



HISTORY



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LWP HISTORY AND CHRONOLOGY **TABLE OF CONTENTS**

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All photos from the Live. Work. Play. Instagram account, I Love Anchorage, unless otherwise stated.

EXECUTIVE SUMMARY

THE ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION (AEDC) HAS A BOLD VISION: TO MAKE ANCHORAGE THE #1 CITY IN AMERICA.

The rationale for such a vision goes beyond the traditional economic development model and responds to a shift in paradigm – people are no longer going where the jobs are, instead people are going to places they want to live and jobs are following.

According to an article in the August 2015 edition of Development Counsellors Internationals (DCI) Blog, "...not long ago, site selectors would tell you that quality of life was pretty far down the totem pole of priorities in location decisions. Nearly every place on the planet claims to have a 'wonderful' quality of life. But at this Summit, the consultants agreed that lifestyle issues are bubbling up to the top more and more often."¹

The AEDC Board of Directors recognized this in 2010, and has since built a robust alliance of business, community and government partners. These groups come together for the Live. Work. Play. (LWP) initiative. The LWP vision was adopted by the AEDC Board in 2010, over the years has shown increasing success and continues to draw community wide support. The vision is for Anchorage to become the #1 city in America to Live, Work and Play by 2025.

With more than 30 quantitative metrics in seven Areas of Focus (AoF), the LWP rankings provide a robust pathway for the work needed for Anchorage to be #1. The seven AoFs are:

1. **COMMUNITY SAFETY:** Allows citizens to pursue and obtain the fullest benefits from their social and economic lives, free from crime and disorder.
2. **CREATIVE PLACEMAKING:** Strategically shapes the physical and social character of Anchorage around arts and cultural activities including local fairs, festivals and other events.

3. **EDUCATION:** Encompasses the entire spectrum from early learning to work ready education and training.
4. **HOUSING:** Addresses all issues affecting cost and accessibility of housing needs in Anchorage.
5. **ONE ANCHORAGE, ONE ECONOMY:** Strives to make Anchorage a city that embraces all cultures and communities, including the lesbian, gay, bisexual and transgender (LGBT) community, as a source of economic power.
6. **TRAILS INITIATIVE:** Brings economic vitality to the community by revitalizing neighborhoods through increased property values and enhanced quality of life.
7. **WORKPLACE WELL-BEING:** Establishes and cultivates a workplace culture in which total well-being is supported to increase higher performance, greater productivity and safety, and to decrease costs associated with providing benefits to employees and their families.

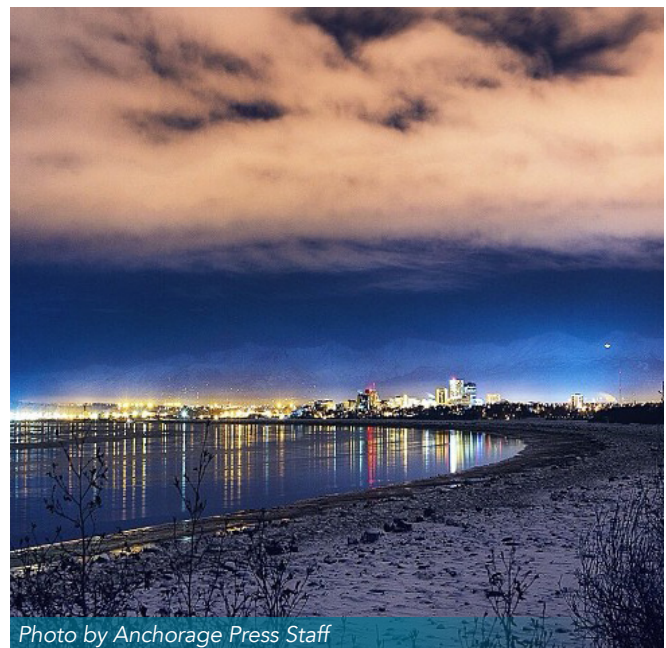


Photo by Anchorage Press Staff

EXECUTIVE SUMMARY

ENGAGE ANCHORAGE: Engage Anchorage is a means by which young professionals gain access into the LWP movement. This effort aims at attracting and retaining Anchorage's current and prospective millennials in the workforce.

LWP has grown from 35 supporters in 2010, to more than 200 in 2015, working on over 40 different projects with a shared objective. LWP has emerged as a game changer for Anchorage and could be replicated by other cities across the globe.

LWP works to foster the city's economic development through supporting community re-development efforts. As an economic development organization, AEDC has executed, managed and measured its ambitious goal of making its city the best in America through LWP. Strategic partnerships, a focused approach toward identifying and addressing the issues and a rigorous data-driven evaluation of the progress are good indicators of its likely success.

The key to ensuring that Anchorage achieves its goal by 2025, however, lies in overcoming the challenges ahead and continually seeking new opportunities to strengthen the initiative.



This document captures LWP history since its inception in 2010 until early 2015. Each of the five years are marked with new initiatives, alliance building, change in direction when needed and lessons learned. Key milestones include:

- **2010** New Vision for Anchorage
- **2011** LWP community survey, aspirational Narrative and metrics completed
- **2012** LWP Film Competition and a session with Peter Kageyama (author, *For the Love of City*)
- **2013** First LWP Rankings publicly released, steering committee formed, seven Areas of Focus established and staff appointed
- **2014** @iloveanchorage Instagram launched, first LWP Signature event held and all areas of focus show results
- **2015** LWP community survey re-launched and Mayor-elect Berkowitz names LWP as one of the five Transition Committees

INTRODUCTION/BACKGROUND

LWP is a grassroots community movement aimed at highlighting and improving the aspects of Anchorage that make the city the place where people want to spend their lives.

The movement is rooted in a decades-old economic dilemma in Anchorage: How to be better? In the mid- to late-1980s, the city faced a crippling recession due to the crisis of plummeting oil prices, which was and has arguably been the main economic driver in Anchorage and the state of Alaska as a whole. From this, AEDC was birthed. It was this same organization that would in 2010 adopt a new vision that gave life to the current LWP movement. However, it is vital to understand the many years of momentum that led to a need for this new direction for Anchorage.

Shortly after taking the helm at AEDC in 2007, President and CEO Bill Popp realized a major course correction was needed. After discussions with a number of AEDC Investors, it became apparent that the organization was losing status and credibility. Though the organization could point to a number of major past successes, it faced lingering issues. Most notably, the organization lacked a compelling vision or destination beyond a one-year plan.

In his first meeting with the strategic planning consultant, Popp noted that his priority was to determine whether the Board (a body of about 50 members, including ex-officio members) had an appetite for doing something meaningful or preferred



Photo by Brian Nerland

to stay committed to the current plan, moving along incrementally.

By 2010, Popp and the Board of Directors had determined it was time for a new, long-term vision which was worth aspiring towards. AEDC's Board realized that prior to that point, its efforts consisted of short-term goals that yielded little progress toward its overall mission: to develop diversification in Anchorage's economy.

Diversification had always been the continuing key objective for AEDC; diversification was the corporation's mantra in the 80s, through the 90s and into the new millennium. Yet this process involved endeavors that began and adjourned in relatively brief durations. Popp believed that traditional techniques were not going to result in more businesses, economic development and diversity in the Anchorage economy: A number of formidable challenges stood in the way of economic growth that would require innovative thinking. Anchorage's economy was based on a "three legged stool" of business sectors; oil production, government and associated industries supporting these two, and lacked the diversity to weather disruptions in these areas.

Furthermore, feedback from several sets of site selector teams confirmed that there were structural barriers that prevented Anchorage from even being considered as a viable location for prospective businesses. Issues like geography (distance and cost of getting goods to markets), cost of doing business (workforce, food, housing, etc.) and the lack of a large



Photo by Archana Mishra

INTRODUCTION/BACKGROUND

skilled labor pool ensured that site selectors would not even consider Anchorage as an option. Until some of these shortcomings were solved or overcome, Anchorage would lose out in the competitive game of attracting new businesses.

Hence, AEDC would subscribe to a new method of ensuring long-term, collaborative progress. The ambition would entail Anchorage drawing in a whole new wave of people looking to make their mark – and home – in the city.

The inspiration for the specific idea behind LWP came during an AEDC strategic planning meeting held in March 2010. The AEDC Board was in the process of determining its new, clear and definitive mission. Bill Dann, Board member and business strategy consultant, had been urging members of the Board and Executive Committee to think of a new, higher ambition worth pursuing. Board member Mike Prozeralik, of KPB Architects, finally proposed the idea of making Anchorage the top place to live in America.

According to Prozeralik, the idea “just came out.” He had based his proposal on the simple fact that he loved the city he called home. Living here provided a satisfaction that permeated all aspects of his life, from personal to professional to recreational. To him, it was “the place.” There was a draw to Anchorage that could be highlighted to the country – and the world – that would encourage more and more people to call Anchorage home. This would result from – and would even further result in – an increasingly diverse and

knowledgeable population that serves as the pillar to a burgeoning and potent economy.

To be the #1 city in America was a powerful statement that resonated with the entire constituency of the meeting. It had what Bill Dann termed as “gulp factor” – a challenging quality that came with anxiety at going public with the idea and anticipation for the potential success of the idea. The vision of *Anchorage as the #1 city in America by 2025* was unanimously adopted by the Board at that meeting. A deadline of 15 years (from

2010) to complete the objective was determined and the Board directed Popp and his team to develop a set of measures that would objectively gauge progress and attainment of the vision. In May 2010, this new vision was officially announced.

Indeed, there is a unique beauty and appeal encapsulated by the city that virtually all who visit are aware of. Countless residents of Anchorage ultimately made the city their permanent home after previously thinking

their stay would only be a brief chapter in their lives. Still more made the journey here knowing full well that Alaska was the place to be, whether for its abundant natural beauty, its robust economy or its timeless mystique.

There had been former attempts to accomplish the fundamental goals of LWP through previous initiatives, such as former Mayor Rick Mystrom’s “City of Light and Flowers” campaign and former Mayor George Wuerch’s “Vision Anchorage.” However, Popp noted that former initiatives, even with involvement from AEDC, were



Photo by Meg Zaletel

INTRODUCTION/BACKGROUND

carried out in ways in which additional voices could have been beneficial. In other words, the effort needed a more truly democratic process that incorporated all social and economic strata of Anchorage. Popp and the Board deemed it imperative that the undertaking involve collaboration with the community at every level. The first step in engaging the community came from a survey sent out to Anchorage residents beginning in February 2011. The survey contained two simple questions: Why do you live here? Why would you leave?

