



Anchorage Economic Development Corporation

# 2011 Stakeholder Roundtable Report

Roundtables Conducted by: AEDC Staff

Report Compiled by: AMY CULHANE,

Business & Economic Development Assistant Director

## OVERVIEW

AEDC took on the initiative to find out what our Investors were really looking for from an Economic Development Organization. AEDC staff developed the idea of a stakeholder roundtable series where Board Members would run small working groups set to discuss the effectiveness of AEDC as an organization in terms of meeting Investor expectations and getting feedback from Investors to help guide the organizations future goals. See *Appendix I* for the overview given to each Table Captain.

## Q & A

Each question asked was geared at getting a separate but specific set of information from the participants. We designed the questions to be geared mostly towards big picture thinking about AEDC as an organization and about our city and state. By doing this, we got a barrage of answers - some expected, some not, and some totally off our radar. However, as we sorted through the responses we found a set of fundamental gaps or issues in how we are currently doing business and how we could be doing business better. These gaps/issues are opportunities for us as an organization and for our community to start filling in and cleaning up so we can reseed for future growth.

### Common themes expressed in all roundtables:

- Lack of Leadership and vision for both Anchorage and Alaska
- Need for infrastructure development that will carry us into future and pave the way for the future growth of Anchorage and Alaska
- AEDC should be the Alaska Economic Development Organization and is one of the only organizations that is effective in its efforts
- Wanted AEDC to take an advocacy role and be a voice for the business community on economic development issues
- Alaskan's need to lose their entitlement mentality
- Diversification and growth should be tempered with an eye for sustainability

## Participation

The roundtables were held in the public meeting room at the Loussac Library and lasted an hour and a half each. They were conducted on the following days:

- Tuesday, June 14, 2011
- Tuesday, August 16, 2011
- Tuesday, August 23, 2011
- Tuesday, September 13, 2011

Notices were sent out to AEDC Investors via e-mail and also through personal phone calls for each event to attain maximum participation from AEDC investors. AEDC took this as an opportunity to invite select non-investors into the mix to also gain an “outside” perspective.

Currently AEDC has 200 Investors and all calculations below are based on that number regardless of new or dropped investors during the time period the roundtables took place.

### Measures of Participation at Stakeholder Roundtables

	Total	% of Participants	% of Investor Base
Total Participants	64	-	-
Investor Participants	53	82.8%	26.7%
Non-Investor Participants	11	17.2%	-

## SUMMARY OF RESPONSES

### Question # 1

General opinion of AEDC (How are we doing, what can we be doing better, etc.)

#### THE GOOD

- **Forecast Luncheon**
  - By bringing in leading edge speakers and fresh content AEDC challenges thinking in a good way
  - Provides optimistic outlook, impressed with information and information is useful. Thorough
  - Very supportive for diamond investors
  - Staff is available/supportive from top down
  - “Big” speakers. Bill has positioned himself as leader in community
  - Organization is very visible
- **AEDC is a good part of the Pro-Business org. community (RDC, Chamber etc.) but generally viewed as more active & analytical**
  - Especially appreciative of the wide variety of industries in the AK Economy
  - AEDC helps to clarify messages on why things are important to the community
- **Over the past couple years AEDC has become more professional, approachable, and has become a better resource through the reporting and research tools provided**
  - Information produced by / provided by AEDC valuable for business expansion purposes
  - Bring global narratives to economic development – best in state
  - In past, AEDC focus was all in oil and large business, now more focus on diverse and smaller businesses and reaching out even to the creative community and that is appreciated
- **AEDC does a good job of advocacy where members reach out and seek their help and support. They provide an excellent resource at getting information and events out to the community**

## THE NOT SO GOOD/ MISUNDERSTOOD

- **AEDC needs to do more to “toot the horn of success,” become a more common name in the business community, and help people understand exactly who and what AEDC is and does.**
  - Not much knowledge of AEDC beyond top management executive level
  - More outreach – broaden the audience
  - Needs to reach out more to other ethnic businesses (Native Corps, Korean & other businesses)
  - What is AEDC doing to bring business to Alaska? Where are the marketing efforts focused?
  - The vision seem to be the same as other business focused groups, Alaskans are horrible at implementing their visions
  - Improve communication between organization and membership to increase involvement in organization’s future direction
  - What is role politically of AEDC? Positions on economic issues / film incentives – other incentives appropriate tax credits – benefits vs. negatives
- 75/25 internal business growth vs. recruiting new outreach to businesses to invest
- **What’s Missing?**
  - Pushing politically for incentives E.g. movie tax credit
  - Look beyond regional competition
  - Quality of life issues including education are important
  - AEDC could do more to advocate policies that support growth
    - Look at state regulations to improve business climate
    - Need to see what “teeth” AEDC has to supplement vision
- Behind economic development curve in competition to national in AK; AEDC starting to get tools in place to be more current
- Anchorage does well on tourism but people don’t know much about living and working in Alaska. Need to focus on the benefits of living and working in Alaska and creating sense of community.
- ARDOR: what is it? How does it fit?

