

CHAIRMAN'S MESSAGE

It is my pleasure to present to you, on beha of the Board of Directors, the Anchorage Economic Development Corporation's 2009 annual report to AEDC investors and Anchorage's business community.

Over the last year Anchorage has seen many shifts in its economics, business environment and community; some more positive than others. And just as the city and our individual businesses have had to rethink how things are done, AEDC has also had to look closely at its day to day operations as well as a long term vision for the organization.

As last year progressed, it was realized that due to the economic environment, AEDC would have to shift its funding focus and solicit more business participation in the organization as well as the pursuit of contrac projects to replace the funding of Municipal entities hard hit by the economic downturn. In making this shift, we saw an opportunity to not only diversify our funding base, but to reach out to new businesses in the city and even Southcentral wide whom hadn't been active in AEDC before

It also gave us the opportunity to reflect on the value we provide our Investors and the community as a whole and decide what was truly important, what we could do better, and what we could do to truly engage the community.



Undertaken a strategic planning process that has helped us evaluate the strengths and weaknesses of AEDC as well as give the organization a long term vision for itself and the city of Anchorage. I am excited and pleased to see the new direction of AEDC and the proactive planning that has taken place and look forward to sharing it with everyone once it is adopted.

And as always, new initiatives take time and effort. I am asking all Investors and Board members to join me in taking an active role in AEDC. Talk to business colleagues about the positive role of AEDC in Anchorage. Bring clients, friends, and business associates to AEDC events and ask them to join as Investors. By taking an active role in AEDC you are taking a role in the future of Anchorage. Together, we can move Anchorage and Southcentral Alaska forward and create a better community in which everyone will wan to live, work and play.

I want to sincerely thank our mayor, Dan Sullivan, for his service to the city in the past year as well the members of the Anchorage Assembly. In addition, thank you to our 2009 Chair, Dennis Mitchell, all AEDC Investors and Bill and the staff for a productive year.

Lon D. Wilson

President
The Wilson Agenc

PRESIDENT'S LETTER A YEAR IN REVIEW

As 2009 unfolded, the national and worldwide economy was in the middle of the worst economic crisis in memory. As the national recession grew worse, many in Anchorage feared that our economy would soon follow. And based on years past, this assumption had a ring of truth to it.

Luckily, Anchorage fared pretty well over 2009, with an economy that was slightly down, unemployment that was slightly up and a housing market that showed a minor drop in value. The fact that Anchorage didn't follow in lock step with the national economy as has happened in the past seems to bear out a few facts worthy of note. The Anchorage economy is now more diversified than at any time in the past and some of the issues seen nationwide such as the housing bubble and banking concerns were tempered by our own past experiences in the 1980's. Our banking and housing industries didn't fall into the trap of irrational prices and lending practices like many regions in the lower forty-eight and subsequently Anchorage was much better off for it.

In addition to the fairly stable economy in 2009, Anchorage also had other things to be positive about. New national retailers either moved into the market or expanded their previously existing base. And on a statewide level, oil and gas continued a trend of solid employment numbers, although that started to contract by years end.

At AEDC, we had much to talk about over the last year due to the unique economic position Anchorage was in as well as the unique place in which we live, work and play. National media was keenly interested in how Anchorage weathered the economic storm and Anchorage was featured in multiple national and statewide articles regarding the state of our economy and the positive employment environment of Southcentral Alaska. In addition, our quality of life was highlighted across many media outlets which only helped to cement Anchorage as a positive place to locate a business. This media coverage was bolstered by the 2009 release of the Anchorage: Live. Work. Play video produced by AEDC.

In 2009 AEDC reiterated its commitment to its Investors and the community as a whole. The first annual Anchorage

Business Confidence Index, a survey of area business about their economic outlook for the year, was released and showed a slightly positive outlook for 2009. In addition, AEDC undertook an Investor satisfaction survey to obtain feedback on AEDC's performance as well solicit ideas of what we could do in the future. Following the success of this project, we made an active effort to engage every Investor at least once during the year through face-to face meetings. In addition to our internal work, we were actively involved in the community and even received the Heart of Anchorage Dena'ina Award for our commitment to the community.

Another project that was originally launched in late 2008 and gained traction in 2009 was AnchorageProspector.com. Through a cooperative agreement with Multiple Listings Service, we were able to greatly expand the number of commercial property listings available and along with multiple upgrades and social media components; AnchorageProspector.com positions us competitively with other Economic Development Organizations on a national level. We are now in the hunt, more than ever before for attracting new investment into Southcentral.