The basis for this survey derived from the work of demographer Joel Kotkin, author of *The Next Hundred Million*. Kotkin was the keynote speaker that year at AEDC's 3-Year Economic Outlook luncheon in July. Kotkin challenged Anchorage to discover its own "community DNA" in order to set itself on its own unique path towards future prosperity. It was from *The Next Hundred Million* that the two survey questions were formed.



Photo by Bernie Kale



Photo by Thor Lindstam

Thus began the journey of the LWP initiative. What follows is a description of its history – its accomplishments, methods, changes. Currently five years old, this still young movement continues to gain momentum which will add to its already engaged history. It should be noted that as the journey of LWP unfolds, this historical document will evolve accordingly. Such is the nature of this undertaking.

It is the ambition of this project to provide an archive that proves all the ways in which the city of Anchorage has strived to be an ideal place to call home. That other communities might find value in the kind of endeavors Anchorage's LWP has taken is yet another hope for the future.

STEERING COMMITTEE

The now eleven-member LWP Steering Committee was established in 2010. It was originally conceived as consisting of seven members and named the “Live. Work. Play. Committee.” It was and continues to be the overall guiding force behind the LWP initiative. For those on the outside looking in, the Steering Committee serves as the top advocate in conveying the vision,

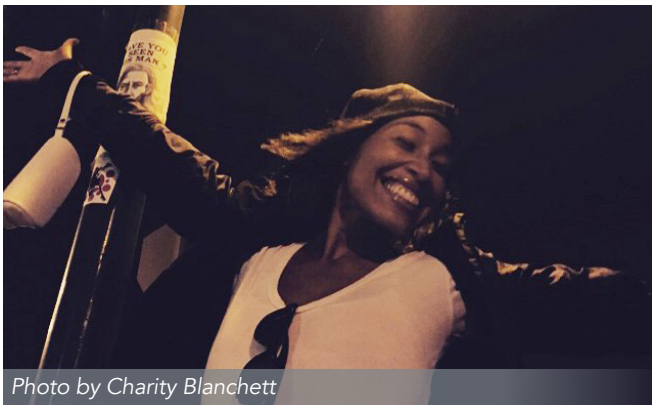


Photo by Charity Blanchett

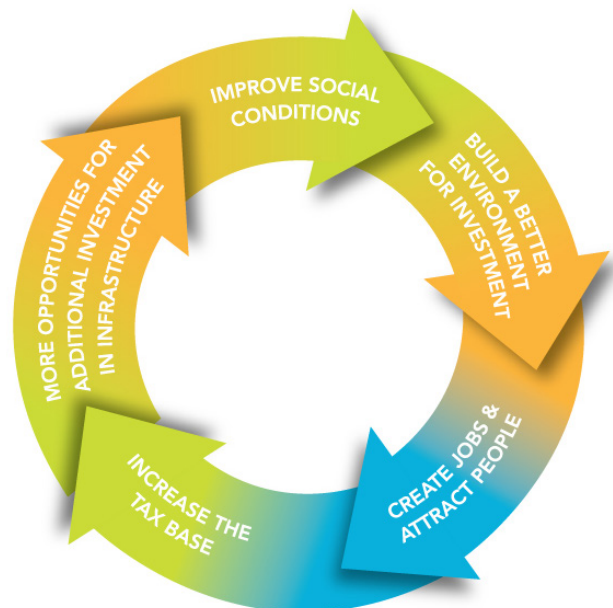
mission, goals and strategies of LWP. From an internal perspective, the Steering Committee works to be the chief motivator and rallying party in supporting the individual efforts of each AoF, as well as monitoring the initiative’s progress, helping to connect efforts between the different AoFs and providing ways to solve problems.

Comprising the Steering Committee are various members of the community. They are organizational leaders who together have a vested interest in and passion for community betterment. The four roles emphasized by the Steering Committee are **Connect**, **Convene**, **Cajole** and **Cheerlead**. These are the keystones in being able to achieve LWP’s vision. Because LWP is a community development movement, it seems only appropriate that these interpersonal skills be a vital part of the Steering Committee’s philosophy.

JOEL KOTKIN PRESENTS AT THE AEDC LUNCHEON

In July 2010, AEDC hosted Joel Kotkin, noted demographer and author of *The Next Hundred Million*, as the keynote speaker for its annual 3-Year Economic Outlook luncheon. In front of an audience of over 1,000 community and business leaders, Kotkin challenged Anchorage to find its own pathway to prosperity. He had done his homework and noted that in years past, AEDC had adopted a strategy of trying to become the Silicon Valley of the North. But he had seen other communities adopt this method. He bluntly stated to the audience, “You aren’t and never will be that, because it’s not you.” Instead, he challenged the group to discover itself – the community’s DNA – and then build on that strength. He encouraged them, declaring that his research told him future generations would be seeking what Anchorage had in abundance and what other communities lacked – namely, land, clean air and water and access to nature at its best. The audience bought into the notion that if they could make our community the best place to Live, Work and Play, Anchorage would attract the talent to innovate, start new ventures and thus grow our economy.

The implicit strategy adopted by the Board of Directors to achieve the LWP vision is aimed at spurring economic development by creating a vibrant community, which can be best represented with the adjacent graphic:



LIVE. WORK. PLAY. 2011 YEARLY ACCOMPLISHMENTS

DEVELOPING THE LIVE. WORK. PLAY. NARRATIVE

AEDC's Board of Directors and staff were galvanized by Joel Kotkin's presentation at the July 2010 AEDC luncheon. But how to define Anchorage's DNA? AEDC leadership met with Kotkin, who had consulted on the successful re-building of a small town in North Dakota, before the state's oil boom hit. In an initial conversation, Kotkin suggested that if AEDC wanted to discover the DNA of its community, then the corporation should survey residents with two questions: "Why do you live here?" and "Why would you leave?"

Anchorage residents were given a survey asking those two questions. After compiling and analyzing the data provided, LWP committee members were ready to

draft its aspirational Narrative. The creation of this document involved the application of the important aspects of Anchorage life that survey respondents had identified. The Narrative put into words for the first time Anchorage residents' current love affair with their city and articulated their future hopes in a way that could both add fuel to the fire and spark new ideas to advance Anchorage's livability.

Furthermore, and from an organizational standpoint, the Narrative serves to illustrate the objectives and goals of the LWP movement. It provides vivid yet concise explanations of what Anchorage in 2025 will look like by separating the elements into headings of Live, Work and Play, as well as subheadings with further articulations; for example, not only is it stated that education will be improved in 2025, but that education will be improved as evidenced in a variety of ways. Additionally, the aspirations of each Live, Work and/or Play category indicated there existed an interdependency between each; the initiative's future structure would be based upon this finding.

See Appendix 1: LWP Narrative and Appendix 2: 2011 LWP Survey Wordclouds



Photo by Brix Hahn



Photo by Jess Rude

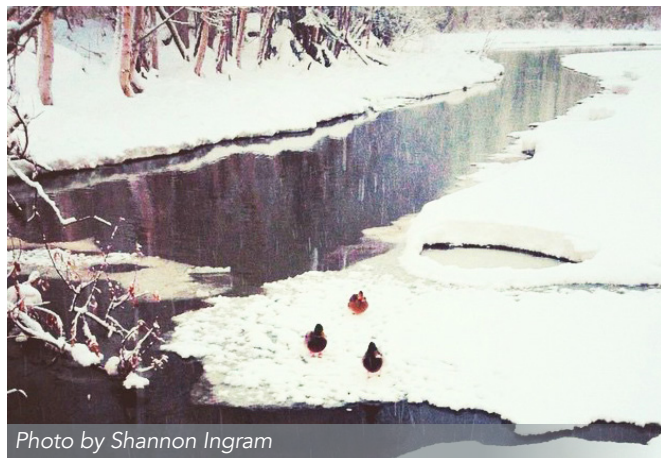


Photo by Shannon Ingram



Photo by Leah Boltz



Photo by Meg Zaletel

THE METRICS

After the Narrative was drafted, it was time to compile a list of measurements that would reflect the progress of the initiative. The LWP metrics consist of quantifiable, objective measures derived from sources such as the U.S. Department of Labor and the U.S. Census Bureau. In the process of determining how to actually gauge the progress within the Live, Work and Play categories, it was deemed imperative that these metrics would portray specific, non-subjective, numbers-based statistics. Furthermore, it was decided that Anchorage, being Alaska's largest city, would be measured against the largest city in every other state, along with the District of Columbia. The data had to be based on variables that the other 50 cities were simultaneously measuring and recording, for the sake of proper chronological alignment.

Finding such metrics proved rigorous and sometimes costly. Another challenge centered on with how relatively recent or dated some of the studies were; identifying trends in a study that was even only a few years old made it slightly more difficult to offer empirical evidence. Therefore, an important point was made to establish a proper context and use of the metrics monitored by LWP: Though the metrics rank the city of Anchorage against the other 49 states' largest

respective cities, as well as the District of Columbia, the philosophy behind improvement is not meant to rely on racing for the highest spot. Instead, it has to be understood that as Anchorage improves, so might the rest of the country; if Anchorage maintains a fifth overall rank over multiple years, it does not necessarily imply a lack of progress. Indeed, those ranked 1-4 are expected to be constantly changing as well. Yet as long as the efforts involved with LWP are being effective, Anchorage still progresses.

The LWP sub-committees were consulted on the metrics, which prompted a vigorous debate that continues to this day: the concern is that there is no congruence between the Narrative of what the community believes is important about LWP elements and what existing national metrics actually measure. The Board determined that the metrics should be objective and quantifiable; qualitative metrics were deemed too subjective and too expensive to maintain over a 15-year timeframe. Furthermore, the metrics needed to consist of something other cities were simultaneously measuring. Such metrics were sometimes hard to find, and could prove very costly to discover. Also, the time frame for reporting metrics did not necessarily always line up with the time frame of data from other cities. However, it was decided that for the sake of monitoring trends, the metrics would

LIVE. WORK. PLAY. 2011 YEARLY ACCOMPLISHMENTS

still provide the best yardsticks for determining whether Anchorage was progressing toward the desired vision.

