

PROJECT ANCHORAGE

FINAL REPORT TO MAYOR BRONSON

PROJECT ANCHORAGE TASK FORCE

27 DECEMBER 2022

ATTACHMENTS (4)

- APPENDIX A → MEMBERSHIP LIST
- APPENDIX B → SURVEY #1 RESULTS
- APPENDIX C → SURVEY #2 RESULTS
- APPENDIX D → FINAL MAYORAL ACTIONS

BACKGROUND

In July 2022, the Anchorage Economic Development Corporation (AEDC) in collaboration with the Anchorage Community Development Authority (ACDA) invited destination assessment expert Roger Brooks to Anchorage for a second visit during the summer months. Roger initially visited Anchorage in January 2022 to conduct the first destination assessment, which was then tied into the second assessment in July. Roger has travelled to over 2,200 global communities assessing, or “secret-shopping”, from the perspective of a potential worker, resident, and investor. Following his two visits to Anchorage, Roger completed a comprehensive [destination assessment](#) (*follow the link to view Roger’s report via the AEDC website*) with eight primary initiatives and over seventy actionable suggestions aimed at increasing Anchorage’s livability.

Roger Brooks’ findings were presented in a two-and-a-half-hour workshop in July 2022. The destination assessments presented an unbiased perspective of Anchorage, as seen by a visitor. Roger assessed multiple variables during the assessment process, including but not limited to local marketing efforts, signage, retail mix, ease of getting around, customer service, and visitor amenities such as parking and public restrooms. During both the winter and summer visits to Anchorage, Roger approached the assessments as a first-time visitor with no destination research conducted beforehand. The destination assessments resulted in the development of some suggestions and ideas for the community to consider implementing.

In addition to the “secret-shopping” conducted, the destination assessment process included reviewing municipal-wide marketing materials and assessing Anchorage’s online presence. To complete the assessment, Roger Brooks observed Anchorage from three vantage points: 1) a place to live and raise a family, 2) a place to work, invest in, or bring a business, and 3) a place to visit. At its core, the final report presented by Roger Brooks focused heavily on quality of life year-round emphasizing the importance of “reversing the out-migration trend” and encouraging people to move to Anchorage. Roger stated in his report that “To fully realize the benefits of this assessment, the community should take these findings and suggestions, discuss them and evaluate them, and develop a plan for implementation.”

In response to these suggestions and strategies, on September 29, 2022, Mayor Bronson announced the creation of “*Project Anchorage*”, a Task Force of business, civic, and community leaders (for membership see [APPENDIX A](#)) to help devise strategies and ideas to make Anchorage a more attractive place for tourists to visit, businesses to invest, and residents to live. At the first meeting of the Project Anchorage Task Force, the Mayor specified that he was seeking recommendations for actions the Mayor’s office could take to move the recommendations in the Brooks report forward, reiterating his belief that the most effective way to achieve positive outcomes is through action and collaboration by community organizations and the business community. The Mayor further stated that “I’m compelled to help create an Anchorage that is thriving, dynamic, and growing – a place where our children want to live when they get older. We must implement forward thinking and positive policies that attract talent, increase business investment, and enhance the quality of life for our residents.”

PROCESS

October 18 Kickoff Meeting

During the October 18 Kickoff Meeting, Mayor Bronson delivered his charge to the Task Force, ground rules were agreed to, co-chairs were elected, and the group was assigned homework to be completed prior to its next meeting scheduled for October 25.

Homework included surveying members to assess the level of consensus regarding 1) level of concern about the condition of Anchorage, 2) importance of the Roger Brooks report/"Suggestions", 3) perceived barriers to implementing Brooks "suggestions", 4) whether "suggestions" should be reorganized, and 5) what criteria should be used to prioritize the "suggestions". Survey results (see APPENDIX B) were used to set the agenda for the next meeting.

October 25 Meeting

In order to assure that the work of the Task Force and future actions of the Mayor's office were not duplicating but rather furthering current efforts to implement "suggestions" from the Brook's report, the RVSA (*Roadmap to a Vital & Safe Anchorage*) and Anchorage Economic Development Corporation (TIPP Strategies) delivered presentations on the current state and future plans of their efforts.

The initial 74 "Suggestions" were condensed into 13 Categories (see APPENDIX C) and the results of the survey regarding the criteria for prioritizing "suggestions" were reviewed. The Task Force adopted four (4) criteria to prioritize the "suggestions", namely; Cost, Value, Community Support, Progress (to date).

Two overriding principles were established. First, "Indigenous Placemaking" should be embedded in all recommendations dealing with wayfinding, signage, and improved storefronts rather than be a stand-alone "suggestion". Second, where practicable, all "suggestions" should be applied to Eagle River and Girdwood to increase inclusiveness of those areas into the "Anchorage" effort.

To ensure all members provided input, prior to the November 15 meeting, Task Force members were surveyed to score each of the "suggestions" on a 1-10 scale for each of the criteria identified above.

November 15 Meeting

Results of the "suggestion" prioritization survey were presented to the group. The rankings of the individual "suggestions" were as follows:

1. Improve store fronts
2. Improve Peratrovich Park
3. Add Pots and Planters to Downtown Areas
4. Activate Downtown Spaces in Anchorage, Eagle River, and Girdwood
5. Miscellaneous
6. Add Benches to Downtown
7. Improve Trail Signage and Wayfinding
8. Infill Flat Parking Lots
9. Indigenous Placemaking
10. Improve Wayfinding on Vehicular Roads
11. Turn One-Way Streets to Two-Way Streets
12. Improve Existing Road and Pedestrian Signage
13. Better Define Districts

Upon further discussion, members agreed to reduce the number of "suggestions" from 13 to 11.