## THE STAFF

- More staff to do more economic development, Bill too busy
- Staff – energized, responsive, energetic
  - Past not so proactive
  - Now – more structure
  - Previously – like a club, random; now has shifted

## Question #2 - Definition of Economic Development

The following definition of economic development was provided to each team captain as a starting off point to get participants thinking about what economic development means to them.

*“Economic Development can be defined as a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate growth and provide a stable tax base”*

### INFRASTRUCTURE

- **Global quality infrastructure is an engine/foundation of economic development**
  - Capital investments that encourage outside investment / development in our local economy (like roads, utilities, schools, etc.)
  - Infrastructure that supports wealth and jobs
  - Creating infrastructure for the community: safe, building the foundation for businesses to build on
- **The promotion of infrastructure and services – AK does not invest appropriately. Need to be modern and efficient to enable economic growth:**
  - Upgrade port to accommodate bigger ships
  - Retail outlets are looking for space with 20ft ceilings – Anchorage does not have many of these
  - Roads & bridges – improving the efficiency of logistics has significant cost impacts which improve competitiveness
  - Bus system to support business needs – employees ability to get to & from at times employers need

### JOB/WORKFORCE DEVELOPMENT

- **Growing an educated workforce through local Universities**
  - Kids go out of state for school but help them understand opportunities awaiting them back at “home” in Anchorage
- Support educational & creative community
- E.D. means money on the street to create jobs
- UAA does not push for people to actually graduate – this erodes the value of education and reduces the availability of talent
- Job opportunities - increase in \$ in circulation
- Diversity of jobs – real opportunities (cargo, tech stops, resource development)

## VISION/PLAN/LEADERSHIP

- **Lack statesmen/visionaries/dialogue & discussions**
  - Governor is needed to facilitate visionaries - “visionary council”
- Government makes decisions out of fear - not good decisions
- Planning for future growth through responsible and reliable taxation regimes
  - Removing Hurdles - Federal impacts on development opportunity
  - Success – tax incentive for movies; many times short sighted in focus on short term; use incentives to attract other industries for long term

## DIVERSIFICATION THROUGH INVESTMENTS

- Enhancing business expansion/start-ups
  - Seeds sown in small companies; too much focus on grand slams; not enough base hits
- Not just putting people to work, but boosting the local economy through marketing & promotion like “Anchorage First” as well as conferences etc. that bring additional dollars to the economy
- Too heavily dependent on resources and don’t do enough to create entrepreneurial opportunities
- R&D – State is not supportive of developing a program
- There is currently excessive oversight and taxation in the state to encourage development
- There is a need to balance development with appropriate conservation, and have a clear and honest communication in the community – not sales pitches and spin that create uncertainty and distrust

## MISC.

- Portland & Seattle create their own weather; ANC not there yet; innovators use own \$ today needed to fund next gen economy
- Entitlements are blocking economic development
- **Connect economic development with social/community engagement and development so people want to live here – promote quality of life**
  - Eg. Vancouver BC – such a life style city – people flock to the city – how to build an emotional connection with a city

## Question #3

What is important to the future economic development in Anchorage and Alaska?

### INFRASTRUCTURE DEVELOPMENT

- Knik Arm Bridge needed to create jobs and stabilize Anchorage housing costs
- H2H could be planned to re-vitalize Fairview and stimulate all aspects of growth and development
- Telecommunications infrastructure
- Transportation issues including lack of public transportation
- Access to resources
- Energy for Alaska - gas & coal

### WORKFORCE & RESOURCE DEVELOPMENT

- **Workforce**
  - Transiency of workforce / why learn about issues – not invested in Alaska
  - Include viability of workforce
  - University system / leader: Arctic Energy, Production, Technology
  - Technical Schools (education options need to improve to take advantage of our unique economic engines (mineral/resource extraction))
- **Resource**
  - Feds block development
  - Better cooperative efforts to promote & execute mineral/resource extraction (no more clashes between different interest groups on issues that can negatively impact Alaska Economy 'Ala Pebble Mine)
  - Strategic support for specific industries: mining, forestry
  - Need regulatory guide or advocate in AEDC
    - Bureaucracy slows everything down
    - Permitting
  - State wide energy policy

## DIVERSIFICATION

- Diversification: mining
- Clean tech / well-educated workforce / ease of financing for start-ups (create state AIDEA like entity for finance)
- How do we wean ourselves away from government spending
  - Be careful to not create programs inherently dependent on state and federal dollars
- Investment & Incentives
  - What will draw organic and outside investment? Barriers?
  - Lack of venture capital here, how to attract venture capital
  - Willingness to offer real incentives to new businesses – temporary arrangements to incent influx but produce tax payers once established
- Diversification of industry – different types of job opportunities, more investment in creating jobs
- Bounded; manufacturing model for fulfilling local demand; then what?