It is within this act of striving that the actual goal of the LWP philosophy is found. Making Anchorage the #1 city in America by 2025 is the aspiration, yet it is and will continue to be a perpetual aspiration. The idea is not for Anchorage to merely leap over its 50 counterparts in quantitative metrics. Rather, it is to instill a first-class mindset. To be first means a never-ending pursuit of greatness. To be first means maintaining a standard of excellence that inherently supersedes that of others. In order to measure the achievement of this goal, however, LWP needs the comparison to those 50 other cities. Ultimately, the rise to the top of the rankings would, in actuality, just be an organic result from the holistic community dedication witnessed through LWP. The metrics, the 2025 deadline – they are additional motivational factors that fuel that pursuit of excellence.

See Appendix 3: LWP Metrics & Rankings, 2012-2015

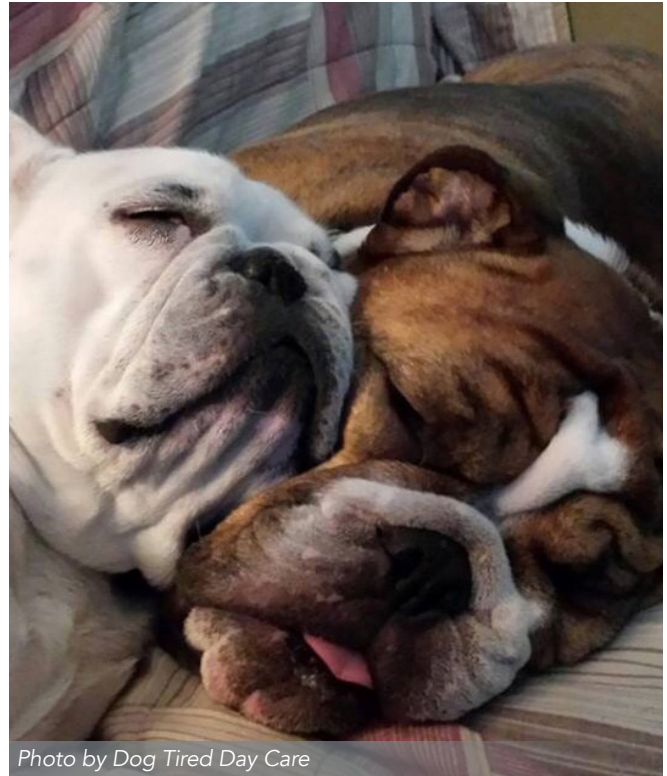


Photo by Dog Tired Day Care

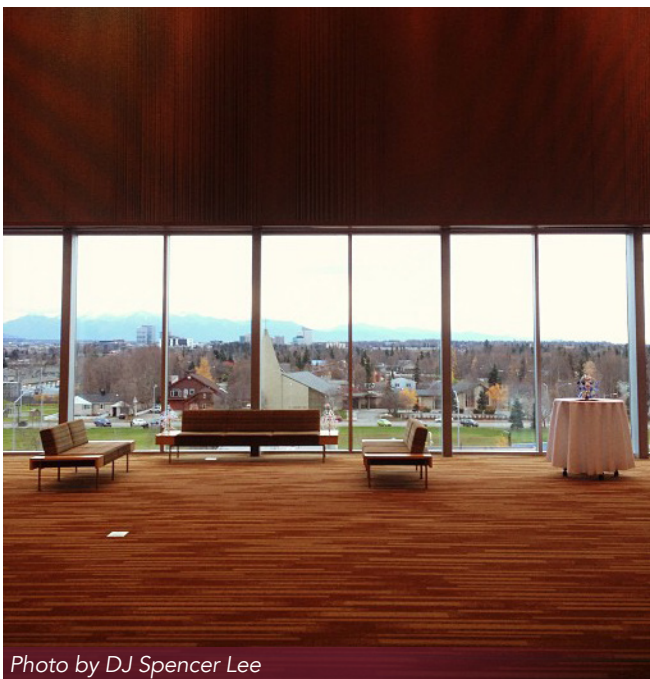


Photo by DJ Spencer Lee



Photo by Tess Weaver

LIVE. WORK. PLAY. FILM COMPETITION

January 2012 saw the first LWP film competition screening as a part of the initiative’s kick-off. Filmmakers were tasked with presenting a short piece highlighting the ways in which Anchorage is a special place in which to Live, Work and Play. This offered a chance for people to tell their own unique stories about a unique city.

By the screening on January 20, the field had been narrowed down to four finalists: Slavik Boyechko, Jay Rapoza, Brian Dollarhide and Matthew Eidem. Boyechko’s entry portrayed Anchorage’s special blend of wilderness and urban amenities. Rapoza offered a very reflective take on coming to Anchorage from a youth spent in rural Alaska. Dollarhide presented a humorous offering of things Anchorage residents never say and Eidem’s piece laced in visual effects and fight choreography to illustrate how he personally managed through Anchorage’s winters. The winning film would be slated to play at the next Economic Forecast luncheon.

Judges eventually crowned Brian Dollarhide as the film competition winner; his film was one with which every resident of Anchorage could identify, from newcomers



Photo by Kayla Schommer

to life-long citizens. The entry was titled, “Stuff Anchorageites Never Say.” While very tongue-in-cheek, his film identified the distinct attitudes, idiosyncrasies and peculiarities that make Anchorage what it is and Anchorage residents who they are. In the end, this film competition aimed to bring out and showcase what the city had to offer. It invoked pride and nostalgia and even made viewers recognize what could be better about their city. It proved that the people of Anchorage know their city and why they live there.



Photo by Anchorage Downtown Partnership



Photo by Shannon Kuhn



First mural

FOR THE LOVE OF ANCHORAGE

On February 23, 2012, the Hotel Captain Cook hosted a work session with noted author, community development expert and keynote speaker for AEDC's 2012 luncheon, Peter Kageyama. The session was based off the principles in his book, *For the Love of Cities*. Proposed by Kageyama himself, the goal of the day was to emphasize the importance of having an emotional attachment to one's place of residence. In doing so, citizens are better able to become part of the solution themselves. This was yet another manifestation of a key element in LWP's philosophy of maintaining a grassroots level effort and genuinely engaging the people of Anchorage.

Using *For the Love of Cities* as a framework for the day's agenda, an audience of about 100 people participated in a variety of activities designed to highlight ways to celebrate both Anchorage as a distinct entity and the unique population that comprise the city.

One such activity included a brainstorm in which participants offered different designs for an Anchorage-themed T-shirt locals would want to wear, eliciting pride in the city. In an empathy group activity, participants worked to articulate and portray a wide range of different demographics that constitute the Anchorage population, from older generations to teenagers to

Alaska Natives. One thing Kageyama stressed was this engagement should especially incorporate community members who have in the past felt disenfranchised or neglected in the placemaking process. The group empathy activity was instrumental in attempting to help remedy that issue; such residents hold valuable input in bettering the community. The groups articulated what each demographic segment liked, what they disliked and what they would change about the city.

Another idea-generation exercise came in the form of "The \$500 Project," in which participants were challenged to propose an endeavor that would better the community and bring it together, but with a budget of a mere \$500. By doing this, it offered evidence that actively engaging the community does not always require a steep budget; participants could be empowered to their own actions without relying on "official funders."

A special aspect of Kageyama's workshop was its emphasis on inclusivity; the talks and activities he led veered from focusing on the overtly political and technical issues that cause average everyday citizens to stray from the effort. Instead, Kageyama asked for input on a purely emotional level – the kind of subjective input that is essential in examining how to cultivate a true attraction to Anchorage.

LIVE. WORK. PLAY. 2013 YEARLY ACCOMPLISHMENTS

AEDC HIRES LIVE. WORK. PLAY. DIRECTOR

Following Kageyama's work session, dozens of businesses expressed strong interest in the LWP initiative. But the adrenaline was disappearing at AEDC. The demand required to implement LWP overwhelmed AEDC staff, who were undertaking the LWP initiative in addition to their already substantial work. Fatigue set in, and the effort languished for about six months.

Inspiration came after Jim Clifton's keynote address to the audience at AEDC's 2013 Economic Forecast luncheon. Both Popp and the Chair of the LWP Steering Committee saw an alignment of Clifton's theories with the LWP strategy. Despite ongoing challenges with gaining Investors, the organization gambled that it could attract the funds it needed and hired Archana Mishra as the full-time LWP Director. By February 2013, AEDC's LWP initiative was moving forward again.

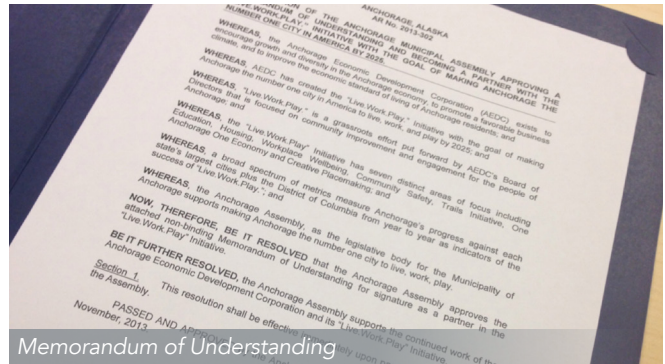


Photo by Garren Volper

THE MEMORANDUM OF UNDERSTANDING

After AEDC hired Archana Mishra in 2013, the first item of business came in the form of the Memorandum of Understanding. It was paramount that LWP be able to formally show the amount of support driving the movement. In doing so, LWP sought to gain the acknowledgement of organizations from the private, non-profit and government sectors. The Memorandum was not established as a means to attain funding, nor were the signatories legally bound to AEDC by any specific obligations. Rather, it conveyed the goodwill of the organizational community, putting their acknowledgement and support of LWP's philosophy front and center. More than 140 organizations have signed, including: Habitat for Humanity, Anchorage Concert Association, ENSTAR Natural Gas, University of Alaska Anchorage, Alaska Pacific University, Anchorage School District, Premera Blue Cross Blue Shield of Alaska, KeyBank, Rasmuson Foundation, ConocoPhillips, Wells Fargo, CH2M and Princess Cruises.