- Suggestion #5/Miscellaneous was removed from the list
- Suggestion #6/Add Benches to Downtown was merged with Suggestion #3
- Suggestion #12 was also revised to "Reinvigorate Big/Wild/Life"

Once the “suggestions” were reduced to 11, members broke into small groups and were asked to provide recommendations for each “suggestion”, to include the following information:

- Priority Level: Critical, Needed, or Desired
- Task Force Recommendations
- Mayoral Actions
- Timelines

The results of that exercise (later amended and added to during the final meeting on December 19) were used to develop recommendations to the Mayor’s Office for “suggestions” number 1 to 5. Due to inclement weather and road conditions, representatives from Eagle River and Girdwood were not able to attend in-person but did participate virtually. For this reason, only the first five (5) groupings of “suggestions” were discussed during this meeting. The group requested that an additional meeting be scheduled with in-person versus virtual attendance required for purposes of finalizing the recommendations to the Mayor in order of priority.

December 19 Meeting

The results of the previous meeting were reviewed and numerous changes, mostly reorganizing of “suggestions”, were defined. Recommended actions by the Mayor were finalized for all 11 “suggestions” in order of priority. The final mayoral actions are identified in **APPENDIX D**.

NEXT STEPS

The final recommendations presented by the Project Anchorage Task Force reflect a collaborative and constructive approach. By identifying the “low hanging fruit”, as discussed in Roger Brooks’ destination assessment, the group has provided clear, succinct, and achievable “asks” and fulfills the charge set forth by Mayor Bronson.

The group recommended that it reconvene in six (6) months to review progress and potentially update its recommendations. Members asked that during their next meeting, RVSA and AEDC provide updates on their efforts. In closing, each Task Force member thanks Mayor Bronson and his team for initiating this endeavor and bringing this group together. This was an excellent opportunity for shared community input, and we sincerely hope the outcomes of this initiative meet the Mayor’s expectations.

APPENDIX A

MEMBERSHIP LIST

MEMBER CONTACT LIST

PARTICIPATING ORGANIZATIONS	REPRESENTATIVES	TITLES
Mayor's Office	Brice Wilbanks	Deputy Chief of Staff
Anchorage Chamber of Commerce	Bruce Bustamante	President & CEO
Anchorage Downtown Partnership	Radhika Krishna	Executive Director
Anchorage Economic Development Corporation	Bill Popp	President & CEO
Visit Anchorage	Julie Saupe	President & CEO
Anchorage Park Foundation	Beth Nordlund	Executive Director
Alaska Hospitality Retailers	Silvia Villamides	Executive Director
Member of the Anchorage Assembly	Daniel Volland	Anchorage Assembly Member
Eklutna Inc.	Kyle Smith	Director of Land Assets
Girdwood Chamber of Commerce	Patty Wilbanks	Executive Director
Chugiak-Eagle River Chamber of Commerce	Debbie Rinckey	Executive Director
Anchorage Community Development Authority	Mike Robbins	Executive Director
Professional Growth Systems	Bill Dann & John Gregoire	Lead Facilitators
EBO Consulting Inc.	Emily Berliner	Co-Facilitator

APPENDIX B

SURVEY RESULTS #1

Q1 Why is the work of The Project Anchorage Taskforce important to you?

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	Living in West Anchorage, my family and I spend a lot of time downtown. We value a safe, vibrant experience. I think the programming for downtown is a critical measure to address to bring more families back to downtown. From a business standpoint, we want businesses to arrive and thrive in the downtown area. I represent a company with downtown holding. We hold back on investing downtown and hope our current tenants will stay as downtown continues to struggle. I hope the TPAT can bring energy and solutions to uplift the downtown, so we may feel comfortable investing again.	10/24/2022 12:53 PM
2	The taskforce is important to me b/c I believe that we need to ultimately bring more folks to our city(s) to stimulate our economy and to do that we need to incorporate as many of these suggestions as possible. Bringing Anchorage, Girdwood, and Chugiak - Eagle River together in a cohesive, consistent and synergistic way has long been a hope of mine and I'm excited to see action taking place.	10/21/2022 11:50 AM
3	The focus of the task force is Municipal wide which will allow us to effect positive improvement from Girdwood To Eklutna and in doing so but bring us closer together as a community.	10/21/2022 11:18 AM
4	Anchorage needs to update the downtown area for residents and tourists alike. There is something about Alaska Rustic and it can still be rustic with improvements.	10/21/2022 11:02 AM
5	This feels like a rare opportunity with a bunch of people ready to pull in the same direction to improve our city. I believe if we get some first victories, more will follow.	10/21/2022 9:20 AM
6	As a representative of the hospitality industry, the past few years and because of the impact the pandemic had on your industry, our future depends on a solid roadmap in moving our industry forward in a solid, strong path with economic growth.	10/20/2022 4:19 PM
7	MOA encompasses a large area and the outer communities, like Girdwood, need to be included to present a more cohesive visitor experience.	10/20/2022 12:57 PM
8	It is critical to have the support of the MOA in completing key projects outlined in the Roger Brooks recommendations. The creation and work of this group should generate momentum to make meaningful improvements to Anchorage.	10/20/2022 9:24 AM
9	Change and reinvestment are critical to the future success of Anchorage as a city. The recommendations of Project Anchorage should result in improvements in many significant elements of Anchorage's quality of place that will help to attract visitors, workforce, and investment.	10/20/2022 8:27 AM
10	I live, work, and play in Anchorage. I have a business here and I want our economy to thrive. I want Anchorage to be a northern city of the future that draws both tourists and residents. I want Anchorage to become known for having a special and unique identity. I believe The Project Anchorage Taskforce has assembled a strong, committed team of local leaders who are passionate about our success.	10/19/2022 9:10 PM

Q2 What three truths about the current condition of Anchorage are important to you?