Although 2009, was slightly down, and the trend may continue into the first half of 2010, Anchorage sits in a very enviable place and I see many opportunities ahead of us. As the rest of the country begins to dig itself out of its deep economic hole, Anchorage is well positioned to grow with a seed that sprouts just below the surface.

Bill Podd

WHAT WE DO

Connecting Business to Information and Opportunities

AEDC provides industry expertise and economic resources to both large corporations and growing companies interested in locating or expanding their business in Anchorage. We produce trusted employment data and economic research that provides a clear snapshot of the city's economy.

Supporting Business Growth Across Industries

To maintain a competitive environment, we work to develop strategic initiatives that expand opportunities within individual industries. We also provide a variety of resources to support current and potential Anchorage businesses as they consider expansion or relocation to Anchorage and Southcentral Alaska.

Among Our Many Services, AEDC Can:

- Advise companies on the Anchorage market and potential opportunities.
- Assist corporations in finding commercial land, buildings and office space.
- Serve as an advocate to simplify the process of working with the Municipality of Anchorage
- Connect companies with Anchorage business and community leaders and decision makers.
- Create strategic initiatives to support growth in specific industry sectors.

Expanding Opportunities in Anchorage and Southcentral Alaska

AEDC, the Matanuska-Sustina Borough and the Kenai Peninsula Borough are part of an economic development partnership that jointly promotes business opportunities, regionally, in Southcentral Alaska. At AEDC, we publicize all three communities and connect companies to the many opportunities within them.



AEDC HIGH LIGHTS 2009 TIMELINE OF NOTABLE ACHIEVEMENTS

JANUARY, FEBRUARY & MARCH

Released 2009 economic forecast with a slight employment decrease projected in 2009.

Released the first annual Anchorage Business Confidence Index which showed a slightly optimistic outlook for 2009 within the business community.

Todd Buchloz, author, award winning teacher and former director of economic policy at the White House presented "Our Economy in an Age of Change" to over 700 Anchorage business professionals at the 2009 Annual Economic Forecast Luncheon.

Launched "Anchorage: Live. Work. Play." video highlighting Anchorage as a thriving business community with outstanding quality of life and a tremendous amount of opportunity for young professionals.

Distributed the 2009 Investor satisfaction survey to obtain feedback on AEDC's job performance.

In March, AEDC received the Heart of Anchorage Dena'ina Award for its outstanding leadership, professional excellence and contributions to downtown.

AEDC distributes its first site selector electronic news bulletin to a list of more than 300 targeted companies.

AEDC selects contractor and starts work on the Industrial Land Needs Assessment study.

UNIQUE USER AGENTS

BUSINESS DEVELOPMENT ASSISTANCE 2 COMPANIES ASSISTED

MEDIA IMPRESSIONS 2,317,441

AD EQUIVALENCY \$410.003

APRIL, MAY & JUNE

number nine in its list of "Best Mid-sized

in articles titled "Amid the downturn, optimism remains" and "Bridging the Gap, what's being done to supply the railbelt

"Where Struggling Americans Can

UNIQUE USER AGENTS

SSISTANCE

MEDIA IMPRESSIONS 12,064,050

AD EQUIVALENCY \$2,514,814

JULY, AUGUST & SEPTEMBER

SSISTANCE **ASSISTED**

MEDIA IMPRESSIONS AD EQUIVALENCY



OCTOBER, NOVEMBER & DECEMBER

AEDC worked with ACVB to host a General Administration of Civil Aviation of China (CAAC) delegation interested in direct flights to Anchorage as well as tourism opportunities.

AEDC toured the Kodiak Launch Complex to understand economic opportunities of expanded launch capabilities. A legislative study to assess these impacts was subsequently commissioned by the Alaska State Legislature.

Forbes.com listed Anchorage at #8 on its list of "Top-Earning States for Women."

AEDC attended the International Economic Development Council Annual Convention in Reno, NV and also used this opportunity to meet with 15 site selectors.

AEDC begins research into EB-5 Regional Center certification.

AEDC delivers white paper on Cook Inlet petrochemical opportunities.

AEDC plans and executes ANGDA petrochemical trade mission to Asia with Lt. Governor Craig Campbell participating as lead observer.

AEDC reaches goal of meeting Investor companies with 160 of 185 Investors met.

