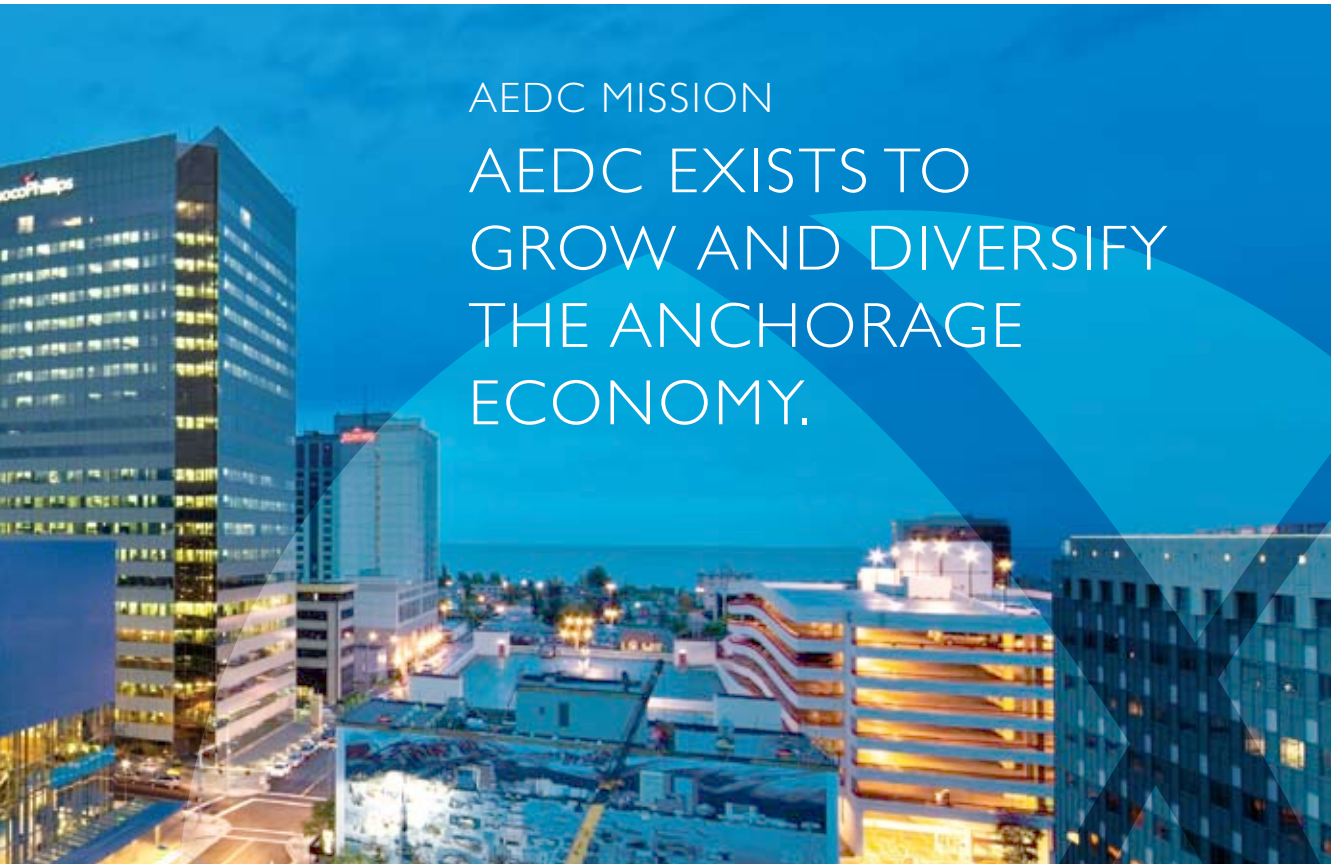




2010 ANNUAL REPORT





AEDC MISSION
 AEDC EXISTS TO
 GROW AND DIVERSIFY
 THE ANCHORAGE
 ECONOMY.

| | |
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CHAIRMAN'S MESSAGE

It is my pleasure to present to you, on behalf of the Board of Directors, the Anchorage Economic Development Corporation's 2010 annual report to AEDC Investors and the Anchorage community.



As was noted last year in the AEDC annual report, the organization undertook a comprehensive strategic planning process involving staff, Investors and other stakeholders during 2010. I am pleased to say that the process was successfully completed after almost a year of input and discussion. Out of this process came an ambitious vision for the organization, its members and the Anchorage community: "By 2025, Anchorage is the #1 city in America to live, work and play."

This statement by itself defines a big, audacious and potentially overwhelming endeavor, but I believe we will achieve it through the dedicated efforts of the staff, Investors and sister organizations, and with the enthusiastic support of the entire community.