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	1. It just looks dated. When you're selling a house, you want some curb appeal. All the flowers and colors won't hide the decay of some of these buildings especially those that are empty or half empty. 2. If you want people to live downtown, you have to make it somewhere people want to live without cars. There's little in the way of solid transportation options outside DT. Biking is difficult. Putting a grocery store and pharmacy downtown would be good. 3. Downtown can be pretty cool if you don't look too far. My company's buildings downtown is where the blight starts. It is a sad scene driving in and out of Anchorage of the Glenn. You don't see high rises and mountains - you see failing of our city. It looks better and better as I leave Anchorage for Eagle River.	10/24/2022 12:53 PM
2	1. Anchorage (entire municipality) is not inviting to folks - we are not current with our downtown feeling. 2. All businesses need to be on board with the change. Politics need to stay out of it. 3. We need to figure out our homeless situation.	10/21/2022 11:50 AM
3	Ineffective homeless plan. No overall plan as to how we develop and grow our city. A disastrously dysfunctional political climate.	10/21/2022 11:18 AM
4	People are humans and need to have whole person programming to work the homeless issues; the transportation around Anchorage is terrible/non-existent; its hard for residents to find businesses downtown.	10/21/2022 11:02 AM
5	1. The core of our downtown has deteriorated with bad actors; I don't necessarily equate it to a homeless problem. 2. Homelessness is affecting all parts of our community and we need a solution for everyone. 3. We have become a polarized, divided community. I'd love to find more ways to meet in the middle with respect.	10/21/2022 9:20 AM
6	Economic development Workforce Safe community for our customers and staff	10/20/2022 4:19 PM
7	1. Homelessness - Some parts of town are dangerous and visitors to Girdwood have even commented on how bad Anchorage has gotten with homeless camps over the years 2. Anchorage is difficult to get around without a personal vehicle. One of the biggest questions we get is how can I get to Girdwood from Anchorage? 3. Downtown Anchorage lacks activities and reasons to visit. More weekly events in summer and stuff in the winter would help	10/20/2022 12:57 PM
8	Anchorage is not viewed as a safe city. Anchorage does not have adequate Wayfinding. Anchorage has fantastic amenities that add to the Alaska experience for visitors and quality of life for residents.	10/20/2022 9:24 AM
9	Anchorage is has been and will continue to see significant declines in population and workforce in the coming years without new investments and policy changes in our community. Anchorage citizens want positive change and reinvestment to take place, but lack belief that change will ever happen. Anchorage is poised for great success if we are willing to make investments as a city to make our city more attractive to workforce and investment.	10/20/2022 8:27 AM
10	1) We are a city designed around cars, not people. Although we have a world-class trail system, our street infrastructure and traffic systems leave much to be desired when it comes to safe multimodal travel. 2) Anchorage is an awesome, albeit underrated, winter destination. Skiing, ice-skating, ice climbing, nordic spas - we have it all. 3) We need to continue to diversify our economy and we need to retain young professionals and families and stop the trend of outmigration.	10/19/2022 9:10 PM

Q3 From your experience to date with efforts to move Anchorage forward, what are the three biggest barriers to success? e.g. permitting issues, stakeholder buy-in, etc.

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	1. Funding for projects. 2. Creativity. Why are we always looking at how someone else does it? 3. Programming and attracting top level attractions	10/24/2022 12:53 PM
2	1. Stakeholder buy-in 2. Divided politics 3. Funding - where should it come from	10/21/2022 11:50 AM
3	Our unwillingness as a city to commit to a plan for where we want to go. The city government has difficulty getting out of the way. Tendency to lead small or said another way Silo up. " Don't let the good be defeated by the perfect"	10/21/2022 11:18 AM
4	funding; the blame game not accountability and work forward;	10/21/2022 11:02 AM
5	Apathy by many, no recent track record for successful large public projects, NIMBYs who are averse to change or don't have a vision for the future.	10/21/2022 9:20 AM
6	Engaging in workforce development Activating places for safety Placing security cameras in designated areas, with cameras in place predators or violators will think twice before engaging in criminal activities	10/20/2022 4:19 PM
7	1. It's impossible to get to Girdwood without a car or RV. Because of this, Girdwood gets forgotten about by visitors. One suggestion is to try and broker a deal with the Alaska Railroad to run a single passenger cart with their supply runs. They could easily stop at Girdwood on these runs to pickup or drop off passengers. They run them all year long and this is an excellent way to introduce mass transient to Alaska. The Railroad could make a little money with low overhead. This would be a benefit to visitors and residents alike. Not to mention, it would decrease traffic on the Seward Highway resulting in less congestion and higher safety ratings. 2. Money to Advertise or market Girdwood. While VA does a great job, it feels like Girdwood is forgotten even though we though we have world-class activities to offer. Girdwood Chamber/Visit Girdwood was created by local Girdwood Businesses to help market Girdwood to visitors to fill this void. As a resort town, we face many of the same issues as other resort locations and yet it appears Anchorage "leaders" don't see us that way. We are different than the other "districts" in Anchorage and that needs to be recognized in planning and funds. 3. We have real issues with the lack of employee housing in Girdwood. Retail employees can't afford to live in Girdwood because many of the homes are being used for short term rentals. The lack of inventory drives up the cost of rentals in the area. It's unrealistic to expect employees to commute from Anchorage to Girdwood to work for a \$12 job. However, a solution to transportation needs might be entering into an agreement with Alaska Railroad as stated in the response above.	10/20/2022 12:57 PM
8	STAKEHOLDER INVOLVEMENT..Not having support or a champion from the private sector. Most efforts are lead by non-profit business organizations that do good work for Anchorage, however leadership and capital from the private sector would be beneficial. LONG TERM and SHORT TERM PERMITTING ISSUES. This applies to building permits to event permits and cost. This process needs to be streamlined. TRANSITION OF LEADERSHIP. Either from volunteer efforts or government leadership, when there is transition the efforts and passion seem to lessen.	10/20/2022 9:24 AM
9	Lack of belief that change can happen. Political polarization and tribalism.	10/20/2022 8:27 AM
10	1) A generally pervasive, reflexive attitude of "that won't work here because..." rather than a collaborative, creative "let's just try it" approach. 2) High costs of goods/shipping 3) Politics!	10/19/2022 9:10 PM