UNIQUE USER AGENTS

3,68 I

ASSISTANCE
COMPANIES
ASSISTED

MEDIA IMPRESSIONS 11,979,924

AD EQUIVALENCY **\$487,180**

YEARLY HIGHLIGHTS

UNIOUE USER AGENTS

13,900

MEDIA IMPRESSIONS

27,811,464

AD EQUIVALENCY

\$3,745,178

ONLINE DOCUMENTS ACCESSED 30,000 (times)

PUBLIC RELATIONS 37.

Business Development Assistance:

100 in-state and outside companies assisted in 2009

Highlights Include:

National retailer looking to enter Anchorage market Fossil Fuel & Renewable Energy companies assisted Worked with local company to source properties and services for film industry

Directed multiple companies looking for demographic and salary information to AnchorageProspector.com

Helped manufacturing company to open sales office in Anchorage Provided industrial lands information to military entity

Provided information to box manufacturing company interested in Southcentral Alaska

Met with national drugstore chain regarding Anchorage economy and opportunities

Provided out-of-state cargo company information about Anchorage opportunities

Provided information to consultancy interested in mixed-use property in South Anchorage

Met with Chinese filmmaker about film production incentive program

AnchorageProspector.com:

3,737 TOTAL VISITS FOR 2009

3.3 AVERAGE VISIT LENGTH MINUTES

2,73 I

LISTING SEARCHES BY TYPE

440 LAND

136 WAREHOUSE

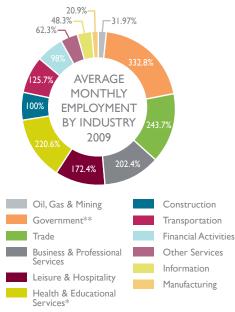
307 RETAIL

57 INDUSTRIAL

223 OFFICE



ANCHORAGE HIGHLIGHTS 2009



^{*}Private education only

MEDIAN ANCHORAGE HOUSEHOLD INCOME (2008) WAS \$72,137 U.S. AVERAGE WAS \$66,293 ALASKA AVERAGE WAS \$52,175

Single Family Housing Unit Sales



PERCENTAGE OF POPULATION IN 2009

† 46% † 54% AVERAGE AGE: 33.4

9.3% 2009
UNEMPLOYMENT
RATE IN U.S.

2009
UNEMPLOYMENT
RATE IN ANCHORAGE

2009 FORECAST AND RESULTS

APPROXIMATELY 1,000 JOBS WERE LOST IN THE ANCHORAGE ECONOMY IN 2009 (-0.8%), WITH A RETURN TO GROWTH FORECASTED IN 2010.

Notable municipal public and private projects spurred in 2009:

\$66 million newly constructed VA Outpatient Clinic due to open in May 2010.

Completed construction on the \$91.25 million, 120,000 ft² University of Alaska Anchorage ConocoPhillips Integrated Science Building.

Continued construction of Tikahtnu Commons, soon-to-be Alaska's largest retail and entertainment center. The \$100-million-plus project is expected to include 12 to 15 major retail stores and a total of 60 to 75 businesses, including Alaska's first IMAX theatre.

\$72.5 million, 350,000 square-foot completed renovation of Concourses A & B at Ted Stevens Anchorage International Airport.

80,000 square-foot, \$27 million expansion of the Alaska Native Medical Center's PrimaryCare Center.

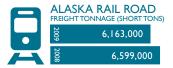
IN 2008, ALASKA'S PER CAPITA INCOME

ROSE 7.8%

ALASKA'S PER CAPITA INCOME WAS 10% HIGHER THAN THE NATION (2008)

^{**}Includes University of Alaska, Anchorage and the Anchorage School District

Transportation Cargo Statistics









Transportation Passenger Statistics







Student Diversity

ASD students speak 94 different languages at home. After English, the five most common are Spanish, Hmong, Tagalog, Samoan and Korean. Minority students comprise more than 51 percent of the student population.

RESIDENTS AGED 25+ POSSESSING A BACHELOR'S DEGREE (2008) WAS 31% U.S. 2008 AVERAGE WAS 29.4%

Building Permit Values (million)



ANCHORAGE EMPLOYMENT

138,200

ANCHORAGE POPULATION GROWTH

AEDC RESOURCES

RESEARCH TOOLS

www.AnchorageProspector.com / www.MatsuProspector.com / www.KenaiPeninsulaProspector.com: Provides demographics, competitive wage analysis, consumer spending, business profiles, and available commercial, industrial land and buildings in Anchorage, Mat-Su and the Kenai Peninsula.

RESEARCH PROJECTS

AEDC offers research management services for companies needing cost effective, confidential oversight of targeted economic analysis of issues or projects.