See Appendix 4: LWP Memorandum of Understanding and Appendix 5: Current LWP Memorandum of Understand Partners List, 8/13/15



Memorandum of Understanding

CHANGING THE LIVE. WORK. PLAY. STRUCTURE

In April 2013, the three sub-committees (Live, Work and Play) were invited to participate in a summit along with the Steering Committee and AEDC staff. The key objective was to reinvigorate the initiative and re-engage the supporters. Before a dedicated staff was appointed, the committees had not met or interacted for several months.

The original set of metrics, final Narrative and Memorandum of Understanding were presented. The three groups were asked to review the metrics for their respective areas of the vision and to a) commit to metrics for which the individual committee members, in connection with their organization, would take responsibility and b) commit to a session to plan how they would improve metrics performance and achieve the vision.

The 2013 LWP summit provided proof that the strategy used by LWP to accomplish its goals was not optimal. The original structure of LWP mandated the separation of the initiative into three distinct sub-committees deemed to be independent of one another. As it turned out, the sub-committees and their respective champions (committee members responsible for addressing a specific metric) in fact relied on the interaction and collaboration of the different camps. In handling the metrics, champions from one sub-committee were compelled to seek the input of champions from a different sub-committee. Members began to feel pigeon-holed; while their responsibility was in addressing a specific metric, they recognized that doing so would be best achieved by incorporating the involvement of others who had valuable relevance to the metric in question.

So it was back to the drawing board for AEDC strategists. There was (and is) a dynamic tension between those trying to shepherd or manage the effort



Photo by Katie Schrooten

and the community activists who were willing to lend a hand but wanted to be more self-determined. It was clear this fine line would have to be walked until the vision was achieved.

Responding to the three groups' concerns at the summit, the LWP Steering Committee shifted the strategy to selecting "Areas of Focus," and reiterated the AEDC policy that the metrics were only indicators of momentum and success, as opposed to targeted achievements or strategies. The LWP sub-committees were merged into what were called the Areas of Focus (AoFs) through the following process.

The Steering Committee reviewed existing community initiatives that aligned with the LWP vision and divided them into three categories:

1. Established and working well
2. Established and needing assistance
3. Not established and needed

LIVE. WORK. PLAY. 2013 YEARLY ACCOMPLISHMENTS

Then, a second set of criteria were applied to filter known community efforts. Those criteria were:

1. Has received community recognition,
2. Connects and affects other issues,
3. Partners are engaged,
4. Some degree of resources have already been allocated,
5. Issues/barriers would benefit from a boost of AEDC influence/support,
6. Makes Anchorage special, and
7. Data are available to measure progress.

In May 2013, after applying the criteria, the Steering Committee approved the following AoFs that would form their respective teams, working towards the initiative goals under the Steering Committee's governance:

1. Community Safety

Quality of life in a city is tremendously influenced by how safe that city's residents feel. The Community Safety team aims to ensure that the people of Anchorage know they are safe on a daily basis, so they may enjoy the city's many benefits. This AoF includes a wide variety of objectives, including violence prevention, addressing issues concerning chronic inebriates in public spaces and helping the homeless community access the immediate resources they need.



Photo by Dr. Ben Crawford



Photo by Anchorage Police Department

2. Creative Placemaking

The creation of this AoF was fueled by a nation-wide movement incorporating art and culture into shaping the physical, social and economic character of a place. The creative sector in Anchorage stands to be a tremendous contributor to the city's arts and culture scene. Creative Placemaking serves as a means to highlight tangible illustrations of Anchorage's identity. This involves bringing together numerous arts and culture players and helping them to develop and promote their respective trades. This effort also focuses on forging a stronger relationship between the creative sector and businesses.



Photo by Brooklyn Bagget

3. Education

It is absolutely crucial that a city have the educational offerings necessary for its next generation to succeed in a world with an ever-increasing demand for knowledge and skills. This team works to facilitate that kind of academic success in Anchorage, through support and involvement with the 90 Percent by 2020 initiative. Increasing graduation rates, monitoring academic progress, facilitating workforce readiness and properly allocating the resources needed to address educational issues are all part of this team's overall goal: to support every student's learning process so that they may thrive, from cradle to career.



Photo by Ed Graff

4. Housing

The Housing team concentrates on the issues and opportunities facing Anchorage in terms of affordability, accessibility and availability of homes. There are many complex and unique aspects that make up the Anchorage housing market, the Housing team's goal is to see to it that people have a wide variety of appealing options to meet their housing needs.

5. Trails Initiative (formerly Big. Wild. Trails.)

Anchorage prides itself on its vast, beautiful trail system, which provides a means of recreation, relaxation and transportation for the city's residents and caters to the natural affinity so many Alaskans have for the outdoors. The Trails Initiative team works to ensure that our over 250-mile trail system remains a point of pride for the city. Additionally, this team is making efforts to improve upon existing trails to create a world-class trails offering. With so much to offer and a high level of support behind it, the Trails Initiative is a very important component to the unique attraction of Anchorage.



Photo by Katie Medred

6. Workplace Well-Being

The Workplace Well-Being team interests itself in the overall health and satisfaction of Anchorage's workforce. It examines ways to further develop environments conducive to employee health – physical, emotional, financial, career, social and one's connection with their community – by incorporating input from both employers and employees to create an optimal workplace dynamic. This team looks to a holistic approach to individual health. It is not merely about midday calisthenics; feeling connected and well taken care of by one's employer includes having resources available that support an all-encompassing focus on job satisfaction.

In addition to establishing the AoFs, AEDC decided to give the LWP Steering Committee virtually full autonomy over its internal decisions, including ways to implement the projects of each AoF. AEDC elected to provide its external influence only when legal and financial commitments were required.

In June of 2013, the AoFs began developing their own plans of action, with set targets and objectives, as per the requirement of the Steering Committee policy.

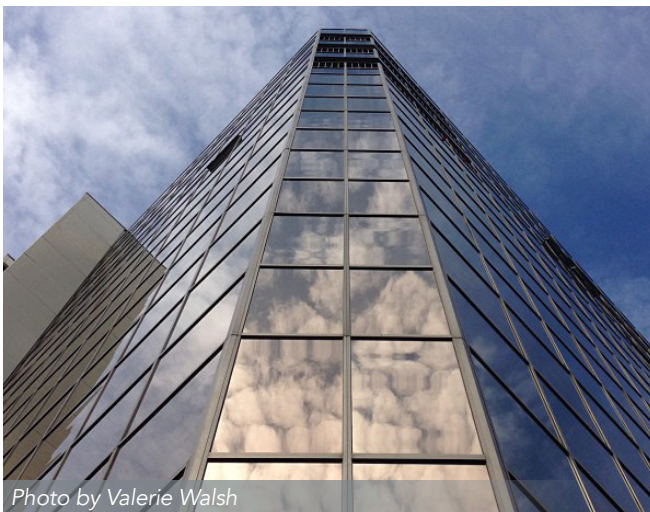


Photo by Valerie Walsh

In September 2013, a new Area of Focus was added:

7. One Anchorage, One Economy.

The diversity of Anchorage's population is a valuable resource for continuous economic growth, a fact that more and more Anchorage businesses are beginning to acknowledge. As Anchorage's ethnic populations and LGBT community continue to increase, the One Anchorage, One Economy team focuses on harnessing and celebrating that diversity to the fullest. This team also seeks to provide ways to acknowledge and commend businesses in their effort to create a place where people of all backgrounds and identities feel like valued members of the community.

While not an AoF, **Engage Anchorage**, became an integral participator in LWP during the same month. Engage Anchorage was formed as a means by which young professionals could gain access into the LWP movement while having a collaborative forum to communicate with fellow Engage Anchorage peers. This initiative aims at attracting and retaining Anchorage's young professionals in the workforce, who will be established leaders within the community by 2025. Engage Anchorage allows this key demographic to have voice and influence in the direction of LWP, and the future of their city.

While LWP still releases its metrics in a form that addresses Live, Work and Play rankings separately, the efforts to execute strategies improving those metrics is now different. For example, the Trails Initiative covers the scope of Live, Work AND Play. The Creative Placemaking team works with the Housing team to impact the living situation in Anchorage in a way that incorporates artistic Play nuances. The philosophy now maintained is that when these AoFs are effectively achieving goals respective to themselves and other AoFs, the metrics examined in Live, Work and Play will improve across the board.

LIVE. WORK. PLAY. 2014 YEARLY ACCOMPLISHMENTS

COMMUNICATING THE LIVE. WORK. PLAY. VISION

LWP maintains a philosophy based on the notion of incorporating the three sectors of organizations – private businesses, non-profits and government entities. Working in collaboration with each other is the fundamental key to LWP’s success. These types of organizations form the foundation on which Anchorage’s infrastructure is based.

To bring these many pillars of the community together, LWP has utilized a variety of methods communicating awareness and facilitating involvement, including I Love Anchorage, the popular Instagram-based social media component, directly engaging Anchorage’s community. LWP has an e-newsletter that is sent out monthly to all those who wish to be kept in the know concerning its latest developments. One of the most visited places on www.AEDCweb.com is the LWP section. LWP also put together events to garner further awareness, such as its film competition in 2012 and its first-ever First Friday Signature Event, hosted at the Egan Center in November 2014.



Photo by AEDC



Photo by AEDC

LIVE. WORK. PLAY. 2014 YEARLY ACCOMPLISHMENTS

LIVE. WORK. PLAY. SIGNATURE EVENT

For the first time in its history, LWP hosted a signature event in November 2014, to celebrate and showcase I Love Anchorage Instagram photographs. The exhibition, held at Anchorage's Egan Center, showcased hundreds of pictures taken throughout the year. In its charter year, the I Love Anchorage account was hosted by a different Anchorage resident each week, allowing him or her to share photos showcasing how they Live, Work and Play in Anchorage. These photos illustrated why the city meant something special to that host. Being the powerful interacting and sharing force that it is, the Instagram social media component of LWP continues to this day to be a project garnering immense interest, with many community members waiting to be the next I Love Anchorage host.

More than 700 people attended the signature event, marking a momentous achievement in the still young history of LWP. This strong showing of interest enabled the initiative to move beyond any prior perceptions of being inaccessible or exclusive from the general population. The photographic exhibit resonated with event patrons, shifting LWP further into the broader



scope of community awareness. The AoFs were well represented, with members of each present to engage in a dialogue with attendees, creating even further awareness of the direction in which LWP is headed. This event certainly grew and strengthened LWP's network.