Q4 Which of the 72 “Suggestions” from Roger Brooks need further clarification in order for you to rank their priority?

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	#5 what happened at Crossroads Mall? #9 what constitutes a downtown/central gathering area is the Business Loop in Eagle River isn't it? #74 is there a suggestion on how other places deal with the Bad Apple issue?	10/24/2022 12:53 PM
2	Eagle River lacks a downtown or central gathering area. This is not really a task - I'd like to clarify it further by adding the following - Fences / rock stands need to be fixed or replaced - there is a long line of them throughout out city and they are falling down - it is in the state right of way so no one knows who should fix them. We also would like to have welcoming banners on our light poles as we used to in the past - The Chugiak Eagle River Chamber used to do this, but with funding so short for our chamber we cannot afford to do this. We also have "forgotten gardens" through-out city that our garden club is taking care of, but they also short on funding so they are doing it out of pocket. And lastly I believe a new community center would do a lot to bring folks together so funding for the beginnings of this project would truly be helpful. We also want to make sure if any signage is being created for wayfinding that Eagle River and Girdwood are incorporated into this plan so it is consistent throughout the municipality.	10/21/2022 11:50 AM
3	None	10/21/2022 11:18 AM
4	na	10/21/2022 11:02 AM
5	none	10/21/2022 9:20 AM
6	Take control (back) from state so that MOA is in charge of 5th & 6th Avenues. Make 5th & 6th Avenues two-way streets Add angle-parking to 5th & 6th Avenues	10/20/2022 4:19 PM
7	Seem pretty straight forward. No clarification needed	10/20/2022 12:57 PM
8	The Invite Us Back initiative needs more definition and recommendations on placement.	10/20/2022 9:24 AM
9	None.	10/20/2022 8:27 AM
10	n/a	10/19/2022 9:10 PM

Q5 Which of the 72 “Suggestions” should be combined with others to reduce the number of “suggestions” we prioritize? e.g. “Add signage at Kincaid chalet to explain what the building is” & “Expand Coastal trail signage along the trail” & “Pick one name for the Tony Knowles Coastal Trail and consistently label it as such”

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	About #1-32 could be lumped together as Wayfinding #33-36 could just be downtown ANC streets initiative There are 4-5 bench placement suggestions 58 & 59 are about the same along with 65 & 66 and 70 & 71 #73 & 75 are signage issue #76 can be lumped in with location-specific anonymity suggestions	10/24/2022 12:53 PM
2	There are a lot that could be brought together. I think we need to set up groups and come up with a plan for specific initiatives. Start with the 8 recommended, maybe combine some of them and get started!	10/21/2022 11:50 AM
3	1) Combine signage for parks, trailheads, and landmarks together. 2) Combine Downtown initiatives under one category to allow for assignment to ADP excluding streets and those needing code/ordinance changes. 3) Categorize all "Marketing" as one 4) Wayfinding components regardless of the area of town, 5) Benches, pots, flowers suggestions for in front of businesses 6) All programming suggestions 7) Flat Parking/Parking lot suggestions	10/21/2022 11:18 AM
4	I won't list things but they need to be grouped by similar items throughout Anchorage, not by section in my opinion.	10/21/2022 11:02 AM
5	Combine all wayfinding in to one or two (downtown vs. greater Anchorage or pedestrian vs. vehicle wayfinding)	10/21/2022 9:20 AM
6	Signage/Wayfinding Beautification Adding benches to many areas or locations Trails	10/20/2022 4:19 PM
7	I think the 72 suggestions should be grouped together in like fashion. Signage for all "districts" grouped as one and tackled. It seems from the presentation and report wayfinding is a big deficiency and needs to be fixed.	10/20/2022 12:57 PM
8	Downtown Beautification could combine recommendations for tables on the sidewalks, window displays, planters, closing off a street for events and dining, encourage holiday decorations as part of the storefronts.	10/20/2022 9:24 AM
9	Combine those items that are like topics with similar needs. I.e. combine any suggestion related to pedestrian wayfinding. Avoid combining somewhat similar suggestions. I.e. vehicle wayfinding needs with pedestrian wayfinding needs as these are two distinctly different levels of expense and complexity.	10/20/2022 8:27 AM
10	Signage reform. We should consider what forms of signage are encouraged/discouraged/permitted (i.e. blade signs vs. plastic/vinyl signage).	10/19/2022 9:10 PM