VIDEO

"Anchorage: Live. Work. Play." is a multiple-use four-minute video that can be used to recruit young professionals your company needs as well as demonstrate Anchorage's outstanding quality of life to potential clients and out-of-state interests.

REPORTS AND FORECASTS

Anchorage Quarterly Economic Indicators: AEDC offers an up to date set of current economic performance indicators.

AEDC Annual Economic Forecast: In January, AEDC releases its annual forecast on jobs growth and economic drivers.

AEDC Annual Three-Year Economic Outlook: Released in July, the outlook tracks recent-past and future economic trends as reflected by six key economic indicators.

AEDC Business Confidence Index: Released in January, the AEDC Business Confidence Index offers clear insights into what the Anchorage business community thinks about the outlook for profits, sales, employment, challenges and opportunities in the coming year.

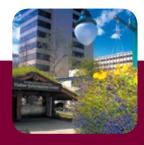
AEDC 10-Year Resource Extraction Projects Projection: An annual projection that offers an outlook for the next decade of mining as well as oil & gas projects and the projected labor needs.

Kodiak Rapid Launch/Medium Lift Project Economic Benefits Analysis: An analysis of the potential economic benefits and impacts to Anchorage and Kodiak of expanded launch capabilities at the Kodiak Launch Complex.

Cook Inlet Chemical Industry White Paper: A report on the potential opportunities offered in Cook Inlet to global chemical manufacturers using North Slope natural gas liquids delivered to the region via a spur pipeline.

2009 Anchorage Industrial Land Use Study: Study which measures the quality and quantity of the industrial land supply in the Anchorage Bowl, as compared to the projected demand for this land through 2030.

AEDC 2009 FINANCIAL DATA









INCOME	FY2010 BUDGET	FY2009*	FY2008	FY2007
Grants	\$395,475	\$739,168	\$811,050	\$550,228
Private Cash	\$688,700	\$517,880	\$552,775	\$576,195
In-Kind	\$60,000	\$74,905	\$48,776	\$29,159
Misc. & Interest	\$5,500	\$4,747	\$33,180	\$119,467
Total Income	\$1,149,675	\$1,336,701	\$1,445,781	\$1,275,049
EXPENSES				
Marketing	\$298,310	\$330,817	\$460,576	\$607,891
Business Development	\$140,300	\$353,329	\$383,928	\$91,657
Operations	\$708,106	\$755,223	\$794,930	\$733,127
Total Expenses	\$1,146,716	\$1,439,368	\$1,639,434	\$1,432,675
Net Results (+/-)	\$2959	\$(102,667)	\$(193,653)	\$(157,626)

^{*}Pending final audit.



AEDC INVESTORS & PARTNER ORGANIZATIONS

DIAMOND \$20,000 & UP

Alaska USA Federal Credit Union

Anchorage Water and Wastewater Utility

BP Exploration (Alaska) Inc.

ConocoPhillips Alaska, Inc.

ExxonMobil

GCI

Municipal Light & Power

Municipality of Anchorage

Port of Anchorage

Professional Growth Systems

Solid Waste Services

Ted Stevens Anchorage International Airport

Walsh Sheppard Stategy + Communications

PLATINUM \$10,000 - \$19,999

ACS

Alaska Channel

Alaska Regional Hospital

Anchorage Community Development Authority

AT&T Alaska

Continental Airlines

DOWL HKM

Flint Hills Resources Alaska, LLC

kpb architects

McDowell Group, Inc.

Morris Communications dba Anchorage Media Group

Premera Blue Cross Blue Shield of Alaska

Providence Alaska Medical Center

The Wilson Agency, LLC

Totem Ocean Trailer Express, Inc.

Wells Fargo Bank N.A.

GOLD \$5,000 - \$9,999

Alaska Interstate Construction

Alaska Regional Council of Carpenters

Aleut Corporation

Alyeska Resort

CH2M HILL Alaska

Chugach Alaska Corporation

Chugach Electric Association, Inc.

CIRI

DenaliTek Incorporated

Era Aviation

Evergreen Films, Inc.

FedEx Express

First National Bank Alaska

Fox4 KTBY-TV

Hotel Captain Cook

KeyBank

Lynden International

Northern Lights Media dba KTUU-TV

Northrim Bank

Shell Oil

Tesoro Alaska Company

Thompson & Company

UAA College of Business & Public Policy

USKH, Inc.