## MISC.

- State and local tax structure
- Quality, affordable health care
- Workers compensation is a barrier to job creation/growth here in Alaska
- Get rid of sense of entitlement
- At this time Anchorage does not have a vision or a big goal. Need leadership. Too much re-



# APPENDIX I

## STAKEHOLDER ROUNDTABLES AGENDA

### OVERVIEW

As part of our 2011 strategic plan, AEDC is working to better understand what Economic Development means to you and how AEDC can do a better job of meeting those expectations. With that in mind, we developed the Stakeholder Roundtables.

Each roundtable will have up to five Table Captains and up to 25 participants, or five per Table Captain. The Table Captains are there to be a source of information on AEDC, a guiding arm to make sure participants stay somewhere near the topic, and a recorder to make sure that the information and ideas discussed aren't lost.

**TABLE CAPTAIN – <INSERT NAME HERE>** Table Captains are assigned to each table to lead group discussions, take notes at the table and to present group “findings” on the following questions:

1. General opinion of AEDC
  - a. How is AEDC doing
  - b. What can AEDC be doing better
2. What does Economic Development mean to you
3. What is Important to the future economic development in Anchorage and Alaska

Each Table Captain will be armed with an Annual Report, and the following pages to help guide discussion. Also, remember this is meant to be a discussion among peers, so please help everyone at the table have a voice.

### PROGRAM

<p>Question #1 - General opinion of AEDC (how are we doing, what can we do better, etc.) NOTES:</p>	<p>Guidance for Table Captains – See page 4,5 &amp; 8 of Annual Report provided</p>
<p>Question #2 - Definition of Economic Development NOTES:</p>	<p>Guidance for Table Captains – You can use the definition on ED provided as a starting place</p>
<p>Question #3 - What is Important to the future economic development in Anchorage and Alaska? NOTES:</p>	<p>Guidance for Table Captains – Think about this in terms of 30,000ft issues/projects. This is not meant to be a 10ft down in the weeds question</p>

## APPENDIX 2

### COMPANY PARTICIPANTS IN ALPHABETICAL ORDER

Advancial  
Aero-Metric  
AIDEA  
Alaska Aerospace Corporation  
Alaska Communications  
Alaska Executive Search  
Alaska Heart Institute  
Alaska Pension Services  
Alaska Small Business Development Center  
Alaska Tourism and Industry Association  
Anchorage Community Development Authority  
Anchorage Convention & Visitors Bureau  
Anchorage Downtown Partnership, Ltd.  
Anchorage Library  
Anchorage Museum  
Anchorage Opera  
Anchorage School District  
Anchorage Urban League  
APICC  
Arctic Wire Rope & Supply  
AT&T  
Birch Horton Bittner & Cherot  
Bond Stephens Johnson  
BP Exploration Alaska Inc.  
Britton & Associates  
Carr Gottstein  
Chugiak-Eagle River Chamber of Commerce  
Clear Channel  
ConocoPhillips  
Cook Inlet Housing Authority  
Cook Inlet Tribal Council  
Denali Alaskan FCU  
DenaliTek  
Dept. of Community Commerce & Economic  
Development  
DOWL HKM  
Fairview Community Council  
GCI  
GeoNorth  
Golder & Associates  
Institute of the North  
Knik Arm Bridge and Toll Authority  
MAP Consulting  
Matanuska Electric Association  
Mat-Valley Federal Credit Union  
McDowell Group  
Millennium Hotel Anchorage  
Millrock Resources  
MSI Communications  
Nerland Agency  
Northern Economics  
Orso/Brewhouse  
PangoMedia  
Port of Anchorage  
Princess Cruises & Tours  
Providence Alaska Medical Center  
Rise Alaska  
Sequestered Solutions  
Solstice Advertising  
Strategies 360  
Ted Steven Anchorage International Airport  
Tesoro  
The Foraker Group  
USKH  
Weatherholt & Associates

## APPENDIX 3

There are some blanks in the following pages because staff had difficulty transcribing handwriting into the typed pages below.

### General opinion of AEDC

(How are we doing, what can we do better, etc.)

#### GROUP I.1

- More staff to do more economic development, Bill too busy
- Deliver tangible results / “toot horn of success” – track record/create momentum (job creation dashboard with how done)
- Too quiet/tell story – more proactive in energy discussions / more than Bill – costs of doing business
- Workforce quality
- Business environment/rentals/infrastructure and housing (Anc vs Mat-Su)
- Bring global narratives to economic development – best in state
- “too quiet” – reputation
- ARDOR: what is it? How it fits?
- This meeting good start – learn what AEDC’s purpose is – role of economic development in Anchorage
- Keep momentum going after luncheons – possible study groups on topics /attach to speaker/themes
- Possible facilitated discussion with existing executive teams (ACS meets with Verizon)
- Look @ why some businesses have moved to valley
- Good reports – facts
- What is role politically of AEDC? Positions on economic issues / film incentives – other incentives / appropriate tax credits – benefits vs negatives
- Look at state regs to improve business climate