Q6 Name three criteria that the Taskforce should employ in prioritizing the “Suggestions”. e.g. Low cost, Already in progress, Short duration to complete, Year-round vs. seasonal impact

Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	1. Is it making the downtown experience more enjoyable for those who live here? Year-round impacts 2. Is it likely to make businesses move downtown from other states or parts of Alaska? 3. Is it really moving the dial for anything but visitors?	10/24/2022 12:53 PM
2	Already in progress Low cost Incorporating all 3 cities	10/21/2022 11:50 AM
3	Short, Mid, Long term In progress- effectiveness-support? Best bang for our buck	10/21/2022 11:18 AM
4	year round vs seasonal; cost; short-term, mid-term, long-term goals	10/21/2022 11:02 AM
5	Visible impact, short duration to begin project, funding available (whether low cost or high cost)	10/21/2022 9:20 AM
6	Developing a plan that works for all of Anchorage Making Anchorage a winter city destination Workforce Safety/police presence	10/20/2022 4:19 PM
7	1. Look at what RVSA has decided to tackle and make a determination if it should be removed. 2. Attack the low cost recommendations 3. Attack the "short" duration projects	10/20/2022 12:57 PM
8	Already in progress and how can our group and the MOA keep the progress moving forward. Long term impacts and benefits. Short path to completion i.e. low cost plus short duration.	10/20/2022 9:24 AM
9	Already in progress- offer opportunities to streamline and/or contribute additional funding to expand existing effort in order to complete the project. Can be completed within 12 to 18 months. Requires only policy change to complete within context of first two criteria.	10/20/2022 8:27 AM
10	Cost effectiveness, already in progress, an emphasis on pedestrian safety	10/19/2022 9:10 PM

APPENDIX C

SURVEY RESULTS #2

RANKED SUGGESTIONS BASED ON INDIVIDUAL CRITERIA SCORES

COST	RANKING	SUGGESTION	VALUE	RANKING	SUGGESTION
55	#1	ADD BENCHES TO DOWNTOWN	59	#1	IMPROVE STORE FRONTS
52	#2	MISCELLANEOUS	59	#2	INFILL FLAT PARKING LOTS
48	#3	ADD POTS & PLANTERS TO DOWNTOWN	58	#3	ADD POTS & PLANTERS TO DOWNTOWN
45	#4	IMPROVE PERATROVICH PARK	57	#4	TURN ONE-WAY STREETS TO TWO-WAY STREETS
45	#5	IMPROVE STORE FRONTS	56	#5	INDIGENOUS PLACEMAKING
45	#6	ACTIVATE DOWNTOWN	54	#6	ACTIVATE DOWNTOWN
42	#7	IMPROVE WAYFINDING FOR VEHICULAR ROADS	53	#7	IMPROVE TRAIL SIGNAGE & WAYFINDING
41	#8	IMPROVE TRAIL SIGNAGE & WAYFINDING	50	#8	IMPROVE PERATROVICH PARK
41	#9	INDIGENOUS PLACEMAKING	47	#9	IMPROVE EXISTING ROAD & PEDESTRIAN SIGNAGE
39	#10	BETTER DEFINE DISTRICTS	44	#10	IMPROVE WAYFINDING FOR VEHICULAR ROADS
36	#11	IMPROVE EXISTING ROAD & PEDESTRIAN SIGNAGE	37	#11	BETTER DEFINE DISTRICTS
30	#12	INFILL FLAT PARKING LOTS	36	#12	MISCELLANEOUS
20	#13	TURN ONE-WAY STREETS TO TWO-WAY STREETS	34	#13	ADD BENCHES TO DOWNTOWN

PROGRESS	RANKING	SUGGESTION	COMMUNITY SUPPORT	RANKING	SUGGESTION
66	#1	MISCELLANEOUS	65	#1	ADD POTS & PLANTERS TO DOWNTOWN
63	#2	ADD BENCHES TO DOWNTOWN	60	#2	ACTIVATE DOWNTOWN
63	#3	IMPROVE STORE FRONTS	57	#3	IMPROVE TRAIL SIGNAGE & WAYFINDING
59	#4	ADD POTS & PLANTERS TO DOWNTOWN	56	#4	IMPROVE STORE FRONTS
56	#5	IMPROVE PERATROVICH PARK	52	#5	IMPROVE PERATROVICH PARK
54	#6	TURN ONE-WAY STREETS TO TWO-WAY STREETS	52	#6	INDIGENOUS PLACEMAKING
52	#7	INFILL FLAT PARKING LOTS	50	#7	IMPROVE EXISTING ROAD & PEDESTRIAN SIGNAGE
44	#8	IMPROVE WAYFINDING FOR VEHICULAR ROADS	47	#8	IMPROVE WAYFINDING FOR VEHICULAR ROADS
39	#9	INDIGENOUS PLACEMAKING	45	#9	TURN ONE-WAY STREETS TO TWO-WAY STREETS
39	#10	BETTER DEFINE DISTRICTS	44	#10	BETTER DEFINE DISTRICTS
38	#11	IMPROVE TRAIL SIGNAGE & WAYFINDING	43	#11	INFILL FLAT PARKING LOTS
36	#12	ACTIVATE DOWNTOWN	40	#12	ADD BENCHES TO DOWNTOWN
32	#13	IMPROVE EXISTING ROAD & PEDESTRIAN SIGNAGE	38	#13	MISCELLANEOUS