SILVER \$2,500 - \$4,999

AERO-METRIC, Inc.

Alaska Aerospace Corporation

Alaska Airlines, Inc.

Alaska Heart Institute

Alaska National Insurance Co.

Alaska Railroad Corporation

Alta Air Logistics

Anchorage Daily News

Architects Alaska, Inc.

Artique, Ltd.

Beacon Occupational Health and Safety Services, Inc.

BiNW

Birch, Horton, Bittner and Cherot

Brews Brothers LLC dba Glacier Brewhouse/Orso/

WildFin SeaGrill

Brown Jug, Inc.

Carlile Transportation Systems, Inc.

Carter Financial Group, LLC

Chevron, Alaska

Clean Coal Resources USA

Clear Channel Radio

Cook Inlet Housing Authority

Dowland-Bach Corporation

Eklutna, Inc.

ENSTAR Natural Gas Co.

IMIG Audio/Video

KPMG

Matanuska Susitna Borough

Michael Baker Jr., Inc.

Mikunda, Cottrell & Co., Inc.

Morrison Auto Group

Northern Air Cargo Odom Corporation

Penco Properties

PIP Printing

Porcaro Communications, Inc.

Princess Tours

RIM Architects

TekMate, Inc.

The Alaska Club, Inc.

The Anchor

The Tatitlek Corporation

BRONZE \$500 - \$2,499

10th & M Seafoods

3M

Adams and Associates, a division of SOS Staffing Services, Inc.

Advanced Supply Chain International, LLC

AK Supply, Inc.

Alaska Cargoport, LLC

Alaska Distillery

Alaska Executive Search, Inc.

Alaska Growth Capital

Alaska Housing Finance Corporation

Alaska Journal of Commerce

Alaska Magazine

Alaska Native Business & Resource Directory

Alaska Pension Services, Ltd. Alaska Rubber and Supply, Inc.

Alaska Sales & Service Alaskan Energy Resources

AMC Engineers

Anchorage Convention & Visitors Bureau Anchorage Downtown Partnership, Ltd.

Anchorage Marriott Downtown

Anchorage Museum at Rasmuson Center

Anchorage Opera

Anchorage Sand & Gravel Co., Inc.
Bond, Stephens & Johnson, Inc.
Bristol Bay Native Corporation

Burr, Pease & Kurtz
Cange & Chambers, LLC
Carr-Gottstein Properties
Charlene's Express Travel, Inc.

Chugiak-Eagle River Chamber of Commerce

City Electric, Inc.
Coffman Engineers, Inc.

Chenega Corporation

Commodity Forwarders, Inc.

Copper River Seafoods

Cornerstone Construction Co., Inc.

Credit Union I

CRW Engineering Group, LLC
Davis Constructors & Engineers, Inc.
Denali Alaskan Federal Credit Union

Denali Group
Excel Construction
F.R. Bell & Associates, Inc.
Frampton & Opinsky, LLC

Harmans Repair Station, Inc.

Hartig, Rhodes, Hoge & Lekisch, P.C. HDR Alaska, Inc.

Hilton Anchorage

Holmes Weddle & Barcott PC Horizon Lines of Alaska, LLC

Hot Wire, Inc.

Hughes Gorski Seedorf Odsen & Tervooren LLC

IMEX, Ltd. dba Dynamic Properties

International Union of Operating Engineers, Local 302

Irwin Development Group, LLC

IL Properties, Inc.

Ken Brady Construction Co. Inc.

Kiewit Building Group

Knik Arm Bridge & Toll Authority

Kumin Associates, Inc. Linford of Alaska, Inc.

Marsh USA Inc.

Matanuska Electric Association, Inc. Matanuska Valley Federal Credit Union

Meridian Management

Millennium Alaskan Hotel Anchorage

Motznik Information Services MSI Communications, Inc.

insi Communications, ii

MTA

NCB

Norcoast Mechanical Northern Economics, Inc. Pacific Tower Properties, Inc. Parker, Smith & Feek, Inc. Peak Oilfield Services

Pegasus Aircraft Maintenance, LLC
Pfeffer Development Group, LLC

Potelcom Supply, Inc. Premier Alaska Tours, Inc.

Prudential Jack White Vista Real Estate

RE/MAX Properties, Inc. Rise Alaska, LLC

Roger Hickel Contracting, Inc.

Schwantes, Inc.

Scott Balice Strategies, LLC Sheraton Anchorage Hotel

Southcentral Alaska Council of Building & Construction

Trades Unions Specialty Products, Inc. Spenard Builders Supply Sundog Media

The Alliance

The Nerland Agency, Inc.
The Strategy Biz, Inc.