We have already begun to implement this program through the creation of the "Live. Work. Play. Committee" which will meet to catalog the dimensions that make a city a great place to live, work and play. This will be accomplished by first creating a narrative of Anchorage, looking at the community's strengths and weaknesses in each of these areas and then deciding which characteristics are relevant to Anchorage. Once the narrative is completed the individual committees will work to define metrics associated with all the characteristics important to each category,

and assess national comparables against which to measure Anchorage. After this process is completed and the results are accepted by the AEDC Board of Directors, the staff of AEDC will begin compiling data on these specified metrics, locally and nationally.

I believe that after the first run of comparables we will see two things, areas where we are currently lagging on national indicators, but also areas where we currently excel. With the "can do attitude" we engender as Alaskans and citizens of Anchorage, I have no doubt that we will continue to exceed expectations in those areas that are our strengths, and we will continue to improve on the others. The quality of life in Anchorage is one of the reasons we all choose to live here, and through this process we will be able to define and communicate this reality to the rest of the world! Anchorage is a great place to live, work and play, and by 2025 it will be the best.

Chris Brown

Chris Brown
 Director of Business Planning Management
 AT&T Alaska

PRESIDENT'S LETTER A YEAR IN REVIEW



At the beginning of 2010, it looked like the Anchorage economy, which had started to decline in mid-2009 would continue its slide, at least through the first half of 2010.

Fortunately that was not the case and our prediction of a 1,200 jobs loss was incorrect. By mid-year we realized we had been too pessimistic in our predication and revised it for our July update to a loss of 500 jobs. I am happy to report that once again we were wrong. By year's end, the Anchorage economy had not only gained back ground but returned to growth; a small growth of approximately 200 jobs, but still a positive sign.

Anchorage seemed to weather the storm fairly well and barring another immediate worldwide or national recession, we are confident that Anchorage will continue experiencing modest, but steady growth going forward. A number of factors seem to have protected Anchorage during this tumultuous economic time. A stable housing market, healthy oil prices, the amazing growth of ANCSA corporations, and the air cargo industry were all positive influences that helped Anchorage ride out the storm better than most U.S. cities.

Just as many companies in the lower 48 recognized, during times of diminished resources it's pertinent to look internally for efficiencies as well as opportunities available. And, just as many companies found, this short but unique time provided AEDC the opportunity to refocus its efforts, not only in how we do business, but in how we see ourselves and see the Anchorage community as a whole.

During 2010, AEDC undertook a strenuous strategic planning and restructuring process, that although arduous at times now provides us with a roadmap to go forward and accomplish

a truly monumental vision; to make Anchorage the number one city in America to live, work and play by 2025.

During this process we were also able better define our organizational strengths and weaknesses including in-house expertise, resources and the unique structure of our organization. Subsequently, we have been able to align our staff resources, contract relationships as well partnerships to better serve the Anchorage community and our Investors.

Based on 2010 activities AEDC starts 2011 with many new initiatives including "Live.Work.Play," an AnchorageProspector.com redevelopment, new research initiatives such as the recently released "Everybody Loves Whales" white paper and new or expanded contract partnerships with entities such as the Ted Stevens Anchorage International Airport, and the Alaska Industrial Development and Export Authority. And, we have shown marked improvement in our company's financial performance.

In addition to our external processes, AEDC has redoubled its efforts on Investor engagement as well as fundraising and Investor recruitment, by hiring a development coordinator who works closely with the Investor Relations Committee and AEDC staff to build our funding base.

Just as 2010 was an opportunity for many companies and communities to rebuild themselves on a strong foundation, it also was for AEDC. We enter 2011 optimistic for the future of the Anchorage economy in the coming year. Our efforts are focused on a new vision that I believe we can all work together to achieve. By 2025, Anchorage will be the #1 city in America to live, work and play.

Bill Popp
AEDC President and CEO

VISION STATEMENT

BY 2025, ANCHORAGE IS THE #1 CITY IN AMERICA TO LIVE, WORK AND PLAY.

We will...