#### GROUP I.2

- Know little about it; looking to get involved in community
- Purpose not clear (from long-term member) survey is a good step, but first I’ve heard AEDC
- Familiar with AEDC; but pessimistic about development organizations / pulled in many directions; needs focus a measureable outcome (many masters)
- Not much knowledge of AEDC beyond top management executive level
- Behind economic development curve in competition to national in AK; AEDC starting to get tools in place to be more current
- Define targets & Stakeholders \_\_\_\_ focus and determine what success is
- Communicate success broadly
- How are you prepping the field for more economic development what are threshold reg.
- Sell values and virtues of community
- Need Anchorageites to understand what is needed for economic development
- Business development has different perspective
- Linear thinkers vs abstract thinkers
- Define how to measure/report/communicate beyond job metrics

### GROUP 1.3

- Positive - In past, AEDC focus was all in oil and large business, now more focus on diverse and smaller businesses and reaching out
- Positive - AEDC is now reaching out to the creative community and that is appreciated
- Positive - Appreciate reaching out to “booster” sector
- Positive - Likes new “strategic” perspective (more representative than Chamber)
- Suggestion – create better synergy with library – to help businesses locate here
- Positive – AEDC helped when company was being sold to a national company (website was helpful)
- Suggestion – help companies (national ones) link up with places to give
- Suggestion – Needs to reach out more to other ethnic businesses (Native Corps, Korean & other businesses)
- Suggestion – link up with University! Promote University as necessary for strong economic community

### GROUP 1.4

- AEDC annual report very useful at macro level
  - Improved metrics in the CEDS
- Economic forecast luncheons are very useful from a strategic standpoint
  - Helps with recruiting
- Client referrals from AEDC lead to business opportunities
- Information produced by / provided by AEDC valuable for business expansion purposes
- Does the general public know much about AEDC? Most people outside the business community many not know much about what AEDC does
- AEDC is a good part of the Pro-Business org. community (RDC, Chamber etc) but generally viewed as more active & analytical than those
  - Especially appreciative of the wide variety of industries in the AK Economy

### GROUP 1.5

- Staff – energized, responsive, energetic
  - Past not so proactive
  - Now – more structure
  - Previously – like a club, random; now has shifted
- Has extraordinary leadership running organization – Bill Popp
- Much more professional
- More strategic outlook
- More communication invitation to engage
- More approachable
- Are a resource
- Effectiveness – don’t know, takes years, how do you set baseline
- If goal is to grow population what does that do to quality of life
- Non-profits – do not see place for them culture is an economic driver
- Confusion among various economic groups – Chamber, Downtown Partnership etc.
- How is AEDC doing – B-, B-, B, B, D (Don’t know)

## GROUP 2.1

- AEDC spin off from Chamber of Commerce
- Agenda has changed for better last few
- 75/25 internal business growth vs recruiting new outreach to businesses to invest
- Leadership role for community
  - Community outreach
- Economic Forecast

## GROUP 2.2

- Overall A- to B+
- Identify areas to grow economically
- Many different aspects
- Good Goals – measurable & stretch & compelling
- Diversification away from oil & gas
- Space - yes public & private aspects
- What's missing
  - Pushing politically for incentives
  - E.g. movie tax credit
  - Look beyond regional competition
  - Quality of life issues important
  - education

## GROUP 2.3

- Doing great
  - Best value is collection of economic information and data
  - Luncheons are good method of communicating information
  - Well represented by staff
- Forecast Luncheon
  - Provides optimistic outlook impressed with information and information is useful. Thorough
  - Very supportive for diamond investors
  - Staff is available/supportive from top down
  - “Big” speakers. Bill has positioned himself as leader in community
  - Organization is very visible
- Improvements/Do Better
  - What is AEDC doing to bring business to Alaska? Where are the marketing efforts focused?
  - Engagement on energy issues
  - Collaborative/Partner on key issues with other organizations
  - Stand up together
    - Chamber
    - ACVB
    - State Chamber
    - Other Orgs.

## GROUP 2.4

- Good job in membership, “singing to the choir”
- Communication issues – website didn’t mention the location for the meeting – answer the phones
- Enjoyed the annual forecast luncheon, but isn’t really sure what AEDC does
- The vision seem to be the same as other business focused groups, Alaskans are horrible at implementing their visions
- Hard to get people to invest in quality of life issues
- Businesses don’t understand getting into mainstream – how important it is to their business
- High-income households tend to contribute less than average outside
- Bass-awkward model of giving in Alaska
- Government has supplanted its responsibilities on to non-profits
- Why would companies not locate in Alaska
- Fascist tax environment, least bureaucratic place to do business
- Get the site selectors up here and have a trip for them
- More outreach – broaden the audience
- Stronger together than we are working individually – small business for example (technology transfer)
- Communication need to be improved