UAA - Alaska Small Business Development Center

URS Corporation

US Travel

Weatherholt & Associates, LLC

Yukon Equipment

AEDC is pleased to work with these partner organizations in an effort to expand relationships with businesses locally and around the world.

ANCSA Regional Association

Alaska State Chamber of Commerce Alaska Industrial & Export Authority

Alaska Oil & Gas Association

Alaska Partnership for Economic Development Alaska Process Industry Careers Consortium

Alaska Tourism Industry Association
Anchorage Chamber of Commerce

Anchorage School District
Alaska Pacific University

Alaska Regional Development Organizations

Buy Alaska

Department of Commerce, Community and

Economic Development

Kenai Peninsula Borough Renewable Energy Alaska Project

Resource Development Council for Alaska, Inc.

State of Alaska

The Foraker Group

World Trade Center

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Bruce Lamoureux Chief Operating Officer, Providence Alaska Medical Center

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Dale Pittman Alaska Production Manager, ExxonMobil Corporation

David Hamilton Sr.VP Business & Commercial Lending, AK USA Federal Credit Union

Ed Herndon CEO, Chugach Alaska Corporation

Greg Kessler Director of the Alaska Commercial Group, Totem Ocean Trailer Express

Jeffrey Davis President, Premera Blue Cross Blue Shield of Alaska

Joseph Everhart Sr.VP of Alaska Commercial Banking, Wells Fargo Bank N.A.

Mark Liland Director of Sales, Northern Air Cargo

Marla Wellington Manager of Sales, WA, ID, OR & AK, Continental Airlines

Michael Prozeralik President, kpb architects
Mike Devlin Founder, Evergreen Films, Inc.

Pat Walsh CEO, Walsh Sheppard Strategy + Communications

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Scott Hansen Business Manager, Carpenters Local 1281

Sophie Minich Chief Operating Officer, CIRI Stephanie Holthaus President, Alta Air Logistics Stewart Osgood President, DOWL HKM

Suzanne Cherot Shareholder & Attorney, Birch, Horton, Bittner & Cherot

Timothy Vig President, USKH

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Chris Anderson Deputy Director - Credit & Business Development, AIDEA

Elisha Baker Dean, College of Business and Public Policy, UAA

George Vakalis Board Member, AWWU
Jim Posey General Manager, ML&P

John Parrott Airport Manager, Ted Stevens Anchorage International Airport
Julie Saupe President & CEO, Anchorage Convention & Visitor's Bureau

Larry Cash President, RIM Architects
Mary K. Hughes Past Board Chair, AEDC
Tennys Owens President, Artique, Ltd.

Tony Izzo Chair, Anchorage Chamber of Commerce

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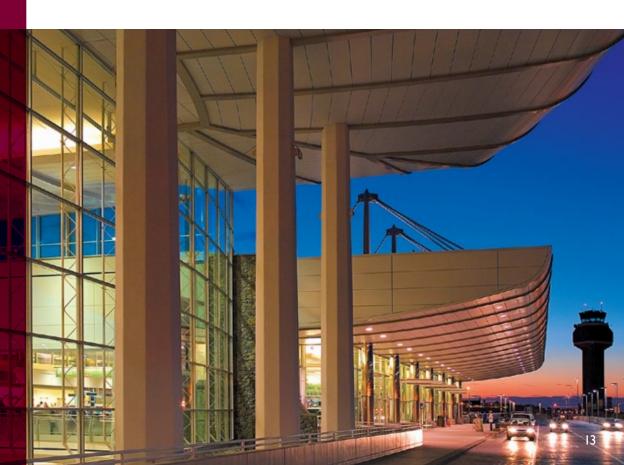
Craig Johnson Representative, Alaska State Legislature
Lindsey Holmes Representative, Alaska State Legislature
Johnny Ellis Senator, Alaska State Legislature

Lesil McGuire Senator, Alaska State Legislature

EX-OFFICIO MEMBERS - MUNICIPALITY

Mayor Dan Sullivan Municipality of Anchorage

Bill Starr Assembly Member, Municipality of Anchorage





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AEDC is a private nonprofit corporation (IRS code 501(c)(6)), operating since 1987. It exists to encourage growth and diversity in the Anchorage economy, promote a favorable business climate and improve the standard of living of Anchorage residents. Funding sources for the corporation are municipal and state grants, contracts, and private contributions.



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