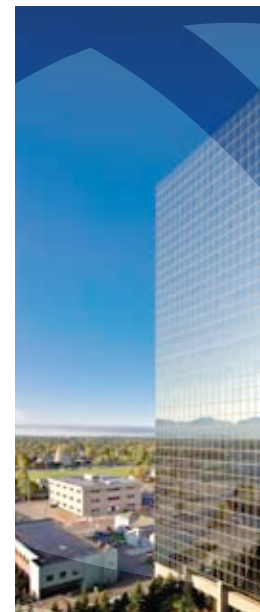
Diversify the Anchorage economy to be less dependent on oil, gas and government spending

Secure investments in physical infrastructure and community re-development

Be a strong advocate for high quality health care, education and workforce development

Promote the development of affordable, long-term energy supplies

Seek to maintain and improve Anchorage's world-class recreational opportunities and quality of life



AEDC HIGHLIGHTS 2010

TIMELINE OF NOTABLE ACHIEVEMENTS

JANUARY, FEBRUARY & MARCH

An Anchorage business was featured on Inc.com in three articles "How to Make a Million in Your Pajamas," "How to Run a Business From Home" and "9 Businesses You Can Start In Your Pajamas in 2010" in January

Released the 2010 AEDC Economic Forecast with a projected eight-tenths of a percent job loss

Released the second annual AEDC Business Confidence Index with a 53.6 rating, slightly more favorable than 2009

An award-winning author, journalist and TV personality, Stephen J. Dubner, co-author of the international bestsellers "FREAKONOMICS" and "SUPERFREAKONOMICS" presented to a record crowd of over 1300 attendees

AEDC launched Anchorage First, a spend local campaign along with partners ACVB, ADP, and the Anchorage and Chugiak-Eagle River Chambers of Commerce

Anchorage was featured in Smartmoney.com article "5 Metro Areas on the Real Estate Mend" on March 9th

Anchorage tied for "#1 Best Cities for Jobs This Spring" on Forbes.com and Businessweek.com on March 10th

AEDC was actively engaged in the response to Google's High Speed Fiber-to-Home RFI, working with MOA staff to develop the media/creative portion of the campaign

Researched EB-5 pilot program and approached multiple entities with proposal

APRIL, MAY & JUNE

AEDC worked with MOA staff to update the Comprehensive Economic Development Strategy (CEDS) for the Municipality of Anchorage

Organized and participated in a sister organizations summit to compare and share efforts, initiatives and projects

Anchorage featured in Forbes.com "The Best Cities for Jobs" on May 11th

Anchorage made RelocateAmerica's "Top 100 Places to Live in 2010" list

Supported successful passage of state energy policy in legislation in Alaska

Signed Springboard/STEM contract with JEDC to support tech education and transfer to business in Anchorage and Southcentral

Completed AEDC strategic planning project with adoption of new strategic vision and direction by Board of Directors

The Anchorage economy and real estate market discussed in video feature on GlobeSt.com

JULY, AUGUST & SEPTEMBER

Released third annual AEDC Three-Year Economic Outlook which includes an update to the 2010 AEDC Economic Forecast: A revised loss of 500 jobs down from 1200 for 2010 with growth projected to resume in 2011 and continue through 2013

An internationally-recognized authority on global, economic, political and social trends, author Joel Kotkin presented "Alaska: An Even Bigger Role in the Next Forty Years" to a crowd of over 750

Dana Krawchuk promoted to Development Coordinator

AEDC received an Excellence in Economic Development Award for its 2009 Annual Report from the IEDC

Alaska and Anchorage were featured in two articles "Alaska: Caribou Commons Or America's Lost Ace?" and "Sarah Palin: The GOP's Poison Pearl" by Joel Kotkin in his weekly New Geographer column on Forbes.com

Worked with TSAIA and DOTP&F to organize the Alaska Air Cargo Summit

Co-sponsored with The Wilson Agency, two Executive Roundtable leadership seminars for Alaska business leaders

Completed AEDC organizational restructuring based on new strategy and vision plan

Anchorage was featured in article "Alaskan city has lessons for Calgary" on CalgaryHerald.com on September 18th

Provided information on possible solutions to two problems for the Alaska Railroad through SpringBoard

Delivered updated three-year economic forecast to MOA

First Investor Reception planned and successfully executed

New annual sponsorship campaign designed and implemented

OCTOBER, NOVEMBER & DECEMBER

Alaska featured positively in TheAtlantic.com article "The Best and Worst Performing State Economies in America" on October 10th

Anchorage ranks 8th on Milken city performance list on October 18th

"Stable Anchorage Dodges Worst of Housing Bubble" published in USA Today and posted on USAToday.com on October 20th

Supported efforts of Alaska Forward to organize the Leadership Council and initiate the first industry cluster working groups

The creation of the Live.Work.Play. committee was approved by the Board of Directors and will focus on a community engagement effort in 2011

Worked with Anchorage School District on project to bring film industry professionals into elementary school classrooms

Anchorage featured in multiple national online stories titled "FedEx has busiest day of the year for packages" in December

"These are America's Worst, Best Commutes" featured on Wired.com December 12th with Anchorage being recognized as one of the best