## GROUP 2.5

- Several members of the group knew what AEDC did. Some of the comments reflect areas where they feel things could be better – this was not specifically aimed at AEDC however:
  - One member was only requested to attend an hour earlier that morning
  - Another member had collected the given materials and was digesting them as the discussion took place to help understand more about AEDC.
- AEDC does a good job of advocacy where members reach out and seek their help and support. They provide an excellent resource at getting information and events out to the community
- They help to clarify messages on why things are important to the community
- People need more encouragement to come to the state to live – not to rotate, raise awareness of the job opportunities and lifestyle
- Broaden people’s perspective on what AK is
- As AEDC knows who may be moving into town – companies/retail – working to support connection to local business who can help get everything in place. For example a new retail outlet being linked up to AK trade skills to build out and prepare the space
- Improve communication on what options AEDC is thinking of focusing on and canvas membership to see if they agree
- Really glad the AEDC is not just focusing on oil & gas – there are many other groups who do that

## GROUP 3.1

- By bringing in leading edge speakers and fresh content AEDC challenges thinking in a good way
- Our state tends to be introverted and needs groups like AEDC to reach out to those who would benefit from bringing their business/enterprise to AK
- It is vital to be proactive in this effort – publicize/advertise AK
- AEDC provides focus on growing GDP in AK
- AEDC could promote agribusiness – a major hole in the state’s economy – feed Alaskans
- AEDC could do more to advocate policies that support growth

## GROUP 3.2

- Becoming more visible
- Important
- No idea what they do
- Great in theory
- Nebulous to man on street
- Known in business community
- Need more support for exiting business
- How to educate outsiders about opportunity
- Diversify – higher level jobs
- Incentive

## GROUP 3.3

- Coming up to speed on what AEDC does
- AEDC in a league of own amongst AK Regional Dev Orgs. Filling leadership vacuum
- AEDC: great board; good community engagement; amazing marketing engine
- Need to see what “teeth” AEDC has to supplement vision
- Well guided, growing the right way
- Tag line is something everyone can set \_\_\_ about
- Are we giving the best experience to potential Ak investors

## GROUP 4.1

- Complementary to community development - goal to \_\_\_ Industry \_\_\_\_\_
- Live Work Play (LWP) strategy - more robust approach; capitalize on the LWP to get to work; sell ourselves on LWP in Anchorage
- Hi – Tech employees hard to find - how to promote hi-tech in state; recruit \_\_\_; retention in AK
- California, East Coast: \_\_\_ a challenge in staffing in \_\_\_\_\_
- Cost of hiring perceptions; need to sell on change as affordable; calling graduates to 30's
- Not just technical skills; but even general entry level roles are hard to fill. \_\_\_\_\_, radio network
- AEDC – sister organization roundtables; entrepreneurship; bigger role in fostering entrepreneurship with partners; info on opportunities, resources, talent, Host an event, network, info
- Growing diversity of Anchorage - what do we need to do/think differently; >90 languages in schools; many don't speak language but are comfortable in this community – a workforce engagement process

## GROUP 4.2

- Northern Form
- Export on Coal
- Concept of website – “Anchorage Prospector” - question title. Possibly rename
- Anchorage does well on tourism but people don't know much about living and working in AK. They know about tourism. Don't know benefits of living & working. Creating community
- Virtual business may draw folks
- One foot out the door = mentally
  - We don't pay anything in taxes = sense of entitlement

# DEFINITION OF ECONOMIC DEVELOPMENT

## GROUP 1.1

- Investment (private)
- Economic development / infusion must be sustainable over time
- Risk mitigation / “Ted Stevens” / oil companies to South Dakota / impacts on city
- AK – creation of jobs an expense (cost) – what is goal? Quality of life/stable employment –revolving door employees – how to keep them to Live, Work, Play in Anchorage
- Enhancing business expansion/start-ups
- Student loan forgiveness – pros/cons; other incentives to retain employees
- Resource development/more mobile – how to sustain residents/live in Anchorage and then get outside Anchorage for recreation/engagement in community – lifestyle (AK) ongoing
- Market public school choices – AEDC
- UAA “honors scholars” – UAF/UAS – encourage students to stay/come back
- Incentive for education/skill set to move to Alaska/Anchorage – incentives to stay
- Pebble Mine – wait until permitting process done – how to reduce polarization/how to get “right info”
- Bring young people to dev. Anchorage and Alaska

## GROUP 1.2

- Policy and program > too much a focus of definition; partnerships, actions, networks to sustain growth
- Doesn't necessarily mean growth; would be a change (oil & gas development)
- Sustainability; what's next
- What projects should AEDC support
- Be flexible to respond to opportunity
- Seeds sown in small companies; too much focus on grand slams; not enough base hits
- Lack statesmen/visionaries/dialogue & discussions
- Federal impacts on development opportunity
- Do something stupid....be ballsy
- Think about quality of projects
- ANC's tend to be focused on support aspects of ED
- OCS
- Portland & Seattle create their own weather; ANC not there yet; innovators use own \$ today needed to fund next gen economy

