility** of commuter rail..."

Page 77, SUPPORT UTILITY & ENERGA DEVELOPMENT, Last Bullet: "Transition existing Public Transportation fleet..."

**CEDS comments from Anchorage International Airport (Rich Wilson), incorporated into the revised draft document:**

Page 31, 2<sup>nd</sup> paragraph: Volcano activity is not weather related; is it seismic related. Therefore we can report "we have not been closed for weather for over 15 years, except once for high winds."

In the past 20 years Anchorage International Airport was closed for 20 hours during the Mt. Redoubt seismic activity in late March, 2009 (to push snow back on to the runways to adhere to ash particles and plow it off again). Flights were cancelled or diverted for two days.

Page 43, last paragraph: Change verbiage to "For safety reasons international and domestic flights were reduced for a period of about 2-3 weeks due to volcanic activity, particularly after dark. Fortunately, most cargo flights are daytime operations.

Except for 2 days during this period FedEx, UPS, Alaska Airlines and others continued to operate at least minimal schedules. Express carriers continued serving Alaska customers, with the exception of two days. Disruption of shipments of seafood was minimal except for that two day period. International flights were rerouted to Fairbanks and other airports, but the additional cost of over flights beyond Alaskan airports caused most carriers to return to normally scheduled operations as soon as operational safety allowed.

The Airport's economic engine is expected to recover to pre-Redoubt levels, though industry economists forecast recovery of air trade to pre-recession levels to take one to two years.

**CEDS comments from Anchorage Public Libraries (Karen Keller),  
incorporated into the revised draft document:**

On Page 25 under "Quality of Life" it says that locals & visitors can take in a **modern library system**, world class arts and cultural presentations and lists the **Anchorage Public Library**, Performing Arts Center and the Museum. If this is done Loussac doesn't have to be listed under other venues.

In SWOT categories "Economic Outlook," "Infrastructure," "Education and Workforce Development," and "Visitor Development" include APL. Library development through new & improved branch libraries strengthens viability and stability of neighborhoods.

Under Economic Outlook, include Library technology (computers) and services that assist persons retraining and/or job searching.

Include after school homework resources and early childhood literacy programs under "Education and Workforce Development."

Under "Visitor Development," list summer musical programs in central library in midtown, and Internet (including wireless) for visitors to stay in touch while traveling under "Visitor Development."

Call out "modern library system" under the "Quality of Life" as a separate strength, not at the end of the sentence about the Anchorage Museum, and modify "Anchorage also has several specialized museums and a modern library system."

## MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

Ref. AR 2009-142

| PROJECT                                                               | ESTIMATED COST  | ESTIMATED LOCAL FUNDING                                                            | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | GOAL  | % COMPLETE |
|-----------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| <b>TOURISM</b>                                                        |                 |                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |       |            |
| Downtown Anchorage Signage & Wayfinding Program                       | \$150,000.00    | Municipal Bonds, State of Alaska Grants, Private & Non-Profit funding              | This project funds development of Downtown Signage and Wayfinding, which benefits tourists, residents and businesses. Surveys have identified the lack of adequate wayfinding in Downtown major impediment for both tourists and residents, impacting special events attendance and businesses.                                                                                                                                                                                        | 2,4,5 |            |
| Dena'ina Civic & Convention Center Cultural & Historic Kiosks Project | \$350,000.00    | Private & Non-Profit funding                                                       | This project funds development and installation of cultural and historic interpretive kiosks in the new Dena'ina Civic & Convention Center (DCCC). The kiosks will be educational, and culturally and historically accurate depictions of Dena'ina culture and history (the area's first people), and include an overview of all Alaska Native cultures. Currently depictions of Dena'ina culture and history are virtually non-existent in Downtown.                                  | 2,4   |            |
| Downtown Anchorage Historic Kiosk Renovation/Replacement Project      | \$200,000.00    | State of Alaska Grants, Private & Non-Profit funding                               | This project funds renovation/replacement of historic kiosks installed by Anchorage Historic Properties in 1986, which are badly deteriorated. Their verbiage does not accurately depict the cultural diversity of the area's history, and contains little (& inaccurate) information about the area's original people, the Dena'ina. The goal of this project is an accurate depiction and representation of the history and cultural diversity of the area.                          | 2,4   |            |
| Downtown Anchorage Tour Bus Operations Project                        | \$150,000.00    | Municipal Bonds, State of Alaska Grants                                            | This project funds development of a Downtown Anchorage Tour Bus Operations Plan. Tourism is a vital piece of the economic picture in Downtown. A plan for tour bus operations in the urban core, including circulation routes and locations for queuing, idling, and passenger loading and drop-off, ensures smooth integration of tour bus operations in the area, eliminating potential impacts on businesses and residents, while maximizing tourist expenditures, and experiences. | 2,4   |            |
| Egan Center Upgrades                                                  | \$2,512,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations                    | The Egan Center is another of Anchorage's premier cultural institutions completed in 1983 as part of "Project 80's." After 25 years, the roof is failing, resulting in leaks and requiring many repairs.                                                                                                                                                                                                                                                                               | 2,4   |            |
| Ship Creek Salmon Learning Center                                     | \$18,000,000.00 | State of Alaska Grants, Federal Appropriations, ARRA, Private & Non-Profit funding | In partnership with the Alaska Department of Fish and Game (ADFG) and the private sector, this project will construct a salmon and fishery education and information center adjacent to the new ADFG Ship Creek Hatchery. The hatchery facility attracts 60,000 visitors a year. The new learning center will include interactive interpretive kiosks, a living stream habitat, multipurpose aquatic resource learning and training center, salmon viewing and a gift shop.            | 2,4,5 |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                           | ESTIMATED COST | 50% LOCAL MATCH                                                            | PROPOSED FUNDING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | GOAL | % COMPLETE |
|-------------------------------------------------------------------|----------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| <b>ECONOMIC: WORK FORCE DEVELOPMENT &amp; TRAINING</b>            |                |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |      |            |
| Anchorage School District Simulator Education and Training Center | \$4,700,000.00 | Municipal Bonds, State of Alaska Grants, DOE, Private & Non-profit funding | This project would provide a construction equipment simulator training center in South Anchorage. The Sims Training Center (STC) will provide state of the art simulator training for occupations aligned with the State of Alaska's Department of Labor and Workforce Development "AGIA" training plan. The STC will target construction, transportation and GEO systems. The STC will address career and technical education and training for both high school students and adults. Private and public labor groups could provide evening classes and recertification services. The Sims center is an alternative workforce facility to the current King Career Center. A Sims center would serve 400 high school students and 200 adults annually. | 1,3  |            |
| Anchorage School District Anchorage Health Care Academy           | \$1,180,000.00 | Municipal Bonds, State of Alaska Grants, DOE, Private & Non-profit funding | This project would provide for an Anchorage Health Care Academy. Health care is the unanswered need in Anchorage and across America. As part of a coalition of Health Industry partners, the newly formed Anchorage Health Career Academy (AHCA) will provide career education to more than 2000 secondary students, will provide health care training to 400 high school students and place 80 graduates in post-secondary professional technical training programs as well as jobs, annually.                                                                                                                                                                                                                                                       | 1,3  |            |
| Anchorage School District Anchorage Construction Academy          | \$1,750,000.00 | Municipal Bonds, State of Alaska Grants, DOE, Private & Non-profit funding | This project would expand the successful Anchorage Construction Academy (ACA) by providing safe and adequate particle (dust) collection systems at sixteen ASD middle and high schools. The project would also provide for new lab space and equipment for electrical and plumbing instruction and training at Bartlett high school. The ACA in its third year has provided education and training to more than 2000 students and employed more than 150 directly into industry jobs. Safety for students and adults requires adequate particle collection system and safety saws. An increase of student and adult use, as well as employer demand requires additional safe instruction space.                                                       | 1,3  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                                       | ESTIMATED COST | 50% LOCAL MATCH                                                                                                | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | GOAL | % COMPLETE |
|-----------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| UAA Community and Technical College Nondestructive Testing (NDT) Technician Summer "Bootcamp" | \$750,000.00   | Student tuition and fees; potential partial funding through University of Alaska workforce development funding | In partnership with the NDT industry in Alaska, UAA Community and Technical College is offering the NDT Bootcamp for the first time during the Summer 2009 session. The bootcamp is a condensed training program to increase the number of certified technicians in the state. Current university programs in welding and non-destructive testing are capacity constrained and, as a result, college administrators and faculty developed a 15-week intensive instructional program, offered in a student cohort format with related student services to better meet state demand. Following successful completion of the coursework, students will have the requisite knowledge to sit for the Level I NDT exam. This summer over 15 students are participating. The \$750,000 request will help fund the project for five summer sessions (5 x \$150,000) and will train between 75 and 100 technicians. | 1,3  |            |
| UAA Community and Technical College Nondestructive Testing (NDT) Technician Summer "Bootcamp" | \$750,000.00   | Student tuition and fees; potential partial funding through University of Alaska workforce development funding | In partnership with the NDT industry in Alaska, UAA Community and Technical College is offering the NDT Bootcamp for the first time during the Summer 2009 session. The bootcamp is a condensed training program to increase the number of certified technicians in the state. Current university programs in welding and non-destructive testing are capacity constrained and, as a result, college administrators and faculty developed a 15-week intensive instructional program, offered in a student cohort format with related student services to better meet state demand. Following successful completion of the coursework, students will have the requisite knowledge to sit for the Level I NDT exam. This summer over 15 students are participating. The \$750,000 request will help fund the project for five summer sessions (5 x \$150,000) and will train between 75 and 100 technicians. | 1,3  |            |
| UAA Community and Technical College Allied Health Sciences Education and Training Equipment   | \$125,000.00   | Potential funding through University of Alaska budget requests or workforce development funding                | To ensure current, state-of-the-art training and instruction in UAA/CTC Allied Health Sciences programs (dental, medical lab, medical assisting, etc.), equipment replacement must occur on a more aggressive schedule. This one-time only request for \$125,000 will cover such items as flow cytometer, ultrasonic scaler, medical lab equipment, and human skull x-ray manikin.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1,3  |            |
| UAA Community and Technical College Aviation Technology Equipment                             | \$30,000.00    | Potential funding through University of Alaska budget requests or workforce development funding                | The Aviation Maintenance Technology program requires an updated magnaflex magnetic particle test bench to ensure workforce education and training for Alaska's aviation maintenance technicians is current. This one-time only request is for the purchase of this bench.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1,3  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                             | ESTIMATED COST   | 50% LOCAL MATCH                                                                                 | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GOAL | % COMPLETE |