RANKED SUGGESTIONS BASED ON TOTAL SCORES

RANKING	SUGGESTION	TOTAL SCORE	% of POSSIBLE TOTAL	COMMENTS
#1	IMPROVE STORE FRONTS	223	79.5	This project would benefit the significant need to improve the look & curb appeal of Downtown; Downtown could use a refresh; seems to be a good private/public partnership opportunity if directed correctly & funds are utilized well; since ACLT has proven successful with facade improvements across Anchorage, it is worth trying with Downtown property owners; will depend on the level of support from from Downtown businesses; grant funding from the Municipality may help encourage business owners
#2	IMPROVE PERATROVICH PARK	200	71.4	Major center of blight in Downtown that needs to be addressed ASAP; programming Downtown could be a major benefit to all & needed to energize the area; should be improved for more public activities; needs to happen since it is at the center of Downtown & highly visible for residents/visitors; residents & Downtown businesses are desperate for improvements; proceed with this project if it is already in progress & all they need is support for a park bond; converting the grass area to raised planters is costly; adding activities will bring value, as long as everything is well-managed to avoid vandalism, etc.
#3	ADD POTS & PLANTERS TO DOWNTOWN	199	71.0	Will be one of many pieces to beautify Downtown; quick & significant opportunity to improve Downtown curb appeal; not seen as something that will attract young people to Anchorage, instead it seems like a tourist attraction with little value; the easiest initiative on the list to accomplish, plus it would be visible, inviting, & noticed; if funding is available, should go ahead with this, but not considered a high priority
#4	ACTIVATE DOWNTOWN	195	69.6	There are many parts to this & high costs are anticipated; an easy win for the community if undertaken; programming is key, including indigenous-centric programs; an opportunity to team with hotels/cruise lines to bring entertainment to Downtown; may capture more revenue for the city; continue & support efforts already underway; identify who currently takes care of this
#5	MISCELLANEOUS -- Includes: (1) Clarify where the train depot is located; (2) Promote activities around Ship Creek; (3) Clarify seasonal closures; (4) Add "Coming Soon" signage to Block 41; & (5) Fix trip hazards in Downtown sidewalks	192	68.5	Not well-defined; very low-hanging fruit; nothing very notable, mainly tourist assistance; proceed when all other projects have been addressed, unless there is specific funding
#6	ADD BENCHES TO DOWNTOWN	191	68.2	Not easy to determine community support until we see how the benches are used; significant improvement element for increased curb appeal in Downtown; inexpensive & short timeframe to deliver; most of the locations will become attractive nuisances similar to the bus stop benches across the city; it seems like this would make Downtown seem welcoming, but existing benches are currently not welcoming & instead invite loitering; dependent on the cost & feasibility of what can be done; suggested that businesses should pay for the benches, not the city
#7	IMPROVE TRAIL SIGNAGE & WAYFINDING	187	66.8	Critically needed to encourage use of a valuable asset to Anchorage; vital to making the city more accessible to visitors & potential workers/investors; has substantial value to year-round residents; consider trail markers at Kincaid to complement existing signage; should continue to work on a total plan that can be completed with 2-5 years; easiest & shortest-term project to complete with the lowest cost; high usage by residents & visitors alike
#8	INFILL FLAT PARKING LOTS	186	66.4	Critical effort to maximize value to the community through increased tax base combined with greater activation of Downtown land; creating additional housing Downtown would be of value, but it has to be affordable; easy implementation & will bring value; this is a 2-5 year goal & more buy-in from all parties may need to happen; this is a big project that would completely revamp Downtown; loss of parking lots for public use may cause frustration
#9	INDIGENOUS PLACEMAKING	184	65.7	An exciting initiative that will accentuate culture & build a brand for Anchorage while respecting its history; vital element of placemaking that gives needed recognition to Anchorage's roots & cultural heritage; should expand efforts to make visiting Anchorage even more special; this is an overdue initiative that can make a difference in how Anchorage is perceived; paramount to the city & state; relatively low cost investment
#10	IMPROVE WAYFINDING FOR VEHICULAR ROADS	178	63.5	Achievable in a short timeframe; vital to making the city more accessible to visitors & potential workers/investors; should see this project through if the cost remains low; reminds residents of the diverse areas/attractions available, while also serving visitors; exemplifies Anchorage's "branding" & pride across town
#11	TURN ONE-WAY STREETS TO TWO-WAY STREETS	176	62.8	Though a long-term path to completion, this can provide significant ROI to commerce downtown; vital project to reconfigure Downtown into a more centralized space for residence, business, & community; the current traffic flow detracts from a positive experience; traffic calming seems to have support from all sides; would need to be done carefully in order to support motorcoach/van tour operations, plus passenger drop-offs for Downtown venues; need to consider permits; the complexity of this project may hinder completion; public sentiment/support would likely be low as it may decrease local participation; is the perceived benefit worth the cost, time & potential confusion?
#12	IMPROVE EXISTING ROAD & PEDESTRIAN SIGNAGE	165	58.9	Vital to making the city more accessible to visitors & potential workers/investors; although this is limited in scope, it is already underway and could be a short-term victory; important for safety & mobility; would benefit the cohesiveness of the city
#13	BETTER DEFINE DISTRICTS	149	53.0	Great for the visitor experience; benefits to locals seems limited; support for the development of the Mushing District; promotes neighborhood pride; better defines nuances of the city for potential workers & investors; achievable project w/many elements already in progress; important to create buy-in from the entire municipality; projects that include all districts should be consistent and/or relevant to each other; creates a more cohesive city & promotes all areas (incl Girdwood & Eagle River)