## GROUP 1.3

- Sustainable Growth
- High quality education
- Global quality infrastructure (transportation & telecommunication)
- Job opportunities
- Create something “unique” in culture (use the uniqueness as way to stimulate economic development)
- Support educational & creative community
- Use unique qualities of Alaska to build and capitalize on Alaska's uniqueness

## GROUP 1.4

- Putting people to work – jobs!
- Process by which public, business and \_\_\_ create conditions for economic growth



## GROUP 1.4 CONT.

- Look at economic diversity to develop an economy
- Growing an educated local workforce
- Not just putting people to work, but boosting the local economy through marketing & promotion like “Anchorage First” as well as conferences etc. that bring additional dollars to the economy
- Capital investments that encourage outside investment / development in our local economy (like roads, utilities, schools, etc)

## GROUP 1.5

- There is confusion between community development and ED
- Jobs- increase in \$ in circulation
- Infrastructure that supports wealth and jobs
- Quality of life – requires ED
- Provides Jobs
- Economic Development in Anchorage provides ED in AK – we are inter connected
- Anchorage has a few master players that are critical
- More volatile economy

## GROUP 2.1

- Architectural - operational (example)
  - Bring partnerships together that help local businesses grow
- Diversification – should be focus
- Destination Example – Whistler; something for everyone
- Convention center but need supporting venues
- Corridor from airport to downtown
- Is Alaska \_\_\_ more why we can't do something
- Focus on small successes like Tudor/Lake Otis

## GROUP 2.2

- Removing hurdles
- Good Jobs - disposable income is important
- Diversity of jobs – real opportunities (cargo, tech stops, resource development)
- Finding opportunities to expand from AK to other states and Canada
- Export oil & gas expertise
- More food in AK – grown here
- Not Economic Development
  - Government jobs
  - Not just one project
  - Not just for one entity
- Education – engineering & science & technology
  - Certainty – get through in 4 years

## GROUP 2.3

- Infrastructure is an engine/foundation of economic development
- Quality of life needs to be part of the definition. Bring new business. Expanding, supporting business
- Disappointed in lack of big thinkers in Alaska
- Visionaries are misunderstood. Alaskans should be more supportive of vision for state

## GROUP 2.3 CONT.

- Push past complacency (arctic lag)
- Create and encourage vision
- Written definition very accurate. Include balance. Economic environment is unbalanced right now
  - Too many permitting hurdles
  - Alaskans love/hate oil companies, mining, cruise lines - depend on companies for job growth
  - Entitlements are blocking economic development
  - Mistrust of legislature in handling pfd finds
- Governor is needed to facilitate visionaries - “visionary council”

## GROUP 2.4

- Creating infrastructure for the community: safe, building the foundation for businesses to build on
- Business development shows results in a year, economic development sometimes overlaps into business development
- E.D. means money on the street to create jobs
- Too heavily dependent on resources and don't do enough to create entrepreneurial opportunities
- Not a creative place. Anchorage doesn't celebrate entrepreneurs – they here in spite of everything
- Need 3,4,5,or 6 similar opportunities to Logistics
- R&D – State is not supportive of developing a program
- AEDC could be a cheerleader of what private businesses do, what role governments should play, and what the two can do together
- Too much cutting and not enough making things happen.

## GROUP 2.5

- There was some surprise to see the definition provided included reference to a stable tax base
- On looking through the material provided there was surprise that there was no chart of the oil production
- The promotion of infrastructure and services – AK does not invest appropriately. Need to be modern and efficient to enable economic growth:
  - Upgrade port to accommodate bigger ships
  - Retail outlets are looking for space with 20ft ceilings – Anchorage does not have many of these
  - Road & bridges – improving the efficiency of logistics has significant cost impacts which improved competitiveness
  - Bus system to support business needs – employees ability to get to and from at times employers need
- Attracting people back – people leave for education
- UAA does not push for people to actually graduate – this erodes the value of education and reduces the availability of talent
- Economic development should be centered more around the personal and people development versus business development

## GROUP 3.1

- Economic development is as much a “climate” as a series of programs
- There is a need for job vacancies and a reasonable and skilled set of local competitors for them (not an over-abundance of either)

## GROUP 3.2

- Important, too, is a connection to the community(ies) in a holistic sense
- Recreational and overall quality of life issues are vital to establish the proper environment
- There is currently excessive oversight and taxation in the state to encourage development
- There is a need to balance development with appropriate conservation, and have a clear and honest communication in the community – not sales pitches and spin that create uncertainty and distrust
- Development must be sustainable – not one time hits

## GROUP 3.2

- More higher level job
- Diversify
- Target specific industries
- More existing businesses
- Anchorage is getting cranky