|-------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| UAA Community and Technical College Transportation and Power Equipment and Supplies | \$230,000.00     | Potential funding through University of Alaska budget requests or workforce development funding | To ensure current, state-of-the-art training and instruction in UAA/CTC Transportation and Power programs (welding, nondestructive testing, and automotive technology), new and replacement equipment is needed. This one-time only request is for the purchase of equipment and supplies such as: metal bending machine, hardness tester, power sources, metal analyzer, forklift truck, ironworker shear, Invertec V350-Pro Factory (3 ea), ultrasonic flaw detector, etc)                        | 1.3  |            |
| <b>ENERGY AND RENEWABLE RESOURCES</b>                                               |                  |                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |            |
| Anchorage Landfill Methane Utilization Project                                      | \$7,000,000.00   | Municipal Bonds, State of Alaska Grants, ARRA, Federal Appropriations, Private Funding          | The Municipality is working to develop landfill gas-fired power generation at the Anchorage Regional Landfill to take advantage of excess methane gas produced by waste decomposition. Project feasibility analyses indicate the project could provide 3-5MW of power over 60-80 years- or enough to power 2500 homes.                                                                                                                                                                              | 1.2  |            |
| Fire Island Wind Electrical Generation                                              | \$175,000,000.00 | Municipal Bonds, State of Alaska Grants, DOE, Private & Non-profit funding                      | Wind power is now competitive with conventional power generation sources. Fire Island, off the coast of Anchorage, offers the greatest opportunity for long-term, flat-rate, renewable energy in the Rail belt region. The 4,000 acre island has the potential for up to 120 MW of generating capacity. Funding for the Fire Island Intertie would go to the Joint Action Agency (JAA) consisting of Municipal Light & Power, Chugach electric Association, and Golden Valley Electric Association. | 1.2  |            |
| Curbside Recycling Project                                                          |                  | User fees                                                                                       | The Municipality is implementing a new automated collection program that includes pay-as-you-throw garbage rates and curbside recycling pick-ups. The program was rolled out to a third of utility households in fall 2008, and Phase 2 is scheduled for 2009. Additional efforts are needed to expand the program to areas served by private waste haulers.                                                                                                                                        | 1.2  |            |
| Municipal Building Retrofitting                                                     | \$70,000,000.00  | Municipal Funds, State of Alaska Grants, ARRA, DOE, Federal Appropriations                      | The Municipality is working to identify and implement energy-saving retrofit projects in city-owned buildings, such as high-efficiency HVAC systems, lighting, and building envelope improvements. Buildings account for nearly 40% of energy use nationwide and represent the best opportunity for local energy savings and greenhouse gas reductions.                                                                                                                                             | 2    |            |
| Materials Recovery Center                                                           | \$10,000,000.00  | Municipal Bonds, State of Alaska Grants, ARRA, Federal Appropriations, Private Funds            | A MRF is a sorting facility for recycling materials. Right now, commingled recycling is baled and barged outside of Alaska for sorting. By sorting recyclables in Anchorage, we would significantly increase the value of the commodities before shipping them out of state, increasing the viability of recycling in Alaska and keeping "value-added" jobs in-state.                                                                                                                               | 1.2  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                               | ESTIMATED COST  | 50% LOCAL MATCH                              | PROPOSED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GOAL  | % COMPLETE |
|---------------------------------------------------------------------------------------|-----------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| Aircraft Deicing Fluids Recycling Project                                             | \$2,000,000.00  | State of Alaska-DOT, UAA, and Private Sector | This project would apply recycling technology to build a facility that reduces the volume of aircraft deicing fluid used at Anchorage International Airport. FAA approved glycol deicing fluids is used during cold weather to ensure aviation safety and is the current industry standard. This project will reduce runoff by employing recycling technology under regulatory agency guidance. With the Cook Inlet Beluga Whales being listed as endangered, federal agencies would like to reduce industrial substances in the inlet. A joint workforce development project with UAA. | 1,3   |            |
| Anchorage International Airport Wind Energy Project                                   | \$200,000.00    | State of Alaska-DOT, UAA, and 2009 ARRA      | This project would demonstrate the feasibility of wind turbine power at AIA, and would identify sites, equipment and switching for wind turbine generation of electricity at Anchorage International Airport to reduce reliance on fossil fuels. A joint workforce development project with UAA.                                                                                                                                                                                                                                                                                        | 1,2,3 |            |
| <b>ROAD INFRASTRUCTURE/TRANSPORTATION PLANNING</b>                                    |                 |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |       |            |
| 100th Avenue Extension Phase 2-Minnesota Drive to Arctic Boulevard                    | \$8,000,000.00  | Municipal Bonds, State of Alaska Grants      | This projects constructs a new collector street to urban standards and will complete a connection between the Old Seward Highway and Minnesota Drive. Improvements will include pavement, curb and gutter, street lighting, storm drainage, pedestrian facilities, and landscaping. Existing east/west traffic corridors south of Dimond Boulevard are limited between the Old Seward Highway and Minnesota Drive.                                                                                                                                                                      | 2     |            |
| Pavement Rehab Program                                                                | \$46,000,000.00 | Municipal Bonds, State of Alaska Grants      | This program funds pavement overlay and replacement projects throughout Anchorage. Project priorities are determined by Street Maintenance, Traffic, and Project Management & Engineering, with input from elected officials and the public. Projects to be funded are primarily roads, but some trail rehab is anticipated. Deteriorating pavement in Anchorage is a constant, with the extreme weather conditions.                                                                                                                                                                    | 2     |            |
| Recycled Asphalt Pavement (RAP) & Chip Seal Upgrades                                  | \$9,000,000.00  | Municipal Bonds, State of Alaska Grants      | This program resurfaces ten to fifteen miles of unpaved streets annually with recycled asphalt pavement (RAP). Improvements include grading, ditching, chip seal surfacing and use of reclaimers on deteriorating chip seal and chip seal streets.                                                                                                                                                                                                                                                                                                                                      | 2     |            |
| Anchorage Roads & Drainage Service Area (ARDSA) Road & Drainage System Rehabilitation | \$3,600,000.00  | Municipal Bonds, State of Alaska Grants      | This program funds reconstruction of street and drainage facilities which require quick (priority) response. Improvements may include pavement, curb, sidewalk, and storm drain reconstructions.                                                                                                                                                                                                                                                                                                                                                                                        | 2     |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                               | ESTIMATED COST  | 50% LOCAL MATCH                         | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | GOAL  | % COMPLETE |
|---------------------------------------------------------------------------------------|-----------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| 40th Avenue Extension-Lake Otis Parkway To Dale Street                                | \$6,500,000.00  | Municipal Bonds, State of Alaska Grants | This project will construct a new collector road to urban standards. Improvements include pavement, curbs, pedestrian facilities on both sides, lighting, storm drains, landscaping, a signal at Lake Otis Parkway, and retaining walls. This largely new route will serve the developing U-Med District, which includes Providence Medical Facilities, UAA, Alaska Native Medical Center and Alaska Pacific University.                                                                                                                                                                                                                                                                    | 2     |            |
| 9th Avenue Safety and Reconstruction-L Street to LaTouche Street                      | \$9,700,000.00  | Municipal Bonds, State of Alaska Grants | This project will construct safety and pavement rehabilitation improvements to an arterial street. Improvements include new traffic signals, traffic channelization, street illumination, ADA improvements, pedestrian upgrades, and landscaping. Design, easement acquisition and utility phase have been funded with local bonds. Traffic and pedestrian safety issues have been identified on this arterial street. This project strengthens connectivity between Downtown, Delaney Park and the surrounding neighborhoods, which have been identified as prime locations for Downtown Workforce Housing necessary to continued development of the Downtown Urban Core.                  | 2.5   |            |