YEARLY HIGHLIGHTS

BUSINESS DEVELOPMENT ASSISTANCE

109 COMPANIES ASSISTED

IN-STATE **69** 63%
OUT-OF-STATE **41** 37%

MEDIA IMPRESSIONS

7,910,824

FACEBOOK FANS **214**
TWITTER FOLLOWERS **689**

AD EQUIVALENCY

\$1,092,621

NATIONAL BUSINESS STORIES **21**
NATIONAL QUALITY OF LIFE STORIES **6**
LOCAL STORIES **92**

PUBLIC RELATIONS CAMPAIGN ROI

FIFTEEN:ONE

HIGHLIGHTS INCLUDE:

Worked with national site selectors to update their records with current information about Anchorage and the opportunities available

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

Worked with local entrepreneur on two business concepts

Worked with national outdoor/sporting goods retailer on site selection as well facilitating meetings with local officials

Worked with local production company to find production offices, sound stage facilities and homes for lease

Researched Foreign Trade Zone and value-added export opportunities for local company

Hosted meetings for an aviation company interested in meeting potential partner companies to establish facilities in the Anchorage area

Worked with military tech startup firm seeking funding partners

Hosted Austrian Trade Commissioner, Rudolph Thaler, in Anchorage

Responded to RFI for national loan service company looking to open a call center on the west coast

Introduced national for-profit educational institution to national partners active in the Anchorage market

Worked with out-of-state retail and telecom companies to identify appropriate properties for planned investment in 2011

Commissioned to perform statewide economic impacts analysis of "Everybody Loves Whales"

Worked with local fisheries association through the Springboard program to find modern and efficient ways for scallop counts

Provided site selector with air traffic route maps

Worked with local entrepreneur looking to start a local branch of an Atlanta-based green building company

ANCHORAGEPROSPECTOR.COM

TOTAL VISITS FOR 2010

3,865

LISTING SEARCHES BY TYPE

LAND **584**

UNIQUE VISITS

3,003

RETAIL **334**

OFFICE **326**

AVERAGE VISIT LENGTH

3.9 min.

WAREHOUSE **284**

INDUSTRIAL **83**

BUSINESS DEVELOPMENT ASSISTANCE

28 COMPANIES ASSISTED

IN-STATE **19** 68%
OUT-OF-STATE **9** 32%

MEDIA IMPRESSIONS

1,610,333

AD EQUIVALENCY

\$354,976

BUSINESS DEVELOPMENT ASSISTANCE

38 COMPANIES ASSISTED

IN-STATE **20** 53%
OUT-OF-STATE **18** 47%

MEDIA IMPRESSIONS

1,280,126

AD EQUIVALENCY

\$276,381

BUSINESS DEVELOPMENT ASSISTANCE

22 COMPANIES ASSISTED

IN-STATE **14** 64%
OUT-OF-STATE **8** 36%

MEDIA IMPRESSIONS

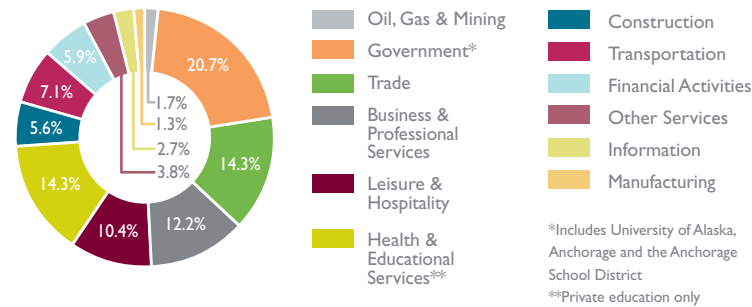
1,649,818

AD EQUIVALENCY

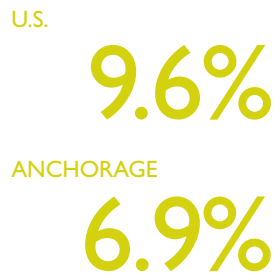
\$140,727

ANCHORAGE HIGHLIGHTS 2010

AVERAGE MONTHLY EMPLOYMENT BY INDUSTRY 2010



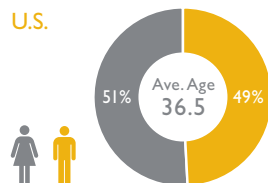
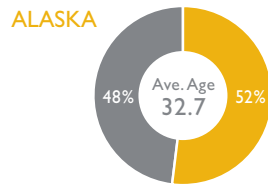
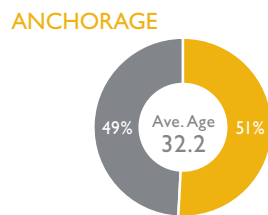
2010 UNEMPLOYMENT RATE