APPENDIX D

FINAL MAYORAL ACTIONS

MAYORAL ACTIONS FOR SUGGESTION #1

"IMPROVE STORE FRONTS"

PRIORITY	TASK FORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	TIME LIMIT ON TEMPORARY VINYL SIGNS	CODE CHANGE	FOR SIGNS NOT ON BUILDINGS	NOW TO 6 MONTHS
CRITICAL	ABILITY FOR SIDEWALK/STREET DINING	CODE CHANGE & SPEED UP PROCESS		NOW TO 6 MONTHS
NEEDED	BLADE SIGNS FOR DOWNTOWN, MIDTOWN, EAGLE RIVER, & GIRDWOOD	CODE CHANGE & STANDARDIZE SIGN SIZING		1-3 YEARS
NEEDED	ENCOURAGE DECORATIONS FOR WINTER/SUMMER SOLSTICE	PROMOTE ENDEAVOR		NOW TO 6 MONTHS
NEEDED	"BEST OF" FOR STORE FRONT DÉCOR COMPLETED THROUGH ONLINE VOTING	FACILITATE & PROMOTE ENDEAVOR		NOW TO 6 MONTHS
DESIRED	MURALS	MATCH FUNDS USING COMMUNITY DEVELOPMENT BUDGET	CONSIDER PUBLIC/PRIVATE PARTNERSHIPS	3-5 YEARS
DESIRED	URBAN TREES	LETTER OF SUPPORT	FEDERAL FUNDING IS AVAILABLE (~\$1.5 billion)	1-3 YEARS

MAYORAL ACTIONS FOR SUGGESTION #2

"IMPROVE PERATROVICH PARK"

PRIORITY	TASK FORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	ENHANCE SAFETY ENFORCEMENT BY APD @ PARK	TARGET INCREASED PATROLS ON BIKE & FOOT		NOW TO 3 YEARS
CRITICAL	CONVERT PARK TO PLAZA, ACTIVATED THROUGH SPACE DESIGN	INSTALL FLAT PAVERS, IMPROVE LIGHTING, PERMIT MORE FOOD/VENDORS, ADD FENCNG FOR AFTER HOURS, & ADD WINTER BURN BARRELS		1-3 YEARS
NEEDED	INCREASED MOA MATCHING FUNDS FOR SPACE ACTIVATION PROGRAMMING	ESTABLISH AS BUDGET LINE ITEM		NOW & ONGOING
NEEDED	INDIGENOUS INFLUENCE	INSTALL ART & SIGNAGE		1-3 YEARS
NEEDED	SEEK PRIVATE FUNDS & BONDS	SUPPORT ENDEAVOR		ONGOING
DESIRED	MAINTAIN FOR WINTER	IDENTIFY FUNDING NEEDED FOR THE BUDGET OR CONTRACT TO ANCHORAGE DOWNTOWN PARTNERSHIP (ADP)		1-3 YEARS

MAYORAL ACTIONS FOR SUGGESTION #3

"ADD BENCHES, POTS, & PLANTERS TO DOWNTOWN AREAS"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	ENGAGE RIGHT OF WAY & OTHER CITY DEPARTMENTS	IDENTIFY & ACTIVATE CODE CHANGES		90 DAYS
CRITICAL	ESTABLISH BUDGET FOR IMPROVEMENTS	ADD AS SPECIFIC BUDGET LINE ITEM		90 DAYS
NEEDED	ENGAGE LANDSCAPE DESIGNER	CONSIDER WORKING WITH A DESIGNER FOR MUNICIPAL-MANAGED SPACES		3-6 MONTHS
DESIRED	OPPORTUNITY TO ADD &/OR ENHANCE INDIGENOUS PLACEMAKING (WITH NO STANDARDS APPLIED)	ENGAGE MUSEUM, NATIVE HERITAGE CENTER, ANCHORAGE PARK FOUNDATION, & BOTANICAL GARDENS		6 MONTHS
DESIRED	ENGAGE BUSINESS COMMUNITY	SUPPORT CONTINUED ENGAGEMENT	OPTIONS FOR BUSINESSES TO BE INVOLVED OR NOT	UPON APPROVED BUDGET
DESIRED	ENCOURAGE CREATIVITY/MARKETING EFFORT FROM PRIVATE PARTNERS (WITHIN CODE)	SUPPORT ENDEAVOR		NOW
DESIRED	REPLACE CROSSWALKS	ACTIVATE CODE CHANGE & ESTABLISH BUDGET LINE ITEM		6 MONTHS

MAYORAL ACTIONS FOR SUGGESTION #4

"IMPROVE TRAIL SIGNAGE & WAYFINDING"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	ESTABLISH A CITYWIDE PEDESTRIAN TRAIL WAYFINDING SYSTEM TO TRAILS	SUPPORT ENDEAVOR	CONNECT ANCHORAGE, EAGLE RIVER, & GIRDWOOD	2-3 YEARS
CRITICAL	ANCHORAGE TRAIL APP	IMPROVE TRAIL APP, INCLUDING INCREASED COVERAGE/DETAIL, TRAIL UPDATES, & CONDITIONS; ESTABLISH & IMPLEMENT MARKETING CAMPAIGN		2-3 YEARS
CRITICAL	SIGNAGE ORIENTATION			2-3 YEARS
NEEDED	PEDESTRIAN WAYFINDING, INCLUDING MAPS, SIGNAGE, & QR CODES	SUPPORT ENDEAVOR		1-2 YEARS
NEEDED	INDIGENOUS PLACEMAKING	INCORPORATE EXISTING ONGOING EFFORTS FOR FUTURE DESIGNS	PROGRAM CURRENTLY IN PROGRESS BY APF, PARKS, & TRAFFIC	1-2 YEARS
NEEDED	IMPROVE EXISTING ROAD & PEDESTRIAN SIGNAGE	SUPPORT ENDEAVOR		1-2 YEARS
DESIRED	ADD WINTER SIGNAGE/LIGHTING	SUPPORT ENDEAVOR		1-2 YEARS