| Campbell Creek Trail Grade Separation Project: Lake Otis Parkway                      | \$5,000,000.00  | Municipal Bonds, State of Alaska Grants | This project provides a Campbell Creek Trail grade separation crossing at Lake Otis Parkway near Campbell Creek.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2.5   |            |
| Anchorage Area wide Trails Rehabilitation Project                                     | \$1,400,000.00  | Municipal Bonds, State of Alaska Grants | This project will analyze existing pathways for rehabilitation needs community-wide and promote specific projects to rehabilitate those existing pathways.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2.5   |            |
| Arctic Boulevard Surface Rehabilitation and Safety Project: 36th Avenue-Fireweed Lane | \$4,800,000.00  | Municipal Bonds, State of Alaska Grants | This project will restore pavement, upgrade the pedestrian facilities to ADA standards, and remedy other corridor conditions which have a strong safety component.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |            |
| E Street Corridor Enhancements Phase 2-2nd Avenue to 4th/5th Avenue Alley             | \$11,100,000.00 | Municipal Bonds, State of Alaska Grants | This project reconstructs E Street to provide streetscape enhancements to a collector. Improvements include ice-free sidewalk on both sides, widened pedestrian facilities, enhanced landscape amenities, and way finding. E Street Corridor runs through the heart of downtown from the Alaska Railroad Depot to Delaney Park, and is marred by narrow sidewalks, limited or no landscaping, and uninviting streetscapes. This project encourages pedestrian activity in the downtown area and makes the corridor a walk able, winter-friendly environment for residents and visitors. This project will encourage business investment and economic development in the downtown core area. | 2,4,5 |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                             | ESTIMATED COST  | 50% LOCAL MATCH                         | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GOAL  | % COMPLETE |
|-------------------------------------------------------------------------------------|-----------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| F Street Corridor Enhancements Phase 3-4th/5th Avenue Alley to 7th/8th Avenue Alley | \$5,000,000.00  | Municipal Bonds, State of Alaska Grants | Phase 3 of this project will continue to upgrade the street and pedestrian facilities of the downtown area. Ice-free sidewalks are proposed along the east side of the Performing Arts Center and down F Street west of the Egan Center. The F Street Corridor is at the center of downtown activity, especially for pedestrians. The F Street Corridor links the Egan Convention Center, Performing Arts Center, Town Square Park and the Denaina Civic & Convention Center, and is essentially the Heart of Downtown Anchorage, for both residents and tourists. This project will help solidify Anchorage's reputation as a convention and tourist destination in Alaska.                                                                                                                       | 2,4,5 |            |
| Eagle River Road Rehabilitation: Mile Post 5.3-Mile Post 12.6                       | \$19,500,000.00 | Municipal Bonds, State of Alaska Grants | This project will upgrade Eagle River Road from Mile Post 5.3 to Mile Post 12.6, including improved visibility, repavement and widened shoulders. No landscaping is planned as part of this project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2     |            |
| G Street Corridor Enhancements Phase 2: 3rd Avenue to 5th Avenue                    | \$5,000,000.00  | Municipal Bonds, State of Alaska Grants | Phase 2 of this project will continue upgrades to street and pedestrian facilities in the downtown core. Improvements include pavement and drainage rehab, ice-free sidewalks and improved parking. The G Street Corridor is at the center of downtown activities, and is the heart of Anchorage's Arts District, bordering the Performing Arts Center and Town Square Park, and only one block from Anchorage's Convention District. Ice-free sidewalks included in this, and other, Downtown Corridor Projects will help make Anchorage a year-round convention and tourist destination, and help expand the viability of many downtown businesses beyond the annual tourist season. These elements will also allow residents to enjoy year-round arts and cultural events in the downtown core. | 2,4,5 |            |
| Mountain View Drive Upgrades Phase 4: Commercial Drive to Bragaw Street             | \$4,400,000.00  | Municipal Bonds, State of Alaska Grants | Phase 4 of this project will complete the upgrade of Mountain View Drive. Improvements include new pavement, pedestrian facilities on both sides including ADA improvements, upgraded street lighting, storm drain systems upgrades, and landscaping. The design phase will include substantial public involvement. Mountain View Drive serves as the primary east-west corridor for Mountain View, and it's business community. It is also the primary access to Clark Middle School Mountain View is Anchorage's most economically depressed neighborhood, and this project will help attract new businesses to Mountain View's business district, and allow for safer pedestrian experiences for the 40-50% of neighborhood residents who do not own a vehicle.                                 | 2,5   |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                        | ESTIMATED COST  | SW/LOCAL MATCH                                | STATUS                                                                                                                                                                                                                                                                                                                                                                                                                 | GOAL | % COMPLETE |
|--------------------------------------------------------------------------------|-----------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Old Seward Highway Rehabilitation:<br>O'Malley Road to Brandon                 | \$22,337,000.00 | Municipal Bonds,<br>State of Alaska<br>Grants | This project will separate turning movements from through traffic, and improve access to adjacent commercial properties, on the Old Seward Highway from O'Malley to Brandon Streets. Landscaping is included as part of the project.                                                                                                                                                                                   | 2    |            |
| Victor Road Reconstruction: Dimond Boulevard to 100th Avenue                   | \$14,490,000.00 | Municipal Bonds,<br>State of Alaska<br>Grants | This project will upgrade the roadway to minor arterial standards, to include a minimum of 2 lanes with a center turn lane, pedestrian facilities, lighting, storm drainage and landscaping. The project will improve Victor Road between Dimond Boulevard and 100th Avenue.                                                                                                                                           | 2    |            |
| Eagle River Loop Road Rehabilitation:<br>Old Glenn Highway to Eagle River Road | \$11,180,000.00 | Municipal Bonds,<br>State of Alaska<br>Grants | This project will reconstruct Eagle River Loop Road between the Old Glenn Highway and Eagle River Road to arterial standards, including shoulders, turn lanes, pedestrian facilities, lighting and landscaping.                                                                                                                                                                                                        | 2    |            |
| Old Glenn Highway Reconstruction<br>Phase 2: Fire Lake-Peters Creek            | \$26,850,000.00 | Municipal Bonds,<br>State of Alaska<br>Grants | This project will add 4-foot shoulders and new pavement, construct a paved pathway, truck climbing lane, left turn pockets at South & North Birchwood and Ski Road, and replace the bridge across Peters Creek. This phase constructs improvements between Fire Lake to Peters Creek over two construction seasons.                                                                                                    | 2    |            |
| Eagle River Central Business District<br>Study                                 | \$600,000.00    | Municipal Bonds,<br>State of Alaska<br>Grants | This project will fund a comprehensive circulation study for the entire road network within the downtown core of Eagle River. The study will include an assessment of pedestrian improvement needs, access management alternatives, the need for improved connectivity between the Old Glenn Highway and Business Boulevard, and traffic flow along the Old Glenn Highway, including the movement of freight vehicles. | 2,5  |            |
| O'Malley Road Reconstruction: Seward Highway-Hillside Drive                    | \$25,600,000.00 | Municipal Bonds,<br>State of Alaska<br>Grants | This project reconstructs O'Malley Road between the Seward Highway and Hillside Drive to improve safety and capacity at intersections and improve pedestrian facilities, including 3-lane section east of Lake Otis, and 5-lane section between the Seward Highway and Lake Otis Parkway. Landscaping is included in this project.                                                                                     | 2    |            |
| Huffman Road Reconstruction: Old Seward Highway to Lake Otis Parkway           | \$12,430,000.00 | Municipal Bonds,<br>State of Alaska<br>Grants | This project will increase the roadway from 2 to 4 lanes and improve intersections and pedestrian facilities on Huffman Road between the Old Seward Highway and Lake Otis Parkway. Roundabouts are proposed in 4 intersections along the corridor. Landscaping is included in this project.                                                                                                                            | 2    |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                                                                                   | ESTIMATED COST  | 50% LOCAL MATCH                         | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOAL | % COMPLETE |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Lake Otis Parkway Surface Rehabilitation and Safety Project: Abbott Road-68th Avenue, 88th Avenue from Toloff Street to Lake Otis Parkway | \$4,400,000.00  | Municipal Bonds, State of Alaska Grants | This project will restore the pavement, upgrade the pedestrian facilities to ADA standards, and remedy other corridor conditions which have a strong safety component.                                                                                                                                                                                                                                                                                                                                                       | 2    |            |
| Glenn Highway Trail Rehabilitation: Muldoon Road-North Birchwood Loop                                                                     | \$2,787,000.00  | Municipal Bonds, State of Alaska Grants | This project will resurface the existing Glenn Highway Trail between Muldoon Road and North Birchwood Loop, formalize a parking facility near the weight station, and construct a memorial pull-out.                                                                                                                                                                                                                                                                                                                         | 2.5  |            |