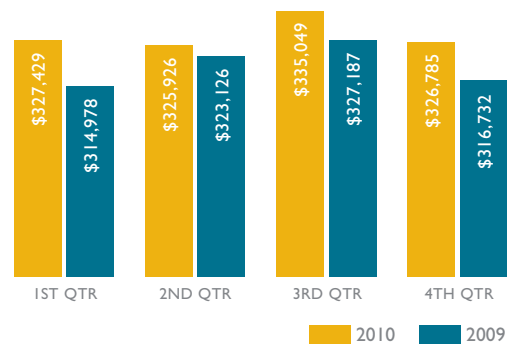
MEDIAN HOUSEHOLD INCOME (2009)



POPULATIONS (2009)



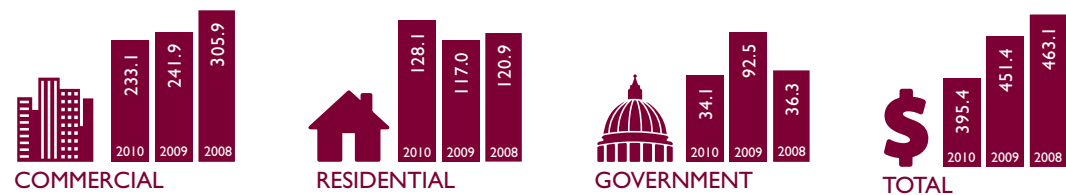
SINGLE FAMILY HOUSING UNIT SALES (AVE. PRICE)



2010 FORECAST RESULTS

RETURN TO GROWTH
Approximately 200 jobs were added in the Anchorage economy in 2010. This far exceeded the loss of 1,200 job predicted for the year. After a loss of 900 jobs in 2009, Anchorage is back on the path to growth.

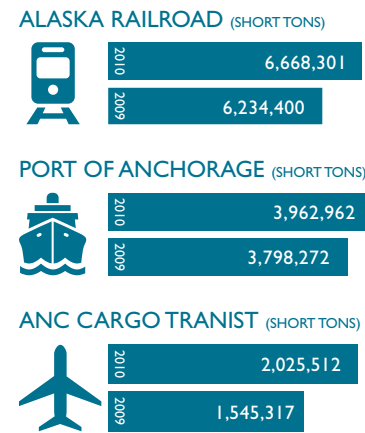
BUILDING PERMIT VALUES (MILLIONS)



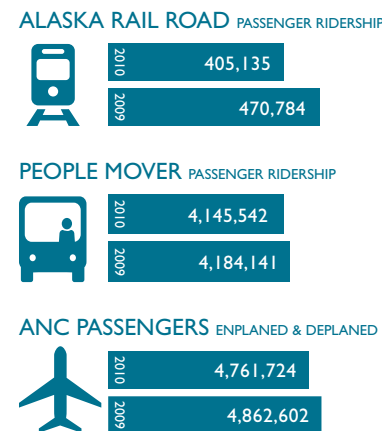
NOTABLE MUNICIPAL & PUBLIC PROJECTS 2010

Continued construction on the 1,536 bed (\$240 Million) Goose Creek Correctional Facility located in Mat-Su. Continued construction at the Tikahtnu Commons development with the opening of a 30,000-square-foot PetSmart, a pet store combined with Alaska's first pet hotel and spa and a new Red Robin restaurant. Resurfacing of Glen Highway from Highland Road interchange to Airport Heights/Mountain View Drive stoplight \$15.29 million. Completion of improvements to the Tudor and Lake Otis Intersection \$9.13 million.

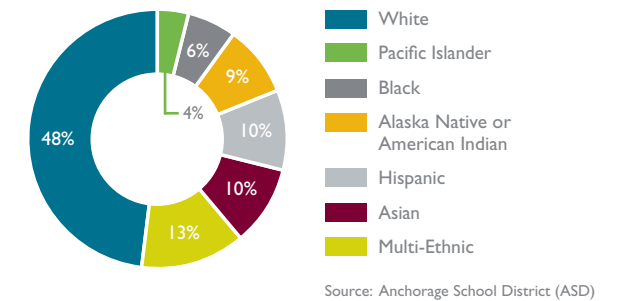
TRANSPORTATION CARGO STATISTICS



TRANSPORTATION PASSENGER STATISTICS



STUDENT DIVERSITY



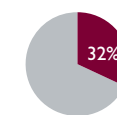
LANGUAGES SPOKEN AT HOME BY ASD STUDENTS

87 After English, the five most common are Spanish, Hmong, Samoan, Filipino, and Yup'ik. Minority students comprise approximately 52 percent of the student population.