While Instagram is a valuable tool for LWP, it soon became apparent that the event was not only for the promotion of the I Love Anchorage account. Rather, it was an opportunity to give the public a first-hand experience of what the LWP philosophy is about. I Love Anchorage is the tangible result of a connection with one's chosen city to live – one's place.



PROGRESS MADE BY THE AREAS OF FOCUS

Entering the year 2015, the AoFs that together makeup the beating heart of LWP now found themselves in the exciting phase of implementing the strategies they had so painstakingly worked to create. After LWP's restructuring in 2013 - and spending the majority of 2014 establishing their identity, building trust amongst each other and strategically brainstorming – the AoF teams were now prepared to move forward. In 2015, every AoF team had new, thrilling pursuits:

COMMUNITY SAFETY: Community Safety plays a crucial, fundamental role in Anchorage's placemaking effort; a safer community offers peace of mind to citizens creating an attachment that encourages the growth and development of other opportunities. LWP's Community Safety team strives to help provide such an environment.

One program exemplifying this is the Green Dot Violence Prevention Program, designed to address the ongoing concern about the alarming rate of violence in Anchorage and its prevention. The namesake comes from the idea of violence being a specific moment in time, a *red dot*. An act of prevention or education can turn that red dot into a green dot. The Green Dot philosophy encourages a network of supporters, rather than focusing on prevention at a merely individual level.



During the year, the program has provided many presentations to the community, training them to be Green Dot-oriented.

Another educational program supported by the Community Safety team is Change for the Better, working to address the problem of homelessness and panhandling. The primary focus of Change for the Better is to create a public awareness campaign

informing people how to better donate the money they might otherwise hand to a homeless individual or panhandler. Giving money directly to the person invites the possibility of feeding an illicit habit, such as drug or alcohol addiction. Instead, the program educates the public on donating to human service providers who provide food, shelter, clothing and other necessities for those in need. This way, the community aids in creating a long-term solution that attacks the true root of the problem, rather than seeing money go towards a temporary fix.

The Community Safety team also continues its safe lighting project, examining ways in which lighting fixtures can be set up around the city that deter crime while maintaining a pleasant, comfortable aesthetic for Anchorage's residents. The downtown area is one of particular focus for the lighting project.

LIVE. WORK. PLAY. 2015 YEARLY ACCOMPLISHMENTS

CREATIVE PLACEMAKING: One achievement the Creative Placemaking team accomplished in 2015 was the launch of NorthernPlacemaking.com, a site established by four members from this AoF and designed to keep the community informed on the latest in its efforts.

Another accomplishment came in the founding of a new organization. Anchorage remains one of the few major American cities without any type of arts and culture council. The Creative Placemaking team sought to remedy that issue by working to create MAKE Anchorage, an organization focused on developing and serving the local arts sector so that it may flourish economically as well as artistically. Acting as an umbrella entity for the whole of Anchorage's creative population, its goal was to provide artists with the various tools they need to succeed and help connect them with local businesses – through sponsorships, storefront design contracts, signage, displays for handmade goods and more. MAKE Anchorage will maintain five key goals:

1. Position arts and creativity at the forefront of civic priority and planning.
2. Attract and retain artists, creative businesses and creative enterprises.
3. Increase awareness of Anchorage as a hub for arts, culture and creativity.
4. Expand the resources available for development of creative cultural works.
5. Develop a locally built environment conducive to creative vitality and urbanity.

Creative Placemaking emphasizes how crucial it is for a city to have a thriving artistic sector. Offering this facet of life is key to attracting and retaining citizens with a strong passion to create. Especially with an ever-growing demand for a city to appeal to young talent, the arts strengthen the livability of Anchorage.

EDUCATION: LWP's Education component is dealing with a startling fact: In the Anchorage School District, 25 percent of students start the academic year in one school and end in another. One possible explanation may be found in Anchorage's expensive housing market, which leads families to move due to high living expenses. This potential factor could likely lead to a collaboration with the Housing team to tackle the issue.

One item of implementation, already in motion when LWP was established, has been the goal of achieving a city-wide high school graduation rate of 90 percent by 2020. Currently, the rate is at 77 percent. In order to help improve this rate, the Education team aims to establish benchmarks throughout the course of a



Photo by Kirstin Swann

LIVE. WORK. PLAY. 2015 YEARLY ACCOMPLISHMENTS

student's schooling career. These include kindergarten readiness, third grade reading standards and 8th grade math standards. These benchmarks would not only allow educators to measure success; they would allow state and nonprofit organizations to better focus their limited resources. Future goals to improve this process include collecting and synthesizing more data to evaluate trends and identify weak points within the current structure, from kindergarten to 12th grade.

Excellence in education is a crucial factor in making Anchorage the best place in America to Live, Work and Play. Making Anchorage's education system number one in the next 10 years is a lofty task that calls for not only improving aspects of primary and secondary schooling, but addressing the issues concerning post-secondary opportunities as well. As a city with two universities and a host of vocational programs, Anchorage has a wide variety of educational endeavors to continually develop and cultivate.



HOUSING: Formed to address the housing issues facing Anchorage, including cost and accessibility, the Housing team looked to continue its goal of meeting an annual housing unit productivity of 909 units by 2017. To do so, the Housing team aimed for the following objectives:

- Advocating for necessary policy and regulatory changes.
- Making necessary financial instruments available.
- Communicating with all stakeholders.
- Working together with all parties that affect and are affected by the housing market.

A survey addressing housing issues was also distributed among almost 150 businesses in Anchorage. The results indicated that an alarming amount of the city's workforce were impacted negatively by the current state of Anchorage's housing market, from general dissatisfaction with housing options to declining job offers because of it.

See Appendix 6: LWP 2014 Housing Survey Results Summary



LIVE. WORK. PLAY. 2015 YEARLY ACCOMPLISHMENTS

Many problems were cited, including the following needs: alternate means to fund construction development, a closer collaborative working relationship between the Housing team and the Municipality of Anchorage and an ability to build houses faster than they are deteriorating (a process that would reverse a current trend). The Housing team deemed it especially important to work collaboratively with the Municipality in order to re-examine current regulations and policies, as some of these were perceived as inhibiting the options for growth and development of infrastructure and real estate.

ONE ANCHORAGE, ONE ECONOMY: The One Anchorage, One Economy team concerns itself with ensuring a strong and thriving economy powered by an all-encompassing, diverse workforce. This involves evaluating the inclusiveness of local workplace practices. The One Anchorage, One Economy team developed the 1+1 Alaska program specifically with

this in mind. 1+1 Alaska was designed as a two-part implementation that first surveys Anchorage businesses about their current policies and practices, then celebrates exemplary businesses with an awards ceremony and a consumer-facing guidebook.

Effectively representing the abundant diversity of Anchorage and the economic implications related to this is the continuing goal of One Anchorage, One Economy. This support extends to the city's many emerging ethnic cultures, the LGBT community and Anchorage's senior population. Spearheaded by Identity, Inc. and the Pride Foundation – and endorsed by the Anchorage Chamber of Commerce – corporate sponsorship of the One Anchorage, One Economy AoF has doubled in the past year. The anti-discrimination policies championed by the group are anticipated not only to serve as a means of empowering employees, but also providing a competitive advantage to companies. When a business is touted as a known supporter of diversity, it lends itself a greater level of accessibility to a wider recruiting pool, an opportunity that spells economic growth. As team co-chair Glenn Cravez puts it, "Our efforts are about building bridges within our community, with businesses taking the lead, so that Anchorage celebrates the economic power and benefits that come with promoting diversity in our economy and workforce."

Partnering with the One Anchorage, One Economy team, the Municipality of Anchorage also became a participating member of the Welcoming Cities Program in 2015. This initiative supports locally-driven efforts that ensure all those who come to Anchorage feel welcome and part of the community, regardless of race, religion, creed, sexual orientation and national

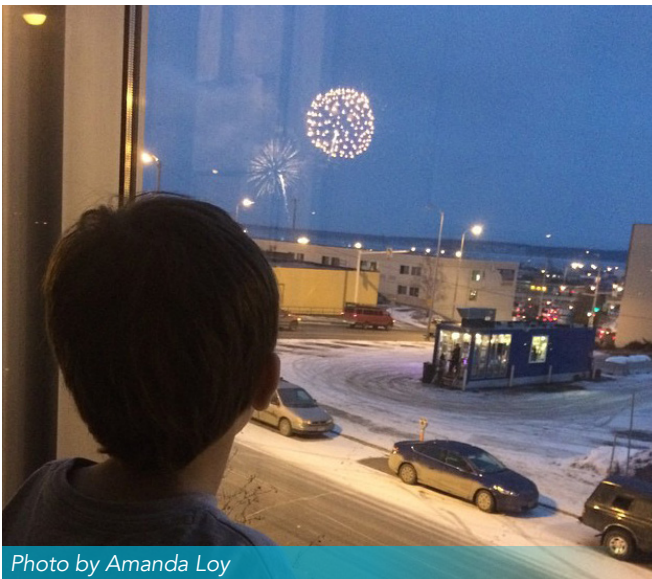


Photo by Amanda Loy

LIVE. WORK. PLAY. 2015 YEARLY ACCOMPLISHMENTS

origin. The Municipality recognized that ensuring the successful integration of any and all newcomers was key in positioning itself as a national and global leader.

As a part of the initial effort to kick-off this new endeavor, the One Anchorage, One Economy team helped organize the city's first-ever Welcoming Week on September 12-20, 2015. Welcoming Week highlighted four events: an Anchorage Chamber of Commerce Make It Monday Forum (a panel discussion highlighting the benefits of a welcoming city and its workplaces), a Public Naturalization Ceremony and Reception for new U.S. citizens at the Z.J. Loussac Library Anchorage Assembly Chambers, a Community Conversation Event hosted by the Anchorage Museum and a Community Celebration at the Northway Mall.

TRAILS INITIATIVE: In 2014, the Trails Initiative team issued a survey asking Anchorage residents to gauge the importance of having a trail system in the city. Ninety-five percent of the respondents agreed that the trail system made Anchorage a better place to Live, Work and Play. Not only does our trail system provide a



Photo by Kamu Kakiziki



Photo by Brooke Taylor

variety of venues for recreational enthusiasts, they also provide an alternative means for Anchorage residents to commute to work, leading to better health and well-being outcomes.