| Dowling Road Extension West/Reconstruction: Minnesota Drive to Old Seward Highway                                                         | \$78,400,000.00 | Municipal Bonds, State of Alaska Grants | This project will construct an east-west connection between Minnesota Drive and C Street, and continue to Dowling Road. The project will be built in phases: Phase 1 consists of the section from C Street to the Old Seward Highway. When completed, this project will add an extremely important east-west corridor to Anchorage's road infrastructure, relieving congestion along several existing corridors, lessening neighborhood impacts.                                                                             | 2    |            |
| Hillside District Plan: Transportation Element                                                                                            | \$649,000.00    | Municipal Bonds, State of Alaska Grants | This project funds a study which will focus on the coordinating of future street and trail/pedestrian connectivity in the study area, with particular interest on connectivity between subdivisions where applicable. The study will refine and further identify which streets should be developed to collector standards. The plan will also identify potential traffic related problems that may occur as a result of land use development related to location and density with recommendations to address those concerns. | 2.5  |            |
| Chester Creek Improvements: Boniface Parkway-Military Boundary                                                                            | \$3,000,000.00  | Municipal Bonds, State of Alaska Grants | This project will design and construct erosion, fish habitat, flooding, an storm drain improvements to Chester Creek east of Boniface Parkway. Phase 1 of the project will focus on the Muldoon Road crossing area, including realignment of the creek east of Muldoon Road.                                                                                                                                                                                                                                                 | 2.5  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                               | ESTIMATED COST | 50% LOCAL MATCH                                                                              | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | GOAL  | % COMPLETE |
|-----------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| <b>PUBLIC TRANSPORTATION/MASS TRANSIT/INTERMODAL</b>                  |                |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       |            |
| Regional Transportation Authority                                     |                | State of Alaska Grants, Federal Appropriation, FTA                                           | This project would help support current van and bus service to meet current commuter demand for public transportation, and fund establishment of a Regional Transportation Authority which can implement coordinated multi-modal commuter service to serve Alaska's busiest commuter corridor (16,000 commuters daily). Increased transit capacity is needed to provide long and short-term relief to commuters struggling with rising transportation costs. Alaska currently has the highest gasoline prices in the nation. This project would also fund purchase of commuter rail equipment. It is designed to put tires on the ground quickly, as well as to create the planning infrastructure to better serve the needs of commuters into the future. | 1,2,5 |            |
| Paratransit Operations Center and Transit Facilities backup Power     | \$8,975,000.00 | Municipal Bonds, FTA Section 5307 Funds (80% match)                                          | This project upgrades Transit Facilities and Backup Power at the Operations and Maintenance Center at the Tudor Road Transit Facility. The project includes backup power for the Paratransit Operations Center and bus warm storage building.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2     |            |
| Ted Stevens Anchorage International Airport Rail Station Improvements | \$342,000.00   | State of Alaska Grants, FTA, Federal Railroad Administration and Alaska Railroad Corporation | This project continues improvements to the Bill Sheffield ARRC Rail Station at Anchorage International Airport, including buildings, track, signals, pedestrian services, amenities an passenger rolling stock. This project enhances the ARRC efforts to transport passengers directly from the airport to Downtown Anchorage, and destinations north of the city.                                                                                                                                                                                                                                                                                                                                                                                        | 1,2   |            |
| Transit Fleet Expansion/Replacement                                   | \$2,150,000.00 | Municipal Bonds, FTA, State of Alaska Grants                                                 | This project provides funding for replacement & expansion of the public transportation fleet: buses, vanpool vehicles and AnchorRides paratransit vehicles. Based on the People Mover Blueprint and the LRTP for the Anchorage Bowl, fleet expansion is needed to grow the system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2,5   |            |
| Alaska Railroad Corporation Ship Creek Intermodal Facility            | \$5,600,000.00 | State of Alaska Grants, Federal Appropriation, FTA                                           | This project funds planning and construction of an Alaska Railroad Corporation Intermodal Transportation Center (ITC), and associated improvements (pedestrian amenities, transit infrastructure, parking, track modifications, etc) in the Ship Creek area. An ITC will facilitate connections between transportation modes (rail, air, marine, public transit, taxi, private bicycle and pedestrians) and to improve links to the downtown Anchorage business district to meet passenger transit needs over the next 30 years.                                                                                                                                                                                                                           | 1,2,5 |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                        | ESTIMATED COST  | 50% LOCAL MATCH                                                                                             | PROJECT NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | GOAL | % COMPLETE |
|----------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Alaska Railroad Corporation<br>Anchorage Capacity Improvements | \$49,000,000.00 | State of Alaska<br>Grants, FTA,<br>Federal Railroad<br>Administration and<br>Alaska Railroad<br>Corporation | The four mile stretch of track from the Anchorage Yard to South Anchorage, is the busiest on the Alaska Railroad Corporation (ARRC). In summer as many as 20 trains a day use the corridor, both freight and passenger. This project would increase operating efficiencies and enhance safety along the mainline track from the Anchorage International Airport Spur, to the Anchorage Rail Yard, and includes additional sidings, automated signals and switches, and installation of a second parallel track in South Anchorage. These improvements would aid in development of possible commuter rail service from Girdwood. | 1,2  |            |
| Support Vehicles                                               | \$300,000.00    | Municipal Bonds,<br>FTA Section 5307<br>Funds (80% match)                                                   | This project funds the purchase of replacement vehicles and equipment to support operation of the transit system. Typical purchases include pickup trucks, maintenance trucks with special equipment, supervisor vehicles, shift change vehicles, fork lifts, sweepers, and bus access snow removal equipment.                                                                                                                                                                                                                                                                                                                  | 2,5  |            |
| Management Information System                                  | \$900,000.00    | Municipal Bonds,<br>FTA Section 5307<br>Funds (80% match)                                                   | This project funds information systems necessary for efficient management of the public transportation system, including GIS/transit operating systems integration, upgrades to the automated maintenance system, refueling, and inventory system, as well as other necessary infrastructure upgrades.                                                                                                                                                                                                                                                                                                                          | 2    |            |
| ITS/Automated Operating Systems                                | \$2,500,000.00  | Municipal Bonds,<br>State of Alaska<br>Grants                                                               | This project funds automation of the operating systems of the Public Transportation Department. The systems include vehicle location and operating characteristics, customer real-time information, passenger counting equipment, improved management reporting capability and automated ticketing, smart fireboxes, web-based interfaces and automated telephone systems.                                                                                                                                                                                                                                                      | 2    |            |
| Bus Stop Improvements                                          | \$2,941,000.00  | Municipal Bonds,<br>FTA (80% match)                                                                         | This project upgrades existing bus stops to meet federally mandated Americans with Disabilities Act (ADA) requirements and operational needs. Improvements include bus pullouts, bus shelters, and furnishings, grading, paving, utility relocation, lighting, curb adjustments, safety items, drainage and construction of paths.                                                                                                                                                                                                                                                                                              | 2,5  |            |
| Improvements to Existing Fleet                                 | \$300,000.00    | Municipal Bonds,<br>FTA Section 5307<br>Funds (80% match)                                                   | This project will improve the existing transit and paratransit fleets. Improvements are to fare issue and collections systems, ticket reader and issue attachments which issue passenger passes on the bus, security systems, transit signals for roadway enhancements, mobile display terminals and vehicle location and communication systems.                                                                                                                                                                                                                                                                                | 2    |            |

**MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST**

| <b>PROJECT</b>                                                 | <b>ESTIMATED COST</b> | <b>50% LOCAL MATCH</b>                                                                                          | <b>PURPOSE/NEED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>GOAL</b> | <b>% COMPLETE</b> |
|----------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|
| Public Transportation Bus Facility Design & Construction       | \$20,000,000.00       | Municipal Bonds, State of Alaska Grants, Federal Appropriations, and FTA                                        | Anchorage's current facility was constructed in the early 1980's. The warm storage facility was built to stage 60 buses. With increased attention focused on energy conservation and carbon footprint reduction, more residents are choosing to ride the bus. In 2008 People Mover experienced it's highest ridership ever. This project is essential to accommodate fleet growth.                                                                                                                                                                                                               | 2           |                   |
| Port of Anchorage Intermodal Expansion Project-Overall Project | \$738,000,000.00      | Municipal Bonds, State of Alaska Grants, Federal Appropriations, 2009 ARRA, Port Profits and Port Revenue Bonds | The Port of Anchorage serves 80% of Alaska's population and is the entry point for 90% of the consumer goods shipped to Alaska. 100% of the jet fuel for Elmendorf Air Force Base and 80% of the fuel for Ted Stevens International Airport enter through the port. The Port is the major gateway for Alaska's water-borne commerce and is a vital component of the state's economy. It is one of only 19 designated national strategic ports. In terms of economic impact the Port generates more than \$750 million each year. This is a multi-year capital improvement and expansion project. | 1,2,5       |                   |
| Municipal Light & Power Trunk Extension                        | \$3,325,000.00        | Municipal Bonds, State of Alaska Grants, Federal Appropriations, 2009 ARRA, Port Profits and Port Revenue Bonds | This project segment extends a M,L&P trunk into the Port of Anchorage backlands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,2         |                   |
| Military Access Road Realignment                               | \$975,000.00          | Municipal Bonds, State of Alaska Grants, Federal Appropriations, 2009 ARRA, Port Profits and Port Revenue Bonds | This project segment moves the Cherry Hill Haul Road entrance into the Port of Anchorage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1,2         |                   |
| Surface Transportation Improvement                             | \$11,534,917.00       | Municipal Bonds, State of Alaska Grants, Federal Appropriations, 2009 ARRA, Port Profits and Port Revenue Bonds | This project segment installs utilities and surfacing at the newly completed barge berths, including grading and NFS Cap..                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1,2         |                   |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                            | ESTIMATED COST  | 50% LOCAL MATCH                                                                                                 | PROJECT DESCRIPTION                                                                                                                                                                                                                                                                                                                                                      | GOAL | % COMPLETE |
|----------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Dredge and Replace the Soils                       | \$36,129,533.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations, 2009 ARRA, Port Profits and Port Revenue Bonds | This segment funds dredging and replacement of soils prior to construction with gravel at the north and south replacements.                                                                                                                                                                                                                                              | 1,2  |            |
| Port of Anchorage Administrative Building          | \$25,000,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations, 2009 ARRA, Port Profits and Port Revenue Bonds | This segment funds construction of a new Port of Anchorage Administrative Building.                                                                                                                                                                                                                                                                                      | 1,2  |            |
| Cruise Ship Accommodations and Screening Equipment | \$100,000.00    | State of Alaska Grants, Port Profits                                                                            | This segment will purchase a gangway and security screening devices necessary to accommodate the boarding and discharge of passengers from cruise ships at the Port of Anchorage. Beginning in May 2010, Anchorage will be a port of call for a major cruise line, calling on the POA approximately 10 times during the summer of 2010.                                  | 1,2  |            |
| Dimond Center Intermodal Parking Facility          | \$3,000,000.00  | Municipal Bonds, State of Alaska Grants, FTA, Federal Appropriations                                            | This project upgrades the existing Dimond Center Transit Center, including, but not limited to design, engineering, permitting and construction. The upgrades ensure that the center will be able to meet current and future demands, and potentially other transportation modes.                                                                                        | 2,5  |            |
| Human Services Transportation Coordination         | \$5,000,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations, ARRA, FTA                                      | This project would broaden and coordinate transportation services for seniors, people with disabilities, low-income residents, Alaska Native organizations, and social service organizations serving transit dependent individuals for 5 years. The project would fund vehicles, operating systems, facilities, fuel, insurance, maintenance and related infrastructure. | 2,5  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                             | ESTIMATED COST  | 50% LOCAL MATCH                                                            | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GOAL | % COMPLETE |
|-----------------------------------------------------|-----------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Paratransit Vehicles                                | \$3,300,000.00  | Municipal Bonds, State of Alaska Grants, FTA, Federal Appropriations, ARRA | This project funds the purchase of replacement and expansion paratransit vehicles for the AnchorRIDES Program. AnchorRIDES provides transportation for persons with disabilities and seniors who cannot use People Mover.                                                                                                                                                                                                                                                                                                                          | 2,5  |            |
| Paratransit Center Development-Final Phase          | \$1,500,000.00  | Municipal bonds, State of Alaska Grants, Federal Appropriations, FTA,      | This project will complete the final phase of a Paratransit Operations & Maintenance Center at the Municipality's Public Transportation Campus. The facility will house the AnchorRIDES program, Anchorage's specialized transportation system for seniors and persons with disabilities. AnchorRIDES is Anchorage's paratransit service, mandated by the Americans with Disabilities Act of 1990, which provides service for people whose disabilities prevent them from using public buses and other coordinated services.                       | 2,5  |            |
| MAT-SU-Anchorage-Girdwood Commuter Vanpool Vehicles | \$850,000.00    | Municipal Bonds, State of Alaska Grants, Federal Appropriations, ARRA, FTA | This project will expand the Share-A-Ride Vanpool Program, with the purchase of new vehicles, and replacement of an aging fleet. This project will replace up to 15 vanpool vehicles that are beyond their useful life. The project will also purchase up to 10 new vehicles. Each vanpooler on the 13 passenger vehicles pays approximately \$145 per month for van operation and maintenance. Share-A-Ride also offers free carpool matching services, removing approximately 260,000 auto trips from the Glenn and Seward Highways annually.    | 2,5  |            |
| <b>COMMUNITY HEALTHCARE</b>                         |                 |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |            |
| Public Health Facility Replacement/Remodel          | \$12,000,000.00 | Municipal Bonds, State of Alaska Grants, HHS, ARRA                         | This project would encompass the replacement or major remodeling of the headquarters of the Municipal Health & Human Services Department. The current facility was constructed as a 3-store hospital in 1960, and was later expanded to 5-floors. The structure and its major systems have passed their useful life expectancy, resulting in high maintenance cost and the configuration of the facility was not designed for its current use. Additionally non-friable asbestos exists throughout the building posing a health hazard to clients. | 2,5  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                    | ESTIMATED COST  | 50% LOCAL MATCH                                                                                       | PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GOAL | % COMPLETE |
|------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Alaska Recovery Center                                     | \$2,000,000.00  | State of Alaska Grants, CDBG, ARRA, Private Donors and Non-Profits                                    | This project would provide site selection and design for a replacement for Clitheroe Center, a residential detoxification facility. The proposed facility would provide a campus-like facility for the co-location of a continuum of complementary, culturally relevant recovery services and programs for individuals experiencing alcohol and substance use disorders.                                                                                                                                                                          | 2.5  |            |
| Anchorage Neighborhood Health Center new facility          | \$20,000,000.00 | State of Alaska Grants, Federal Appropriations, ARRA, Non-Profits, DHHS, Private & Non-Profit Funding | The Anchorage Neighborhood Health Center (ANHC) serves thousands of uninsured, underinsured and Medicare patients in Anchorage. ANHC is the only clinic in the Anchorage Bowl accepting new Medicare patients on a regular basis. They have outgrown their current facility in Fairview, and need to construct a new home that will meet current and future demand. ANHC has secured \$10,000,000.00 in state funding, and a site which the Municipality will lease them for \$1.00 per year. Additional funding is need to complete the project. | 2.5  |            |
| <b>COMMUNITY ENHANCEMENT: PUBLIC SAFETY</b>                |                 |                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |            |
| Anchorage Police Department Headquarters Expansion-Phase 2 | \$39,000,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations                                       | This project addresses the renovation of Anchorage's Police Department Headquarters and construction of essential support facilities on the existing police campus. The facility was constructed in 1986, with a 10-year growth cycle.                                                                                                                                                                                                                                                                                                            | 2.5  |            |
| APD MDT Technology Refresh Project                         | \$4,000,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations, Byrnes Grants                        | This project replaces aged in car laptops for marked patrol officers and expands MDT (Mobile Data Technology) issues to Detective personnel, in an effort to keep pace with evolving technology. The department deploys 420 laptops with 40 units held as "hot spares." The average computer life is 3 years. The current laptops were replaced in 2006 using a COPS grant.                                                                                                                                                                       | 2    |            |
| Anchorage Fire Department Facilities Renovation Program    | \$9,800,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations                                       | This project funds major renovations at AFD facilities throughout Anchorage. A survey of AFD's facilities has identified needed renovations and systems and safety upgrades.                                                                                                                                                                                                                                                                                                                                                                      | 2.5  |            |
| APD Mobile Data System Infrastructure Refresh Project      | \$45,000,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations, Byrnes Grants                        | This project will replace aged data radio systems with current technology to enhance data transmission rates over the mobile data system as the department migrates to digital photography, audio, license plate recognition and in car video systems. Typical replacement age of any radio transmission system is 8-10 years. APD's current system is at the end of it's anticipated life cycle.                                                                                                                                                 | 2    |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                                                    | ESTIMATED COST  | 50% LOCAL MATCH                                                 | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOAL | % COMPLETE |