2010 / 2011 PUBLIC SCHOOL ENROLLMENT

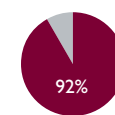
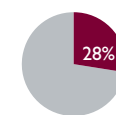


BACHELORS DEGREE*

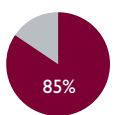


* Or Higher

HIGH SCHOOL DIPLOMA*

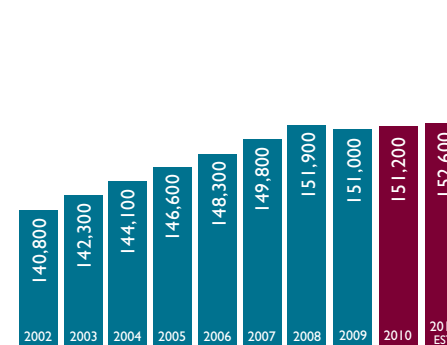


* Or Higher

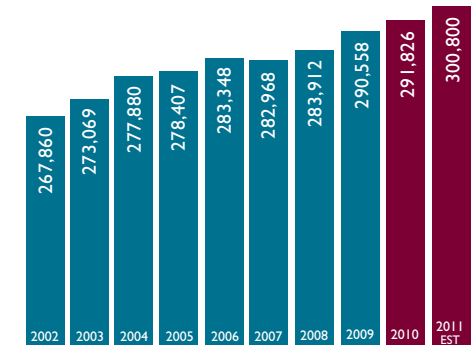


* Or Higher

ANCHORAGE EMPLOYMENT



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

AEDC Economic Dashboard: AEDC offers an up to date set of economic performance indicators.

AEDC Monthly Employment Report: AEDC delivers a monthly report on current employment data pertinent to Anchorage and Southcentral Alaska.

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

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

The Impact of “Everybody Loves Whales” on Alaska’s Economy: A preliminary analysis of the economic benefits and impacts for Anchorage and Alaska of the recent film production.

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.

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 2010 FINANCIAL DATA



| INCOME | BUDGET FY2011 | FY2010* | FY2009 | FY2008 |
|-----------------------|--------------------|--------------------|--------------------|--------------------|
| Grants & Contracts | \$306,620 | \$1,400,088 | \$739,168 | \$783,300 |
| Private Cash | \$761,725 | \$663,285 | \$517,880 | \$552,775 |
| In-Kind | \$106,240 | \$148,555 | \$74,456 | \$48,776 |
| Misc & Interest | \$5,000 | \$7,291 | \$4,747 | \$61,135 |
| Total Income | \$1,179,585 | \$2,219,219 | \$1,336,251 | \$1,445,986 |
| EXPENSES | | | | |
| Marketing | \$324,474 | \$463,113 | \$686,743 | \$460,576 |
| Business Development | \$141,631 | \$177,935 | \$309,763 | \$383,928 |
| Operations | \$700,123 | \$1,599,948 | \$441,451 | \$794,270 |
| Total Expenses | \$1,166,227 | \$2,240,996 | \$1,437,957 | \$1,638,774 |
| Net Income | \$13,358 | \$(21,777) | \$(101,706) | \$(192,788) |

*Pending final audit.

AEDC INVESTORS & PARTNER ORGANIZATIONS

DIAMOND \$20,000 & UP

Alaska USA Federal Credit Union
Anchorage Water & Wastewater Utility
BP Exploration
ExxonMobil
GCI
McDowell Group, Inc.
Municipal Light and Power
Municipality of Anchorage
Port of Anchorage
Professional Growth Systems
Solid Waste Services
Ted Stevens Anchorage International Airport
Walsh Sheppard

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

Alaska Communications
Alaska Regional Hospital
Anchorage Community Development Authority
AT&T Alaska
ConocoPhillips
Continental Airlines
DOWL HKM
Flint Hills Resources Alaska, LLC
Hotel Captain Cook
Morris Communications dba Anchorage Media Group
Premera Blue Cross Blue Shield of Alaska
Totem Ocean Trailer Express
Wells Fargo Bank N.A.

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

Alaska Aerospace Corporation
Alaska Airlines, Inc.
Alaska Channel
Alaska Interstate Construction
Alaska Railroad Corporation
Alaska Regional Council of Carpenters
Aleut Corporation
Anchorage Opera
BiNW
CH2M Hill
Chugach Alaska Corporation
Chugach Electric Association
CIRI
DenaliTek Incorporated
Era Aviation
Evergreen Films
FedEx Express
First National Bank Alaska
Fox 4 KTBY-TV
IMIG Audio/ Video
KeyBank
kpb Architects
Northern Lights Media dba KTUU
Northrim Bank
Providence Alaska Medical Center

Shell Oil
The Wilson Agency
Thompson and Company
USKH Inc.