Another project the Trails Initiative team oversaw was the development of Schools on Trails, a partnership effort between the Anchorage School District and the Anchorage Parks Foundation. Through this program, schools turn Anchorage's trails into walking classrooms, educating students on a variety of ways the trails can be useful to them and their families. Nunaka Valley Elementary was given the opportunity to be the first school to pilot the endeavor and saw significant increases in attendance when classes were held on the trails.

The Trails Initiative team also began working with the Community Safety team. Because trail safety is a vital element in the trail system's success, the Trails Initiative and Community Safety teams joined forces to develop a system of way-finding that would better ensure the safety and assuredness of Anchorage's trail-users. Lastly, a new effort to reimagine the comprehensive branding of the Anchorage Trail System began and continues as a work-in-progress.

LIVE. WORK. PLAY. 2015 YEARLY ACCOMPLISHMENTS



Photo by Spirit the Seawolf

WORKPLACE WELL-BEING: The Workplace Well-Being team envisioned employers embracing well-being in the workplace as a key business strategy. When employers provide an environment of wellness on the job, they are providing wellness to the community, which in turn provides wellness to individual people. These individuals bring that wellness back into their organizations, injecting it into workplace culture and maintaining a positive cycle of satisfaction that brings out the best from all involved.

Workplace Well-Being's Employer Recognition Program aims to emphasize the importance of that organizational culture by educating leaders on how their influence plays a tremendous role in it. The program invites these leaders to be intentional in creating such a culture. Throughout the course of 2014 and into 2015, the Workplace Well-Being team developed a system of criteria for employers to gauge the physical, mental and emotional wellness of their employees. These criteria came in the form of health programs, policies and measurements.

Because encouraging the health of Anchorage's employees is so critical, the Workplace Well-Being team has been collaborating with the Education and Trails Initiative teams, to promote the health of the workforce, providing a means for people to increase their quality of life in Anchorage.

See Appendix 7: LWP Timeline



Photo by Sarah Evans

LESSONS LEARNED TO DATE

Since its inception, LWP has been charting unknown territory. An economic development organization undertaking community re-development has not been seen in Anchorage before. As a result, a number of valuable lessons have been learned and are summarized below:

1. Losing Control In Order To Gain Engagement, Commitment And Action

In order to garner support from a diverse group of stakeholders, it was essential for AEDC to loosen control in a cautious and organized manner. To be a truly grassroots initiative, LWP could only thrive if AEDC wasn't prescriptive with a top-down approach, while still setting clear expectations. While it is a delicate balance to sustain engagement while maintaining accountability, the servant-leader model has been effective in engaging the stakeholders and committing them to act toward the common goal.

2. Community's View About A Business Organization

Prior to LWP's formation, community stakeholders didn't view AEDC as their key partner in what they were trying to accomplish. Anchorage businesses were generally perceived as disengaged from wider community issues and their support of community efforts was mainly financial.

LWP changed that perception when the AEDC Board adopted a vision for the city. Community partners realized that AEDC's voice could be powerful in gaining traction on their concerns, especially with the business community. It also led to other business organizations, such as the Anchorage Chamber of Commerce, Anchorage Downtown Partnership and, very recently, the Anchorage Society for Human Resource Management, joining in to further strengthen the community's voice.

3. Imposing A Planning Methodology

Soon after the summit in 2013, AEDC developed a planning methodology that could enable all teams to progress to the common goal and invited all LWP partners to adopt a specific planning process for tracking and reporting progress. Contrary to AEDC's expectation, the planning methodology wasn't universally adopted and questions were raised about the need for such a planning approach. The questions may have stemmed from a lack of clarity about the planning tool, a suspicion of AEDC's need to control the process or a combination of both. It took another year before all AoF teams began adopting the planning tool and using it for reporting their progress. A majority of them now believe that this tool is useful for them and are pleased with the results, while a few of them are still learning to fully utilize it.

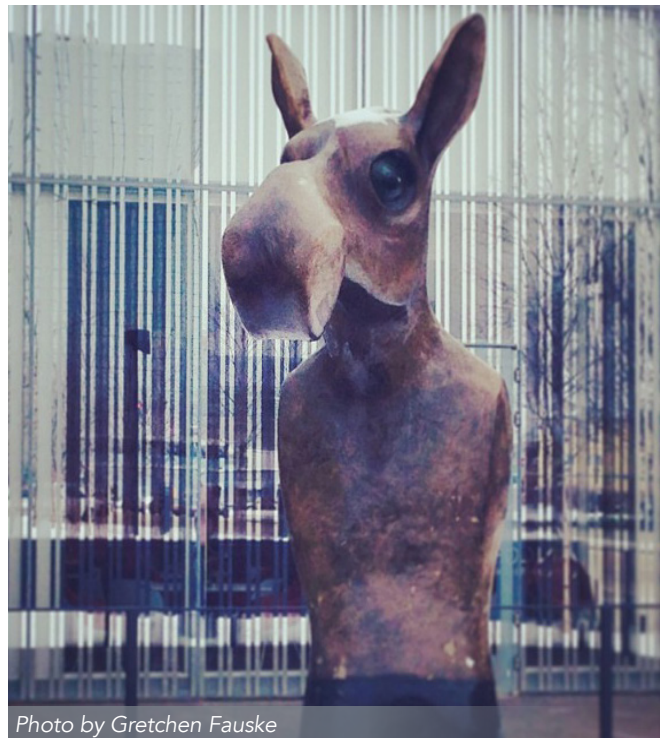


Photo by Gretchen Fauske

LESSONS LEARNED TO DATE

4. Resource Conflict

Community re-development is resource-intensive. Building such a broad platform as LWP is bound to create tension between the partners over available resources and whether it will take them away from existing programs. AEDC has consistently communicated that LWP is not a new effort, but rather a collaborative effort to make existing initiatives stronger.

Some community partners have viewed this initiative as a pathway to connect with and seek funding support from the business community, and addressing this viewpoint has been a challenge. LWP wasn't designed to generate funding for projects, and it is not intended to do so for the foreseeable future. Due to this, projects that require greater resources can take more time to implement.



5. A New Challenge For The Board Of Directors

When the AEDC Board adopted the ambitious goal to make Anchorage #1 through community re-development efforts, it had limited experience in this field. The Board sees a direct link between the success of the LWP initiative and its ability to make Anchorage a better location to attract investment and talent. However, the Board is still grappling with the most effective ways to engage in the elements of LWP that are growing at a rapid rate. The challenge for AEDC is to keep its Board, as well as its broader membership, fully informed and to find new ways of engaging them in an effective manner. The Board owns the vision, but some of its members are still on the journey to own the effort that will fulfill that vision.

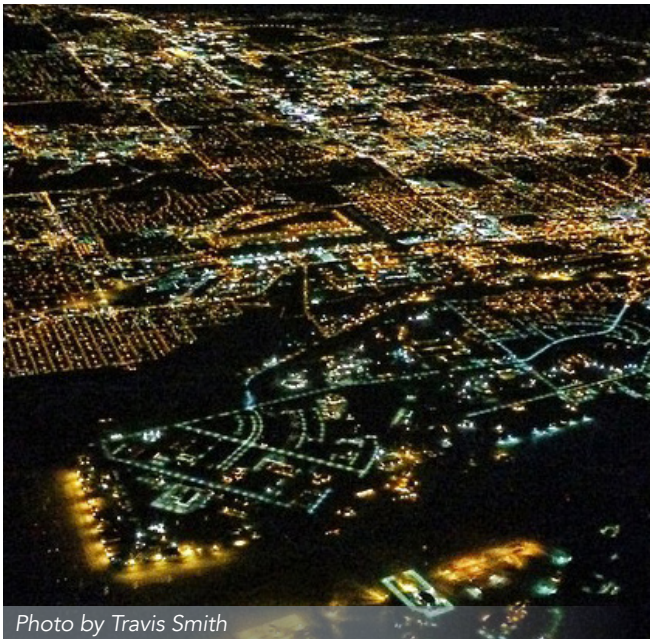


KNOWN CHALLENGES BEFORE US

In 2014, AEDC staff sought feedback about the LWP initiative from a number of stakeholder groups, which, combined with internal assessments, provided a list of challenges before us. The stakeholder groups included the AEDC Board of Directors, LWP MoU signatories, AoF team members and a team of Leadership Anchorage members that undertook a review of the LWP initiative as its community project.

Below are the challenges that were highlighted:

- Provide clear, concise and sustained communication to Anchorage residents.
- Provide ease of participation and involvement with the initiative.
- Ensure the initiative has adequate resources to continue and progress toward the goals identified by all AoFs.
- Support all AoFs in reaching their goals through AEDC Board engagement.
- Maintain and increase the momentum through wider participation.
- Encourage AoFs to work with each other for better synergy, where applicable, e.g., Trails Initiative affects Housing, and vice versa.
- Sustain and increase partnerships with private, public and nonprofit sectors.
- Hold onto current partners, while reaching out to new ones to work toward the common goal.
- Increase partnerships and engagement with the city administration as the success of a number of the goals depends upon legislative/policy changes.
- AEDC has to continue to hold itself accountable and achieve the vision without being prescriptive or controlling.
- Steering Committee needs better clarity on the nature and extent of policy and structure to govern the initiative.
- New issues will continue to emerge, requiring regular check-ins with the community and fine-tuning the focus of LWP.



CONCLUSION AND FUTURE OUTLOOK

The momentum gained through the past years of formation within LWP have culminated in the current phase which is focusing on actions and deeds. On a granular level, each AoF team is now executing strategies to achieve the goals which have been established. The next 10 years look to be promising - working toward the aims of LWP with tangible results to boast.

Though anchored by an economic development corporation, LWP is a truly grassroots movement compelling the entire community of Anchorage to reinvest in itself – to create a place that instills pride in Anchorage residents, but also draws those who are looking for the best place in America to call their own. The path is broad and all-encompassing, yet clear and defined. That is to say, there are numerous endeavors large and small that make up the LWP movement with each carried out with the same vision in mind.

Pursuing this vision does not imply a “succeed or fail” situation. It is crucial that this vision of Anchorage – as the #1 place to Live, Work and Play in America by 2025 - be continuously worked toward. Therein lies the true success story behind LWP. Whether Anchorage ultimately ranks #1 or #5 by 2025, becomes a side note. If the dream does not come true, it calls for continuously increasing dedication. If the dream does come true, it calls for celebration, followed by continuously increasing dedication. Indeed, the ideals behind the vision do not disappear come the end of the year 2025. LWP strives to inspire the whole of Anchorage, not only to make it America’s best city at one point in time, but for many generations to come.