MAYORAL ACTIONS FOR SUGGESTION #5

"INFILL FLAT PARKING LOTS"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	FREEZE ALL NEW PARKING (THAT IS FLAT)	ACTIVATE CODE CHANGE (THROUGH ORDINANCE & ZONING)	INCLUDING DOWNTOWN & EAGLE RIVER	90 DAYS
CRITICAL	REESTABLISH DEVELOPMENT PLAN	DETERMINE STRATEGY TO SUPPORT EXISTING EFFORTS (I.E. "OUR DOWNTOWN PLAN")		NOW TO 2 YEARS
NEEDED	ACDA PURCHASES FLAT LOTS	SUPPORT ENDEAVOR & CREATE TAX DISINCENTIVES FOR MAINTAINING LOTS		NOW TO 5 YEARS

MAYORAL ACTIONS FOR SUGGESTION #6

"ACTIVATE SPACES"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	FEE HOLIDAY	CONTINUE FEE HOLIDAY		NOW TO 12 MONTHS
NEEDED	CITY OF LIGHTS & FLOWERS	ADVOCATE & ENCOURAGE ENDEAVOR		NOW TO 6 MONTHS
NEEDED	LIGHTING FOR WINTER (i.e. CITY OF LIGHTS) & ACTIVATE SPACES WITH LIGHTS THAT DO NOT HAVE THEM	BUILD UPON ADP RECOMMENDATIONS FOR ADDING LIGHTING	REVIEW REQUIREMENTS FOR DOWNTOWN	NOW TO 9 MONTHS
NEEDED	TOWN SQUARE MASTER REDEVELOPMENT PLAN	REACTIVATE & COMPLETE TOWN SQUARE PLAN WITH EXISTING FUNDS		NOW TO 9 MONTHS
NEEDED	PROGRAMMING 250 DAYS PER YEAR	FUNDING FOR SPECIFIC EVENTS (MUNI-WIDE); WAIVE EVENT FEES FOR NONPROFIT COMMUNITY EVENTS		NOW TO 12 MONTHS

MAYORAL ACTIONS FOR SUGGESTION #7

"INDIGENOUS PLACEMAKING"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	MAKE PROGRESS TOWARD 32 EXISTING SITES (PARKS & TRAILS)	COMPLETE RENAMING OF PLACEMAKING INVENTORY		NOW TO END OF 2025
CRITICAL	RENAME "FRONTIERLAND" PARK	APPOINT RENAMING COMMITTEE	INDIGENOUS PLACE NAME OPPORTUNITY & DESIGN	NOW
NEEDED	CONSIDER POLICY REQUIREMENT FOR PUBLIC FACILITIES	PROPOSE SPECIFIC POLICY		1-3 YEARS

MAYORAL ACTIONS FOR SUGGESTION #8

"IMPROVE WAYFINDING FOR VEHICULAR ROADS"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	VEHICLE WAYFINDING SYSTEM	DIRECT AMATS TO DEVELOP & IMPLEMENT VEHICLE WAYFINDING SYSTEM		1-3 YEARS

MAYORAL ACTIONS FOR SUGGESTION #9
 "TURN ONE-WAY STREETS TO TWO-WAY STREETS"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
CRITICAL	REACQUIRE CONTROL OF 5TH & 6TH AVENUES FROM STATE OF ALASKA	CONVERT ONE-WAY STREETS TO TWO-WAY STREETS & ADD ANGLE PARKING; PUBLICALLY ENDORSE CURRENT STUDY	LOCAL CONTROL IS CRITICAL FOR PROGRESS	1-3 YEARS
CRITICAL	CONVERT CROSS STREETS TO TWO-WAY	COMPLETE CONVERSION OF CROSS STREETS TO TWO-WAY STREETS		1-3 YEARS

MAYORAL ACTIONS FOR SUGGESTION #10
 "BETTER DEFINE DISTRICTS"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
NEEDED	DESIGNATE & MAP DISTRICTS	LONG-RANGE PLANNING TEAM UNDERTAKES INITIATIVE TO DEFINE DISTRICTS	MAP CONSISTENCY WITH LOCAL "LINGO" & LOCATION; OTHER DEPARTMENTS MARKET/PROMOTE	1-2 YEARS

MAYORAL ACTIONS FOR SUGGESTION #11
 "REINVIGORATE *BIG / WILD / LIFE*"

PRIORITY	TASKFORCE RECOMMENDATIONS	MAYORAL ACTIONS	NOTES	TIMELINE
DESIRED	UTILIZE "BIG / WILD / LIFE"	REBOOT & REACTIVATE IDEA	MUNI HAS 1/3 OWNERSHIP; VISIT ANCHORAGE HAS 1/3; & AEDC HAS 1/3	1-2 YEARS