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

Alaska Heart Institute
Alaska National Insurance Company
Alaska Native Business & Resource Directory
Anchorage Daily News
Architects Alaska
Artique, Ltd.
Beacon Occupational Health and Safety Services, Inc.
Birch, Horton, Bittner & Cherot
Brews Brothers, LLC
Brown Jug
Calista Corporation
Carlile Transportation
Chevron
Clear Channel Radio
Cook Inlet Housing Authority
Dowland Bach Corporation
Eklutna, Inc.
ENSTAR Natural Gas Co.
Lynden International
Matanuska-Susitna Borough
Michael Baker Jr., Inc.
Mikunda, Cottrell & Co., Inc.
Millrock Resources, Inc.
Morrison Auto Group
NANA Development Corporation
Northern Air Cargo
Odom Corporation
Pebble Limited Partnership
Penco Properties
Porcaro Communications, Inc.
Princess Tours
RIM Architects
TekMate, Inc.
Tesoro
The Alaska Club
The Tatitlek Corporation
University of Phoenix

BRONZE \$500 - \$2,499

3M
Adams and Associates
AeroMetric
AK Supply, Inc.
Alaska AFL-CIO
Alaska Cargoport, LLC
Alaska Distillery
Alaska Executive Search
Alaska Growth Capital
Alaska Magazine
Alaska Pension Services, Ltd.

Alaska Rubber and Supply, Inc.
Alaska Sales and Service
Alaska SeaLife Center
Alaskan Energy Resources
Alyeska Resort
AMC Engineers
Anchorage Concert Association
Anchorage Convention and Visitors Bureau
Anchorage Downtown Partnership, Ltd.
Anchorage Marriott Downtown
Anchorage Museum at Rasmuson Center
Anchorage Sand & Gravel
Bond, Stephens & Johnson, Inc.
Bristol Bay Native Corporation
Burr, Pease & Kurtz
Cange and Chambers
Carr Gottstein Properties
Charlene's Express Travel, Inc.
Chenega Corporation
Chugiak-Eagle River Chamber of Commerce
City Electric Inc.
Cloud49
Coffman Engineers Inc.
Commodity Forwarders, Inc.
Copper River Seafoods
Cornerstone Construction Co., Inc.
Credit Union I
CRW Engineering Group LLC
Crystal Glacier Water
Davis Constructors
Denali Alaskan Federal Credit Union
Excel Construction
F.R. Bell & Associates, Inc.
Frampton and Opinsky
HDR Alaska, Inc.
Hilton Anchorage
Holmes Weddle & Barcott PC
Horizon Lines Alaska
Hot Wire, Inc.
Hughes Gorski Seedorf Odsen & Tervooren, LLC
Imex, Ltd. Db a Dynamic Properties
International Union of Operating Engineers, Local 302
Irwin Development Group, LLC
JL Properties, Inc.
Ken Brady Construction
Kiewit Building Group
Knik Arm Bridge & Toll Authority
KPMG
Kumin and Associates
Linford of Alaska, Inc.
Marsh USA Inc.
Matanuska Electric Association
Matanuska Valley Federal Credit Union
Meridian Management
Millenium Alaskan Hotel Anchorage
Motznik Information Services
MSI Communications

MTA
Northcoast Mechanical
Northern Economics, Inc.
Pacific Tower Properties, Inc.
PangoMedia, LLC
Parker, Smith & Feek, Inc.
Pedro Bay Corporation
Pegasus Aircraft Maintenance, LLC
Pfeffer Development Group, LLC
PIP Printing
Potelcom Supply, Inc.
Prudential Jack White Vista Real Estate
RE/MAX Properties, Inc.
Rise Alaska, LLC
Roger Hickel Contracting Inc.
Schwantes, Inc.
Scott Balice Strategies, LLC
Sequestered Solutions Alaska
Southcentral Alaska Council of Building & Construction
Specialty Products, Inc.
Spenard Builders Supply
The Anchor
The Nerland Agency, Inc.
The Strategy Biz
UAA-College of Business and Public Policy
UAA-Small Business Development Center
URS Corporation
US Travel
Weatherholt and Associates, LLC

SISTER ORGANIZATIONS

Alaska General Contractors
Alaska Housing Finance Corporation
Alaska Industrial Development & Export Authority
Alaska Manufacturing Extension Partnership, Inc.
Alaska Miners Association
Alaska Oil & Gas Association
Alaska Partnership for Economic Development (APED)
Alaska Process Industry Careers Consortium
Alaska Resource Development Council
Alaska State Chamber of Commerce
Alaska Support Industry Alliance
Alaska Tourism Industry Association
Alaska Trucking Association
Anchorage Chamber of Commerce
ANCSA Regional Association
Buy Alaska
Commonwealth North
Cook Inlet Tribal Council, Inc.
Institute of the North
Kenai Peninsula Borough
Renewable Energy Alaska Project
Resource Development Council for Alaska
The Alliance
UA Center for Economic Development
World Trade Center Alaska