MORE INFORMATION

To find out more information about LWP, visit:
www.aedcweb.com/live-work-play/

To see how people in Anchorage Live, Work and Play, follow us on Instagram: [@iloveanchorage](https://www.instagram.com/iloveanchorage)

Follow LWP on Facebook:
<https://www.facebook.com/AnchorageLWP>

Follow Engage Anchorage on Facebook:
<https://www.facebook.com/EngageAnchorage>

Sign up for LWP e-news:
<http://bit.ly/LWPnews>





APPENDICES



Anchorage NARRATIVE

Live.
Work.
Play.

APPROVED by AEDC Board of Directors on October 4, 2011

"One of the best cities for riding out the recession." – Business Week Magazine

INTRODUCTION

By 2025, Anchorage will be the #1 city in America to live, work and play. As Alaskans, we are proud of our state. We know that as the largest state in the nation we have more to offer. Our economy is stable, our workforce is strong and opportunities are plentiful. Not to mention our mountains are bigger, our trails are longer and we share one common idea, we love where we live.

Anchorage is a young and growing city with a place for all ages where you can live close to work, make a competitive salary and have a plethora of options for entertainment and outdoor activities. There are many things that make this state an amazing place to call home; however to be the #1 city in the nation to live, work and play, we must continually improve and invest.

Anchorage's narrative for Live. Work. Play. gives a detailed aspirational look at what it will be when it is the #1 city to live, work and play in 2025.

LIVE.

Employment

Anchorage is a thriving community and business hub for most of the state of Alaska. It boasts the ability to weather economic recessions and its residents account for nearly half of the total statewide population. Anchorage provides a **diversified spectrum of employment opportunities** with a wide range of benefits and workplace amenities. Major employment sectors include; oil and gas, healthcare, leisure/hospitality, wholesale/retail trade, business/professional services, transportation, civil construction, government, telecommunications, fishing, mining, timber, publishing, banking, insurance and manufacturing.

Education

Residents of Anchorage have **wide access to job training resources** including access to the **Alaska Job Center Network** which offers variety of job training services to help Alaskans qualify to obtain high-demand jobs that lead to economic self-sufficiency. Training services are available to eligible youths, adults and dislocated workers and offers a variety of services to help jobseekers **determine the job or career that is right for them**. Services include workshops; networking, labor market information, resource rooms, career counseling, aptitude/skill/interest assessments, short term training, apprenticeships, on the job training, educational and job training services, individual training account development, case management support and supportive services to help participants while in training.

In 2025, Anchorage's youngest have safe, stimulating, early learning opportunities where **every child starting school is ready to learn and succeed**. Children are proficient readers by 4th grade. The community actively supports youth to stay on track and make positive choices for today and the future. Youth **graduate on-time** and successfully **begin careers** and/or **complete post-secondary education**.

The options are many, including a state wide university system, private colleges and access to trade training opportunities that attract students from near and far - adding to the diverse population already thriving in Anchorage.

Diversity

Resources, jobs, adventure, discovery, all are interwoven with the fabric of ethnicities to make Anchorage an **urban melting pot**. As part of the Pacific Rim you would expect to find a large population of Southeast Asian, Polynesians, Koreans, Hmong and Filipinos but Anchorage has become the destination for Hispanics and

APPENDIX 1: LWP NARRATIVE, 2011

African Sudanese. The number of individual cultures **relocating to Anchorage** is constantly growing and changing. Adding to the mix are the Native Alaskans whose growing population raises awareness of these ancient but modern peoples. The descendants and children of Alaskan pioneers also offer their distinct perspective to Anchorage as well as those new to Alaska. With so many cultures and the diversity of the population, Anchorage offers a mixture of religions - giving spiritual freedom to its residents to practice what speaks to them. **People come, see, participate and stay.** People are making a **new life**, a **new family** and a **new vision** for themselves that is changing the way Anchorage looks and feels. As a young and growing city, there is something for every age and individual amongst the diverse communities.

Cost of Living

Anchorage is a place where the cost of living is supported by **quality of life and opportunity for well-paying jobs**. The cost of living is **competitive** with other parts of the country and Anchorage residents enjoy a good quality of life with **affordable services** such as housing, health care, transportation, utilities, and food. Opportunities for low or no-cost recreation and entertainment abound.

Health & Safety

Anchorage is home to the **state's largest, growing number health care providers**, offering comprehensive care for all ages. Alaska's largest city offers the complete spectrum of **quality, cost effective care** which rivals the resources of larger markets around the country. Anchorage's health care providers adhere to **national quality standards** as set by nationally recognized accreditation organizations and providers invest in the most recent technology such as robotic surgery, electronic health record systems and telemedicine. Anchorage boasts a wide range of providers including four general hospitals, a children's hospital, a trauma center, and a specialty hospital for long-term acute care. Physicians practice in such areas as oncology, neuroscience, cardiology, pediatrics, neonatology, orthopedics, mental health, substance abuse rehabilitation, diagnostic imaging, senior care, naturopathic medicine, acupuncture and long-term care.

Anchorage is a **safe city** that boasts **low crime rates** and a **high safety record**. The community focuses on creating safe places for everyone in all aspects of live, work and play.

Housing & Neighborhoods

Anchorage neighborhoods offer **safe and well-planned** residential areas to a **variety of housing and income levels**. These neighborhoods provide quiet retreats with easy access to goods and services. Each neighborhood takes advantage of its geographical assets, whether with hillside, urban or suburban areas, to offer the best of Alaska living to residents. Commercial zones are accessible, easy to navigate and offer a thought-out land use and design strategy. Intra-city **transportation is easily found and efficient**. Neighborhoods are home to a **diverse array of people** of different ages, ethnic backgrounds and places of origin. Housing is varied and eclectic in nature and Anchorage homes are distinct in aesthetic and traditional design. High quality, cost effective housing as well as homes offering opulent living are found around all areas of Anchorage.

Connections

Anchorage is engaging its citizens in social, governmental and future planning activities that affect the entire city and individual neighborhoods. **Citizen led decisions** connect people and involve them in the actual management of the city on all levels of government. Boards & commissions steer government and non-government organizations insuring that all are involved in **building confidence in Anchorage's future and pride in its residents**. There is a small degree of separation from a single citizen being able to access any person in business or government. **Anchorage is still a city that if you don't know who to call you probably know someone who knows someone.**

WORK.

Business

By 2025, the face of business has changed, with technological advancements empowering a new workforce, employees and businesses can **operate from anywhere**. With these advancements, we take advantage of this new technology by adapting, implementing and educating the business community and workforce. We operate faster and continue to push barriers like travel time and access to physical goods. Alaska's geographic setting is in-between established wealth in Europe, mega corporations in the Americas, and new global players in Asia and the orient. The growing business community in Anchorage continues to attract diverse businesses in all sectors by offering competitive tax incentives to companies all over the world.

Transportation

Anchorage has one of the **world's largest cargo airports** at Ted Stevens Anchorage International Airport. **Competitive fees** and **access to jet fuel** grow the hub in state, enticing a new generation of fuel-efficient aircraft to maximize savings with a stop-over in one of the busiest airports in the region.

In a new global economy, the world is flat. Educated businessmen of the American East compete with young upstarts in Mumbai. Shaving a few hours off a flight is the **new competitive edge**, and Anchorage stands to benefit. Its prime position couldn't be better -- flanked by two continents that appreciate in-person relationships more than any other.

Thanks to an active department of transportation, **commute times are decreasing** in many areas due to **smart spending**. Our **easy access** to extended bike trails link the city to its limits, and virtually every resident has a chance to enjoy our parks and greenery by commuting by bike or foot.

Career Opportunities

In a work environment, it's not just about whether a city is workable but whether it's lovable. It's more than just a job; it's where you want to be. Anchorage offers a **quality of life** that no other place can. With an active non-profit sector in Anchorage, **citizens have a voice** in a politically disconnected Lower 48. While many cite our high relocation costs as a weakness, that same caveat gives citizens a signal to broadcast in a world growing of noise. Issues can be solved and solutions can be heard, providing **attractive opportunities** to both the business community and their work force. Additionally, Anchorage is a big fish in a small pond. Our voice extends to the state level, which is able to provide greater access to funding and resources. Citizens can be a part of change. While many non-scientific metrics have grown in importance as individuals become more mobile, the need for **low crime**, **easy commutes**, and a **good income** have lost no value in the standing of how a city is measured.

Jobs

In addition, our economy still has a **stable foundation** from both the oil and gas industries as well as government. Thus, our consistent business environment offers a **lower un-employment rate**, while household **incomes** and **standard of living** continue to be some of the **highest in the country**, thanks in part to a growing and resilient health care industry.

Workforce Development

Another key to low unemployment lies in our city's **active involvement of our youth**. With ample recreational equipment and one of the **largest general aviation fleets** in the world, Anchorage is able to satisfy its kinesthetic needs through **engaging career programs** in the Anchorage School District. Programs like these enable a budding private sector to integrate with public services and present opportunities to develop new skills. Young professionals stay in Alaska because the opportunities are endless, allowing for an experienced workforce with roots that understand this unique place.

Economy

As a new intellectual property industry begins to take hold in Anchorage, our economy **transforms from an oil based economy to an information based economy**, which is the envy of many regions dependent on dwindling natural resources. The keys to our new success lay in a smart, bi-partisan government that understands the value of our **minimal tax scheme**. A rash of new companies located here are able to take advantage of a "head start" granted by a legacy of oil and gas production. We're truly building a bridge to the future.

Entrepreneurship

When the Great Recession hit the United States, Alaska seized the opportunity to proclaim "this is our chance." We spurred **entrepreneurial growth** and **promoted our high standard of living**. In return, new businesses popped up in Anchorage and entrepreneurs received support from the community to continue to succeed and grow. We told our tourists, previously advertised to "visit and leave," to "stay and live in the State you have enjoyed so much."

PLAY.

Arts & Culture

Arts and culture are an intrinsic part of a thriving community. They connect, provoke, inspire and provide communities a unique way to communicate and reflect the rugged beauty of our city and state. **Quality of life and economic vitality** are greatly affected by the breadth and depth of arts and culture.