|------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| AFD New Facilities Site Selection & Initial Design Project                                                 | \$3,000,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations | This project will fund the site selection process and initial design phase for four new proposed fire stations: # 16, # 17, # 18 & # 19.                                                                                                                                                                                                                                                                                                                                                              | 2,5  |            |
| Replacement of AFD Aerial/Combination Ladder Trucks, Air Resources Equipment and First Line Response Pumps | \$10,500,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations | This project will fund programmed, needed, replacement of first line response aerial/combination ladder truck, aerial resources, and first line response pumps for transfer to reserve status, designating as full-time training apparatus, or surplus.                                                                                                                                                                                                                                               | 2    |            |
| AFD MICU Ambulance Replacement Program                                                                     | \$45,000,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations | This project will fund programmed replacement of Area wide EMS MICU ambulances to provide basic and advanced life support services and transport patients throughout Anchorage. This replacement program will maintain a first line EMS response fleet of MICU ambulances which is both highly reliable and reasonably current as to its mobile treatment and transport capabilities and equipment.                                                                                                   | 2    |            |
| <b>COMMUNITY ENHANCEMENT: RECREATION/HEALTH</b>                                                            |                 |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |      |            |
| Ben Boeke Ice Arena Upgrades                                                                               | \$2,880,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations | Ben Boeke Ice Arena is one of Anchorage's premier cultural institutions completed in 1983 during the "Project 80's" era when the State of Alaska used its new oil earnings to significantly invest in public facilities which were lacking prior to that time. Now that the facility is 25 years old, capital renovations are needed.                                                                                                                                                                 | 2,5  |            |
| Dempsey Anderson Ice Arena Upgrades                                                                        | \$1,535,000.00  | Municipal Bonds, State of Alaska Grants                         | Dempsey Anderson Ice Arena is one of Anchorage's premier cultural institutions completed in 1983 as part of "Project 80's." The facility is now over 25 years old, and in need of essential repairs and upgrades. The original refrigeration system is aging and costly to repair, with parts becoming obsolete. An upgrade to newer system components is needed to ensure that the facility can continue to be used for its intended purposes. Other essential systems also need necessary upgrades. | 2,5  |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                 | ESTIMATED COST  | SOURCE OF FUNDS                                                                                 | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | GOAL  | % COMPLETE |
|-----------------------------------------|-----------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| Recreation Facilities Upgrades Phase II | \$15,000,000.00 | Municipal Bonds, State of Alaska Grants, ARRA, Private Donors and Non-Profits                   | Recreation centers and facilities are the hub of all recreation activities and parks services within the expansive Anchorage Parks & Recreation system. Facilities receive nearly 700,000 visitors each year, making them a vital part of the success of the entire system. All of these facilities are at least 20 years old, and have not received routine, normal upgrades/maintenance, and are now deficient in health and safety standards, and in meeting normal operating standards. Immediate structural and systems repairs, updates and improvements are needed to bring the facilities up to standards.                                                                                            | 2.5   |            |
| Chester Creek Sports Complex            | \$3,600,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations, Private Donors and Non-Profits | The Chester Creek Sports Complex is Anchorage's premier athletic venue, featuring the Sullivan Arena, Mulcahy Baseball Stadium, the Anchorage Football Stadium, Ben Boeke Ice Arena, and the Kosinski Baseball Fields. The facility is also home to the Alaska Aces & UAA hockey and basketball programs, Pilots and Bucs baseball teams, American Legion Baseball, and a variety of high school and community-sponsored football, soccer, and hockey events. The Municipality and UAA are working on a master plan for the Complex that will improve parking, vehicle access and facility use. This project addresses significant deficiencies with parking and access, as well as effective facility usage. | 2,4,5 |            |
| Cuddy Family Midtown Park               | \$1,500,000.00  | Municipal Bonds, Private and Non-Profit Funds                                                   | Cuddy Family Midtown Park is the "Central Park" for Midtown, providing the central gathering area for special events, festivals, music and activities related to the library and surrounding businesses. This project will implement a shared library-park parking lot and promenade, better trail connections to adjacent access points, gateways, a children's playground, a picnic shelter, active recreation opportunities within the center of the speed skating oval and a park and recreation facility.                                                                                                                                                                                                | 2.5   |            |
| Sullivan Arena Facility Upgrades        | \$7,590,000.00  | Municipal Bonds, State of Alaska Grants, Federal Appropriations                                 | The Sullivan Arena is another cultural institution completed in 1983 as part of "Project 80's." The facility is now 25 years old, and in need of capital renovations to ensure public safety, as well as exterior and interior renovations, including upgrades to mechanical systems that experience failures.                                                                                                                                                                                                                                                                                                                                                                                                | 2,4,5 |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                   | ESTIMATED COST | SOURCE OF FUNDS                                                                    | STATUS    | GOAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | % COMPLETE |
|-------------------------------------------|----------------|------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Town Square Park Phase II                 | \$2,750,000.00 | Municipal bonds, State of Alaska Grants, EDA, ARRA, Private Donors and Non-Profits | Completed | Town Square Park is Anchorage's primary public plaza and the heart of Downtown Anchorage. It provides venues for summer flowers enjoyed by tourists and residents, music in the park, civic events and festivals, and winter ice skating, all of which promote tourism, civic pride and economic development. This project will leverage municipal and private funds to create a permanent summer reflecting pool/winter ice skating rink, improved lighting, installation of an irrigation system and stage area.                                                                                                                                                                                  | 2,4,5      |
| Valley of the Moon Park-Phase 2           | \$600,000.00   | Municipal Bonds, State Grants, and Private and Non-Profit Funds                    | Completed | Valley of the Moon Park is one of Anchorage's most popular and well used recreation areas. Part of the Chester Creek Greenbelt, the park is close to Downtown, and offers picnic and play areas, including the city's tallest play structure, as well as open field space. Unfortunately, the popularity and extensive use of the park has left visible signs on the park infrastructure. This project will upgrade play equipment, turf areas, including irrigation, stabilized and enhanced stream bank areas for habitat protection, and provide improved signage, park amenities and landscaping.                                                                                               | 2,5        |
| Delaney Park-Phase 2                      | \$6,250,000.00 | Municipal Bonds, State Grants, and Private and Non-Profit Funds                    | Completed | Delaney Park is one of Anchorage oldest and most celebrated parks. The initial phase of this project, approved by votes in 2007, will upgrade basic park amenities. Phase 2 will make necessary repairs, including safe walking areas, appropriate landscape buffers, tennis court rehabilitation, outdoor hockey rink improvements and higher quality turf for sports and statewide events. Connections and gateways will also be strengthened to adjacent neighborhoods and downtown, via E Street Corridor, Town Square Park and the new convention center and Museum. This project will enhance the park by improving visibility, pedestrian safety, and linking two major downtown facilities. | 2,4,5      |
| Anchorage Veteran's Memorial Improvements | \$1,000,000.00 | Municipal Bonds, State of Alaska Grants, Private Donors & Non-Profit funding       | Completed | The Anchorage Veteran's Memorial is intended to be a place that inspires and nurtures visitors-veterans, non-veterans, and especially schoolchildren-for a heightened sense of patriotism and an appreciation for the sacrifices endured by veterans from the 49th State. The current Veteran's Memorial in Delaney Park experiences many limiting features and there is a strong desire with in the community for the memorial to adequately reflect the contributions of our Alaskan Veterans. Handicap accessibility is a major issue with our aging veteran population and many young veterans returning from the Middle East with life-altering injuries.                                      | 2,5        |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                       | ESTIMATED COST | 50% LOCAL MATCH                                                                                 | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOAL | % COMPLETE |
|---------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| Fairview Community Recreation Center Major Renovation/Remodel | \$3,000,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations, Private & Non-Profit funding   | The Fairview Community Recreation Center (FCRC) is over 25 years old, and has had considerable repairs to major structural components over the past few years, including a new roof installed in 2005 (the old one was ready to fall in). The facility is actually two structure that were connected via a hallway. A State Grant is funding a renovation feasibility study, which will be completed in July 2009. The FCRC serves northwest Anchorage, in a high density population area that is underserved by other facilities. The Fairview is one of only two neighborhoods in Anchorage that is less than 50% Caucasian, and 100% of students at Fairview Elementary School qualify for the free lunch program. | 2.5  |            |
| <b>COMMUNITY ENHANCEMENT: ARTS &amp; CULTURE</b>              |                |                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |      |            |
| Alaska Center for the Performing Arts                         | \$3,529,000.00 | Municipal Bonds, State of Alaska Grants, Federal Appropriations, Private Donors and Non-Profits | While the building just underwent a major roof renovation three years ago, there exists a problem with parapet capping, which needs to be addressed to protect the roof job and the building. The facility is over 20 years old, and significant upgrades are necessary for safe and efficient operation of the facility.                                                                                                                                                                                                                                                                                                                                                                                             | 2.5  |            |
| Eagle River Branch Library                                    | \$750,000.00   | Municipal Bonds, State of Alaska Grants, Private and Non-Profit Donors                          | The Eagle River Branch Library is the busiest branch library in Anchorage, with more than 11,000 visits a month. This project will fund library collections, furnishings, information systems and enhancement of the children's area for the new, relocated and expanded facility, which at 20,000 square feet is double the space of the existing facility. The new library facility is part of the new Eagle River Town Center, which will include essential municipal services in the center.                                                                                                                                                                                                                      | 2.5  |            |
| Mountain View Library                                         | \$1,200,000.00 | Municipal Bonds, State of Alaska Grants, Private and Non-Profit Donors                          | The municipality operated a very small public library in Clark Middle School for the past 20 years. The facility closed in May 2007 when Clark was demolished. This project funds completion of the construction of a new branch library in Mountain View, and help with furnishings and fixtures. The MOA has already raised \$3 million for the project. Mountain View is Anchorage's most diverse neighborhood, both culturally and economically. Nearly 50% of residents don't own a vehicle, making a neighborhood branch library extremely important to Mountain View residents.                                                                                                                                | 2.5  |            |

**MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST**

| <b>PROJECT</b>                                                                                                                                               | <b>ESTIMATED COST</b> | <b>50% LOCAL MATCH</b>                                                                                           | <b>PROJECT NEED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>GOAL</b> | <b>% COMPLETE</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|
| Downtown Branch Library                                                                                                                                      | \$3,000,000.00        | Municipal Bonds, State of Alaska Grants, ARRA, Private & Non-profit funding                                      | This project will renovate an existing downtown building , and will serve local downtown residents, workers and visitors. The Downtown Branch will be different from other branch libraries in Anchorage, focusing on electronic resources, computer technology, and a strong Alaskana and business collection.                                                                                                                                             | 2.5         |                   |
| Loussac Library Furnishings & Equipment Upgrades                                                                                                             | \$5,337,000.00        | Municipal Bonds, State of Alaska Grants, Private and Non-Profit Donors                                           | Loussac Library is the premier public library in Anchorage, and Alaska. Nearly a quarter of a century old, the facility is in need of major upgrades to furnishings and electronic systems, to meet increase user demands, and the increase in electronic and internet usage. This project funds those upgrades.                                                                                                                                            | 2.5         |                   |
| Loussac Library Renovations & Upgrades                                                                                                                       | \$8,000,000.00        | Municipal Bonds, State of Alaska Grants, ARRA, Private & Non-profit funding                                      | Loussac Library has served over 10 million visitors since opening in 1986 and the aging building is suffering from cumulative wear and tear, as well as limitations of outdated technology. Several high priority structural and safety concerns were identified in 2007 ,most notably the deteriorating entrance and terrace.                                                                                                                              | 2.5         |                   |
| <b>COMMUNITY ENHANCEMENT: LIVABLE NEIGHBORHOODS/ AFFORDABLE HOUSING</b>                                                                                      |                       |                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |                   |
| Covenant House                                                                                                                                               | \$20,800,000.00       | State of Alaska Grants, Federal Appropriations, ARRA, CDBG, Federal Appropriations, Private & Non-profit funding | Covenant House is a private, non-profit agency that has provided services for homeless, runaway and at-risk youth ages 12 to 20 since 1980. In the last three year's Covenant House's Crisis Center has experienced a 58% increase in the average daily number of clients served. Covenant House plans to construct and relocate to a new Crisis Center in downtown Anchorage, which will allow for expansion of programs and the number of clients served. | 5           |                   |
| Loussac Manor Redevelopment Project                                                                                                                          | \$30,000,000.00       | State of Alaska Capital Funding                                                                                  | This project would redevelopment AHFC's low-income public housing project at 160 Heintzelman Road, into a mixed-income project, while increasing the number of units from 62, to 120 units of affordable workforce housing for families. This project meets the goals of the Anchorage 20/20 Plan, and Anchorage's Housing 7 Community Development Consolidated Plan.                                                                                       | 5           |                   |
| Neighborhood, Area & District Plans: Anchorage Downtown, Midtown, Hillside, West Anchorage, East Anchorage, Turnigan Arm, Girdwood, Mountain View & Fairview | \$750,000.00          | Municipal Bonds, State of Alaska Grants, CDBG                                                                    | Support development of Neighborhood, Area & District Plans, addressing BID's, revitalization of deteriorated properties, development guidelines, community centers, affordable housing, etc.                                                                                                                                                                                                                                                                | 5           |                   |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                         | ESTIMATED COST  | 50% LOCAL MATCH                                | PURPOSE/NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GOAL  | % COMPLETE |
|-----------------------------------------------------------------|-----------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------|
| Fairview Neighborhood Revitalization Strategy                   | \$150,000.00    | State of Alaska Grants, ARRA, TIF              | Support the development and implementation of a HUD recognized Fairview Neighborhood Revitalization Strategy. Fairview is one of Anchorage's poorest and most culturally diverse neighborhoods. The Highway 2 Highway Project, a significant regional transportation project will fundamentally change the economic dynamics of the neighborhood, making an NRS essential for the future viability of the area.                                                                                                | 1,2,5 |            |
| Development of Holtan Hills Subdivision in Girdwood             | \$12,000,000.00 | Municipal Bonds, State of Alaska Grants,       | This project funds construction of subdivision infrastructure including water, sewer, other utilities and roads in Holtan Hills Subdivision. Most available land in Girdwood Valley is owned by the MOA. This project will make the first subdivision of more than 10 lots in Girdwood in more than 20 years, and will provide needed housing and economic stimulus to the local economy.                                                                                                                      | 2,5   |            |
| Girdwood Industrial Park Project                                | \$4,600,000.00  | Municipal Bonds, State of Alaska Grants        | This project develops an industrial park in the Girdwood Valley. Project requires survey, platting and construction of improvements to meet MOA standards. Benefits of the development accrue to all Girdwood residents by consolidating industrial uses into one well controlled area. Girdwood is in need of an established industrial site available for light to medium scale industrial uses. The need for an industrial site in Girdwood Valley is increasing as the population and Alyeska Resort grow. | 1,2   |            |
| Girdwood South Townsite Road Construction Project               | \$1,500,000.00  | Municipal Bonds, State of Alaska Grants        | This project funds reconstruction of Hightower Road to provide paved access to the new Girdwood Library & Community Center and the Volunteer Fire Station. The project includes pedestrian safety improvements, and will facilitate civic and commercial investment in the corridor.                                                                                                                                                                                                                           | 2,5   |            |
| RurAl CAP Early Childhood Development Center Renovation Project | \$2,200,000.00  | State of Alaska Grants, CDBG                   | This project will renovate RurAl CAP's mid-town Early Childhood Development Center.                                                                                                                                                                                                                                                                                                                                                                                                                            |       |            |
| Eklutna Estates                                                 | \$23,500,000.00 | State of Alaska Grants, Federal Appropriations | This project is a next phase in CIHA's Centennial Village Campus in Muldoon, which will create 59 units of affordable and market rate senior rental housing.                                                                                                                                                                                                                                                                                                                                                   | 5     |            |
| Airport Heights Work Force Mixed Use Development                | \$10,000,000.00 | State of Alaska Grants, Federal Appropriations | This is a CIHA project in Airport Heights that will provide approximately 40 units of housing, combined with other economic development related activities.                                                                                                                                                                                                                                                                                                                                                    | 3,5   |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                   | ESTIMATED COST  | 50% LOCAL MATCH                                                  | PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GOAL | % COMPLETE |
|-----------------------------------------------------------|-----------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| West Anchorage Properties Acquisition Project             | \$6,500,000.00  | Municipal Bonds, State of Alaska Grants                          | This project funds acquisition of lands in West Anchorage to enhance MOA property inventory and lend flexibility for future projects, including the West High/Romig Middle School transportation, traffic and pedestrian improvements. The Anchorage School District is initiating a Master Plan for the campus, which is vastly undersized based on current ASD site requirements. Acquisition of these properties will help with development of commercial and recreational sites in the area. | 1,2  |            |
| Mountain View Mixed-Use Development                       | \$15,000,000.00 | State of Alaska Grants, BEDI, Brownfield, Federal Appropriations | Cook Inlet Housing Authority seeks to redevelop the old Wizard Car Wash in Mountain View, to provide needed affordable housing and commercial space for small businesses. This is a contaminated site and qualifies for Brownfield.                                                                                                                                                                                                                                                              | 1,5  |            |
| Government Hill Multifamily Rental Rehabilitation Project | \$45,000,000.00 | Private Equity, HOME or CDBG, HUD, Conventional Financing        | NeighborWorks® Anchorage seeks to rehabilitate and/or redevelop a 268 unit multifamily rental project in Government Hill to preserve much needed affordable and workforce housing in Anchorage. 25% of the units will be affordable, the property will primarily serve those under 100% AMI, including many in the armed forces, and a large multi-ethnic population. A community garden and children's play area will be featured in the redevelopment                                          | 5    |            |
| Centennial Village Community Wellness Center              | \$3,600,000.00  | State of Alaska Grants, Federal Appropriations                   | This project is a 10,000 sq. ft. community center to be located in CIHA's Centennial Village Campus. The Center will serve over 700 seniors living on the campus, as well as seniors from across the Anchorage Bowl.                                                                                                                                                                                                                                                                             | 5    |            |
| Coronado Place                                            | \$9,587,500.00  | State of Alaska Grants, Federal Appropriations                   | CIHA project in Eagle River that will provide approximately 60 units of senior housing (based on single occupancy), providing needed senior housing in the Eagle River area.                                                                                                                                                                                                                                                                                                                     | 5    |            |
| West Anchorage Multifamily Rental Construction Project    | \$27,000,000.00 | Private Equity, HOME or CDBG, HUD, Conventional Financing        | NeighborWorks® Anchorage seeks to create up to 100 units of affordable and mixed income multifamily rental and homeownership housing on a site in West Anchorage. This project would add up to 100 units of affordable housing to the housing stock in Anchorage.                                                                                                                                                                                                                                | 5    |            |
| East Anchorage Multifamily Rental Redevelopment Project   | \$21,000,000.00 | Private Equity, HOME or CDBG, HUD, Conventional Financing        | NeighborWorks® Anchorage seeks to demolish and rebuild a 76 unit multifamily rental project in East Anchorage to preserve much needed workforce housing in Anchorage. 25% of the units will be affordable, the property will primarily serve those under 100% AMI, including many in the armed forces. The new construction will energy efficient and green materials will be used as much as is feasible                                                                                        | 5    |            |

MUNICIPALITY OF ANCHORAGE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROJECTS LIST

| PROJECT                                                                     | ESTIMATED COST  | 50% LOCAL MATCH                                           | PROPOSED NEED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOAL | % COMPLETE |
|-----------------------------------------------------------------------------|-----------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------|
| CIHA Mountain View Revitalization Affordable Housing Project                | \$3,000,000.00  | State of Alaska Grants, Federal Appropriations            | Ongoing CIHA project to redevelop blighted Mountain View properties, with construction of single family home. This phase will construct 10 new homes.                                                                                                                                                                                                                                                                                                                                                         | 5    |            |
| Clare House Redevelopment Project                                           | \$2,500,000.00  | State of Alaska Grants, CDBG                              | This project will redevelop Catholic Social Service's Clare House Family Shelter, which is in need of upgrading, to meet current standards, needs and codes.                                                                                                                                                                                                                                                                                                                                                  | 5    |            |
| East Anchorage Mixed Use/Mixed Income Planned Community Development Project | \$70,000,000.00 | Private Equity, HOME or CDBG, HUD, Conventional Financing | NeighborWorks® Anchorage and a consortium of no-profit and private developers seek to redevelop a site in East Anchorage into a mixed use and mixed community featuring housing, commercial space and community facilities. Housing would be created for both rental and homeownership and at least 30% of units would be affordable. Between 175-200 units of housing and 30,000-45,000 square feet of commercial and community space will be created. Buildings will be LEED certified where ever feasible. | 3.5  |            |
| Muldoon Town Center Senior Housing                                          | \$20,000,000.00 | State of Alaska Grants, Federal Appropriations            | This CIHA project will construct a mix of multifamily and single family senior housing units. This phase encompasses construction of 60 units with in the Muldoon Town Center.                                                                                                                                                                                                                                                                                                                                | 5    |            |
| RurAL CAP Housing First Project                                             | \$1,600,000.00  | State of Alaska Grants, HOME                              | This RurAL CAP project requires acquisition of 50 units of scattered housing, to be developed into affordable permanent supportive housing for extremely low-income people with special needs.                                                                                                                                                                                                                                                                                                                | 5    |            |
| CIHA Work Force Housing Development                                         | \$7,000,000.00  | State of Alaska Grants, Federal Appropriations            | This CIHA project will construct 40 units of work force housing within the Ship Creek Redevelopment Area. This project will provide essential and needed work force housing.                                                                                                                                                                                                                                                                                                                                  | 3.5  |            |
| East Anchorage Mobile Home Park Rehabilitation Project                      | \$30,000,000.00 | Private Equity, HOME or CDBG, HUD, Conventional Financing | NeighborWorks® Anchorage seeks to improve and preserve affordable housing for low income families by acquiring and rehabilitating and/or redeveloping a mobile home park. 60-80 units of low-income housing will be improved and preserved through this project.                                                                                                                                                                                                                                              | 5    |            |
| CIHA/Covenant House Downtown Work Force Housing Development                 | \$5,000,000.00  | State of Alaska Grants, Federal Appropriations            | CIHA partner project with Covenant House to develop workforce housing in downtown Anchorage. Downtown housing for the workforce in the downtown area was identified as a top priority in the Anchorage Downtown Comprehensive Plan adopted in 2008.                                                                                                                                                                                                                                                           | 3.5  |            |