## GROUP 3.3

- Economic Development is about large infrastructure at a macro level – more needs to be done at a micro level to make small businesses successful
- Connect economic development with social/community engagement and development so people want to live here – promote quality of life
  - Eg. Vancouver BC – such a life style city – people flock to the city – how to build an emotional connection with a city

## GROUP 4.1

- Few drivers – petro, tourism, gov't: are big drivers; bad world is usually good for AK – oil prices; more US tourism with global conflict
- Success – tax incentive for movies; many times short sighted in focus on short term; use incentives to attract other industries for long term;
- Infrastructure should be included in long term picture
  - How to for hi-tech; keep UAA graduates: city/university/state coordination, how to bring together
  - How to incorporate military into city, not to drink; stand alone base, security too changed the dynamics in recent years
- TIF laws in other states and here
  - Use tax revenue to repay debt to \_\_\_\_
  - Recognize a change in state constitution
  - AEDC could take the lead to promote
  - AEDC should educate the public on eventual need for taxes (income, sales, etc.) - when do we need to change; when does the party end; change entitlement mentality
- 25 year timeline affordable energy is key – need \_\_\_\_
- Long term view – education is key to instate \_\_\_\_\_

## GROUP 4.2

- Economic development building and retaining jobs – their education; as a country we struggle with this definition

## GROUP 4.2 CONT.

- Take an inventory of your assets and liabilities and capitalize on those strengths. Hard to get around
- Development based on strategy and adaptability based on rapid change constant reassessing goals
- Government makes decisions out of fear - not good decisions

# WHAT IS IMPORTANT TO FUTURE ECONOMIC DEV. ANCHORAGE & ALASKA

## GROUP I.1

- Include natural resource development (Oil)
- Diversify economy (other development vs oil)
- Build economic infrastructure
- Bridge (KABATA)
- Transportation costs
- Land/rentals costs
- Quality of life
- Include viability of workforce
- Diversification: mining
- Educate voters on issues – how economy works/role of permanent fund / oil taxes – where does it go (profits) – AEDC can help here
- Transiency of workforce / why learn about issues – not invested in Alaska
- Clean tech / well-educated workforce / innovation \_\_\_ AK (gov't tax incentives) ease of financing for start-ups (create state AIDEA like entity for finance)
- High transportation/energy costs
- Competition / free market / reduce costs of Live.Work.Play. (JetBlue)

## GROUP I.2

- Be careful to not create programs inherently dependent on state and federal dollars
- What will draw organic and outside investment? Barriers?
- Scope is limited by geography; create your own weather pattern around resource development
- Alaska test bed for R.D.
- Location.....
- Bounded; manufacturing model for fulfilling local demand; then what?
- Focus on IT; Knowledge
- LWP dependent on work
- University system / leader: Arctic Energy, Production, Technology

## GROUP I.3

- Natural gas development
- Energy issues
- State and local tax structure
- Telecommunications infrastructure
- Lack of venture capital here, how to attract venture capital

### GROUP I.3 CONT.

- Expanding financial community that understands niche/venture capital
- Have global perspective
- Need intellectual and creative community
- Quality, affordable health care

### GROUP I.4

- Education of Alaskan kids is vital! And keeping them here in Alaska (scholarships & UA Savings)
- Technical Schools (education options need to improve to take advantage of our unique economic engines (mineral/resource extraction)
- Energy! Costs & supplies
- Transportation issues including lack of public transportation
- Regulations and government size (too many gov't jobs)
- Better cooperative efforts to promote & execute mineral/resource extraction (no more clashes between different interest groups on issues that can negatively impact Alaska Economy 'Ala Pebble Mine)
- Recruitment of highly qualified employees is a problem to job/business expansion
- Workers compensation is a barrier to job creation/growth here in Alaska
- The size of Alaska's market is too small
- Encouraging the entrepreneurial spirit/efforts
- All costs of doing business are high!

### GROUP I.5

- Stay competitive
- Leadership – state & local – pt direction and lead; more consistent
- Progressive city
- Have to have state income tax
- Get rid of sense of entitlement
- Create succession leadership
- Anchorage where business can thrive
  - Bureaucracy slows everything down
  - Permitting
- Need regulatory guide or advocate in AEDC
- AEDC to encourage more effective permitting keep infrastructure \_\_\_\_ up – roads communication
- UAA – Vital
  - Some businesses don't get it, many do
  - Legislature doesn't get it
  - Is much better than perceived
  - Parnel – Plan "a" state pays
- AEDC has to communicate what this city has: UAA etc.
  - Keep Young people here
- Gas line to South Central but does not pencil
- State wide energy policy
- Feds block development
- Access to resources
- Strategic support for specific industries: mining, forestry
- Detailed communication strategy with Feds & US
- No one mentioned the impact of the military on our economy