AEDC BOARD OF DIRECTORS



CHAIRMAN

Chris Brown
Director of Business
Planning Management,
AT&T Alaska

VICE CHAIR

Greg Pearce
VP & GM, Commercial
Services, GCI

SECRETARY/ TREASURER

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

IMMEDIATE PAST CHAIR

Lon Wilson
President, The Wilson
Agency, LLC

VOTING MEMBERS

| | |
|--------------------|--|
| Anand Vadapalli | President & CEO, Alaska Communications |
| Bill O'Leary | Vice President of Finance & CFO, Alaska Railroad |
| Bob Heinrich | VP, Finance, ConocoPhillips |
| Bruce Bustamante | Vice President of Community and Public Affairs, Princess Tours |
| Bruce Lamoureux | Chief Operating Officer, Providence Alaska Region |
| Chris Stephens | Associate Broker, Bond, Stephens & Johnson, Inc. |
| Claire Fitzpatrick | Vice President & CFO, BP Exploration Alaska, Inc. |
| Connie Carter | Managing Director for Alaska Operations, FedEx Express |
| Dale Pittman | Alaska Production Manager, ExxonMobil |
| David Hamilton | Sr. VP Business & Commercial Lending, AK USA Federal Credit Union |
| Dennis Mitchell | Vice President - Alaska, Lynden International |
| Ed Herndon | CEO, Chugach Alaska Corporation |
| Greg Kessler | Director of the Alaska Commercial Group, Totem Ocean Trailer Express |
| Lynn Henderson | Director of Sales, Alaska Market, Premera Blue Cross Blue Shield of Alaska |
| Mark Liland | Director of Sales, Northern Air Cargo |
| Marla Wellington | Manager of Sales, WA, ID, OR & AK, Continental Airlines |
| Michael Martin | Vice President, First National Bank Alaska |
| Michael Prozeralik | President, kpb architects |
| Mike Devlin | Founder, Evergreen Films, Inc. |
| Pat Walsh | Founder & CEO, Walsh Sheppard |
| Scott Hansen | Business Manager, Carpenters Local 1281 |
| Sophie Minich | Chief Operating Officer, CIRI |
| Stewart Osgood | President, DOWL HKM |
| Suzanne Cherot | Shareholder & Attorney, Birch, Horton, Bittner & Cherot |
| Terry Bailey | VP Business Development Energy & Chemicals, CH2M HILL |
| Timothy Vig | President, USKH |

EX-OFFICIO MEMBERS APPOINTED BY THE BOARD

| | |
|----------------|---|
| Bill Evans | Chair, Anchorage Chamber of Commerce |
| Brian Nerland | District President, KeyBank Alaska |
| Carol Comeau | Superintendent, Anchorage School District |
| Chris Anderson | Deputy Director – Credit & Business Development, AIDEA |
| Chris Schutte | Executive Director, Anchorage Downtown Partnership |
| John Parrott | Airport Manager, Ted Stevens Anchorage International Airport |
| Dr. Don Bantz | President, Alaska Pacific University |
| Elisha Baker | Dean, College of Business and Public Policy, UAA |
| George Vakalis | Board Member, AWWU |
| Jim Posey | General Manager, ML&P |
| Julie Saupe | President & CEO, Anchorage Convention & Visitors Bureau |
| Larry Cash | President, RIM Architects |
| Mary K. Hughes | Past Board Chair, AEDC |
| Susie Gorski | Executive Director, Chugiak-Eagle River Chamber of Commerce |
| Tennys Owens | President, Artique, Ltd. |
| Wanetta Ayers | Deputy Commissioner, State of Alaska Office of Economic Development |
| William Dann | CEO, Professional Growth Systems |

EX-OFFICIO MEMBERS LEGISLATORS

| | |
|----------------|--|
| Craig Johnson | Representative, Alaska State Legislature |
| Lindsey Holmes | Representative, Alaska State Legislature |
| Johnny Ellis | Senator, Alaska State Legislature |
| Leslie McGuire | Senator, Alaska State Legislature |

EX-OFFICIO MEMBERS MUNICIPALITY

| | |
|--------------------|--|
| Mayor Dan Sullivan | Municipality of Anchorage |
| Bill Starr | Assembly Member, Municipality of Anchorage |
| Ernie Hall | Assembly Member, Municipality of Anchorage |



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