## GROUP 2.1

- Diversification economic
- Shared vision for city
- Low cost energy critical – natural gas
- Small business growth is critical - facilitate growth beyond Alaska
- AEDC too large business centric?
- Small business board seats?
- JV with Chamber of Commerce, SBA? - Work groups
- Business mentoring

## GROUP 2.2

- Investment in education k-12 & College level (exchange and partnerships with international educations)
- Business incentives or sustainable funding models – promotion (film tax incentive)
- Seafood promotion
- Energy for Alaska - gas & coal
- Health care costs
- See economy as global – look outside of AK (international)
- Bandwidth and wireless communication
- Biotechnology
- Focus groups & organizing the business community around causes

## GROUP 2.3

- At this time Anchorage does not have a vision or a big goal. Need leadership. Too much re-trenching
- See-saw of vision/activity based on who is in office
- We need “points of pride”
- Do not kill the free spirit
- We need a port. Everyone’s support is needed
- Change the mind-set of locals to encourage growth. May have risk
- Connect people to economic development
- Gas

## GROUP 2.4

- Empowering people – make sure they reach economic parity with everyone else. No blighted areas, failing schools
- Diversification of industry – different types of job opportunities, more investment in creating jobs
- Having a trained, skilled workforce
- Two types of economic development
  - o Dumb luck
  - o Need to create affordable living, affordable healthcare, world-class education (not what it used to be) cooperation and caring in the community, fun things to do – we have that
- Poor inventory of affordable housing
- Have a wider audience and talk about what’s great about Anchorage. Diversify the group at businesses
- School-business partnership – get kids engaged in opportunities early

## GROUP 2.5

- Infrastructure is key to future economic development
- There will be a significant drop in federal funding – could be up to 50%
- Need a hard dose of understanding the reality of different industries
- Ports across AK have limited access to capital funds but limited awareness of the impact on lifestyle of not doing the necessary work on these
- If the goal is to raise the employment base there is a big misunderstanding in what it is like to live and work here – people should want to move here and stay here. There are many aspects that people simply do not think about
  - Good Restaurants
  - Good range of Arts
  - Limited music (big name) and limited venues
  - Range of both winter and summer activities

## GROUP 3.1

- Knik Arm Bridge needed to create jobs and stabilize Anchorage housing costs
- H2H could be planned to re-vitalize neighborhood of Fairview to stimulate all aspects of growth and development
- Muni needs to be willing to offer real incentives to new businesses – temporary arrangements to incent influx but produce tax payers once established

## GROUP 3.1

- This should be programmatic, to appear (and be) less a networking of friends of the administration/ assembly etc.
- State should set tax policy to obtain only what is needed to provide necessary programs, not to maximize revenue then spend it all. In demonstrating such a policy the uncertainties of investment by potential new firms would be reduced and combined with proper incentives (As described for the Muni above) would stimulate new businesses
- Develop and implement local workforce initiatives, from early education through post-secondary and job entry – help the private sector employ the “kids” that are supported through their education. Also serves as an inducement for AK-educated folks to stay in-state
- Incent renewable energy projects, rightly recognize the need for some kick-starting of these projects
- Benchmark Anchorage versus other cities – how do we compare (Live Work Play gets at this)

## GROUP 3.2

- Diversity – supplant losses (oil & gas)
- Need a \_\_\_ goal
- Skilled and affordable workforce
- Business community must lead into a good future

## GROUP 3.3

- What is the \_\_\_ replacement or addition to the O&G driven economy
- How do we wean ourselves away from government spending
- Is eco-tourism an opportunity

### GROUP 3.3 CONT.

- Get off the dime on the list of future energy projects - and do one
- How do we attract more venture capital \_\_\_ equity investments to AK
- Potential markets: mineral development, movie industry
- Tax breaks – how do we reduce cost of doing business in Alaska

### GROUP 4.1

- Diversity in industry
- Infrastructure - (gas, \_\_\_) private projects; affordable energy supply
- Growth in workforce - reduce homeless problem; rural vs anchorage issues
- Be cautious of trying to “protect too long” the old way of life; where does village life go long-term with young people
- View Alaska as the extended Anchorage; it’s all connected; workforce development - university role in \_\_\_ supply; Nursing, allied health
- Educate the world – Anchorage is not so bad
- G\_\_\_ cluster ad\_\_\_?? May be resource for AEDC to c\_\_\_; how can/should AEDC c\_\_\_; regional training center has good ideas on how this works
  - o Replicating nursing success
  - o Role of AEDC as a connection of “cluster groups”

### GROUP 4.2

- Preparing for potential new resource development; Susitna; polar ice \_\_\_; gas line
- Permanent fund – we have the resources
- Less reliance on Feds. Feds so dysfunctional don’t wait. Take control locally. We have better decision making if we have skin-in-the-game. Promote entrepreneurial thinking in public sector. Put your own money in
- AEDC - help facilitate the core infrastructure to make entrepreneurial activities. Could we create other opportunities. We have an entrepreneurial way of thinking. Too complacent with oil and gas.