To be the #1 community to play, Anchorage must have a **fully supported and diverse arts and cultural environment**. Success will be measured by high levels of **participation and support** from artists and patrons and investment from the public and private sectors. Arts and culture benefit the entire community. The effects will be seen, felt, and heard in everyday life by the majority of Anchorage residents. **Arts and culture are vital in Anchorage.**

Recreation

Recreation is an essential part of living in Anchorage. We define our **sense of place** through our recreation pursuits. Whether fishing along streams, hiking in our mountains, or playing in our fields we live a "big, wild life". Our **homes are within a short distance of trails** that provide a natural outdoor experience. We celebrate those who excel at athletic activity and nurture athletic activity by all our residents. We **participate** in the very sporting events in which we are spectators. We skate, we ski, we run. We fly, we fish, we hunt. Our recreation leagues have waiting lists of residents yearning to play. Our running and skiing races have **participants by the thousands**. Virtually every household has at least one fishing rod, a pair of binoculars, and several pairs of well-worn gardening gloves.

APPENDIX 1: LWP NARRATIVE, 2011

Our recreation serves **all ages**. Our **youth develop an appreciation of nature**, an understanding of the importance of **teamwork**, and a **healthy lifestyle**. Anchorage youth learn that striving for the top of the ridge is not only a goal, but an adventure. Our younger adults are active in the outdoors and nurture that very lifestyle in our children through **mentoring or coaching**. Our adults provide leadership to fund recreation projects, extend trails, and pass our recreation bond propositions.

This is Anchorage, a city where our **citizens live the lifestyle that others can only watch on television**. We are a winter city, and while our summers are short on the calendar, our **summer days are long and light-filled**. Even though our winters are dark, we take advantage of the light we do have by filling our days with outdoor activities like downhill skiing, snow machining and snow ball fights. We immerse ourselves in the mountains on our skyline. We walk and play on the trails and in green fields surrounded by forests and along streams. We are proud to host **wildlife** worth watching, and we watch in awe as individuals or in groups. We **participate in organized recreation** in numbers that other communities can only envy. Our children are fit, our young adults are coaches and organizers, and our older adults provide direction to our city to become the fit community befitting our setting. We **PLAY**, and define ourselves in doing so. **Recreation is king in Anchorage.**

Entertainment

Anchorage is a community where residents of all ages comment not about the lack of entertainment opportunities, but about the **abundance of choice**. Residents have opportunities to entertain themselves with a night out in a restaurant, club, or bar and have opportunity for entertainment to come to them at home via **current and emerging technologies**.

Anchorage has sufficient **public and private investment in infrastructure** so that entertainment opportunities can flourish and be accessible and affordable. Whether it's for a concert, shopping, dining out, athletic event, or other activity, venues are diverse in size and capacity to attract and build a loyal customer base.

Anchorage's **diverse population of cultures** naturally offers a large number of restaurant selections. From fine dining to fast food, Anchorage is a contender for a top "play" city. Thai food, Hawaiian food, Greek food, Mediterranean food – Anchorage has it all and it's only minutes away.

Anchorage has the reputation as a place for **entertainment opportunity**. Performers, athletic teams, and purveyors of entertainment see Anchorage as a place to play and invest as opposed to a locale too far away to visit. Entertainment options are so broad and diverse that residents are able to find something to do at **any hour of the day, any day of the week**. Residents choose to remain in Anchorage to spend their disposable income instead of traveling out of state. Anchorage is recognized as an entertainment destination by other statewide communities and by tourists and people visiting the community.

Anchorage employs creative artisans, and we are a **top community for artist inspiration** and art-loving patrons. We celebrate the arts – be they internationally recognized, festival level sales, or unique and culturally relevant Alaska Native arts. **Entertainment thrives in Anchorage.**

SUMMARY

In the year 2025, Anchorage is the city where everyone wants to live. This young and growing city is a melting pot of all ages, ethnicities and cultures that has a diversified economy, strong workforce, with high quality health care and education. There is an abundance of choice for entertainment and something to do at any hour of the day, any day of the week. By 2025, Anchorage is the #1 city in America to live, work and play.



Last year, AEDC's Board of Directors adopted the Live. Work. Play. vision -

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

Over the course of the last year, a grassroots effort was born with the creation of the aspirational narrative of what Anchorage will aspire to be in the year 2025. From this narrative, the initial metrics were chosen to measure how Anchorage compares against the largest cities in all 50 states and the District of Columbia. The numbers below represent the preliminary rankings for Anchorage in each category. For more information, including the narrative, logo and metrics visit www.AEDCweb.com

LIVE. 10 WORK. 1 PLAY. 9

Violent crimes/1,000 residents	27	Avg. monthly earnings	13	Library visits per capita	44
Property crimes/1,000 residents	13	Median household income	1	Acres of parkland per 1,000 residents	1
8th grade reading proficiency	7	% of pop. high school graduates or higher	8	# of playgrounds per 10,000 residents	8
8th grade math proficiency	14	% of pop. w/ bachelor's degree or higher	17	Adults with 20+ min. of vigorous physical activity 3 or more days/week	1
High school reading proficiency	8	% of commuters that uses public transportation to get to work	40	Performing arts establishments /100,000 residents	25
High school math proficiency	12	Mean travel time to work	14	Full service restaurants/100,000 residents	23
Share of homes affordable for median income households	24	Avg. new hire earnings	8	Museums, historical sites, Similar/100,000 residents	3
% of pop. reporting health status as "good" or better	4	Per capita personal income	3	% of pop. neither overweight nor obese	26
% of respondents w/ any type of health care coverage	35	Taxes as a % of income (for \$50,000)	1	# of healthy days for being active outdoors	1
Cost of living composit index	42	% of pop. below the poverty level	2		
2 BR Bath 900 sqft rental cost	32	Unemployment rate	12		
Diversity index	28	Net job flows	33		





2013 LIVE. WORK. PLAY. METRICS REPORT

In 2010, AEDC's Board of Directors adopted the Live. Work. Play. vision:

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

Over the course of the last year, a grassroots effort was born with the creation of the narrative of what Anchorage will aspire to be in the year 2025. From this narrative, the initial metrics were chosen to measure how Anchorage compares against the largest cities in all 50 states and the District of Columbia. The numbers below represent the preliminary rankings for Anchorage in each category for 2012.

LIVE: 8 +2 WORK: 3 -2 PLAY: 11 -3

METRIC	2011	2012	chg	METRIC	2011	2012	chg
Violent crimes/1,000 residents	27	26	+1	Library visits per capita	44	45	-1
Property crimes/1,000 residents	13	9	+2	Acres of parkland per 1,000 residents	1	1	0
8th grade reading proficiency	7	n/a*	n/a*	# of playgrounds per 10,000 residents	8	9	-1
8th grade math proficiency	14	n/a*	n/a*	Adults reporting to participate in physical activities in the last month	n/a	2	n/a
High school reading proficiency	8	n/a*	n/a*	Performing arts establishments per 100,000 residents	25	20	+5
High school math proficiency	12	n/a*	n/a*	Full service restaurants per 100,000 residents	23	25	-2
Share of homes affordable for median income households	24	25	-1	Museums, historical sites, Similar per 100,000 residents	3	3	0
% of pop. reporting health status as "good" or better	4	1	+3	% of pop. neither overweight nor obese	26	45	-19
% of respondents w/ any type of health care coverage	35	22	+13	# of healthy days for being active outdoors	1	1	0
Cost of living composited index	42	42	0				
2 BR, 1 Bath 900 sq. ft. rental cost	32	33	-1				
Diversity index	28	27	+1				

For more information including the narrative, logo and metrics visit AEDCweb.com. Find Live. Work. Play. on Facebook.com/AnchorageLWP

* As of Jan. 31, 2013 there is not enough information available to pull a complete ranking from. This data will be updated as soon as information becomes available.



2014 Live. Work. Play. Rankings

In 2010, the Board of Directors for Anchorage Economic Development Corp. (AEDC) adopted a vision for Anchorage. By 2025, Anchorage will be the #1 city in America to Live, Work and Play. To accomplish this vision, quantitative metrics were selected to measure how Anchorage compares against the largest city in each state and the District of Columbia. The metrics are categorized into three categories: Live, Work and Play. Each year AEDC updates the metrics and determines where Anchorage ranks in each category.

All three categories, Live, Work and Play, fell in their rankings for 2014. Anchorage was not affected as severely by the Great Recession and has recovered more rapidly than most areas. As other city's conditions improve, maintaining our competitive strengths in these rankings will become more challenging. The LWP leaders and partners recognize this and will continue to work on improving Anchorage's LWP rankings by supporting initiatives and policies that address these critical metrics.

LIVE **CATEGORY: 16 (-8)**

THE "LIVE" RANKING FELL BY EIGHT PLACES IN 2014 – THE BIGGEST DROP OF THE THREE CATEGORIES, SEVERAL CHANGES WERE RESPONSIBLE FOR THIS DROP.

TWO METRICS MODIFIED

- Violent crimes per 1,000 residents** changed to "Violent crimes per 1,000 residents % Change, 2010 versus 2012"
- Property crimes per 1,000 residents** changed to "Property crimes per 1,000 residents % Change, 2010 versus 2012"
- The Federal Bureau of Investigation** makes it clear that due to reporting differences, city to city comparisons are not advised. By utilizing the percentage change in a community, we can compare the city to its own statistics and rank the 51 areas accordingly. This change was determined to be appropriate and a more accurate comparison through a collaborative process between the Live.

Work. Play Steering Committee and members of the local law enforcement community.

ONE METRIC CHANGED SIGNIFICANTLY, -24: % of population reporting health status as "good" or "better." The CDC recently improved their methods of sampling and weighting, resulting in a more accurate representation of health behaviors. It now seems that previous surveys produced inaccurately optimistic information, which has been corrected by this new data.

ONE NEW METRIC
Tolerance Index

The Live. Work. Play. Steering Committee decided to include this metric after Richard Florida spoke at the AEDC 2013 Economic Forecast Luncheon. Taken from his book (*Rise of the Creative Class*), 2010 edition, the index incorporates data from the 2005-2009 American Community Survey undertaken by the Census Bureau to illustrate the level of community acceptance of different cultures and lifestyles.

LIVE	2013	2014	SOURCE
Violent crimes per 1,000 residents	26	*	Federal Bureau of Investigations
Violent crimes per 1,000 residents % Change, 2010 versus 2012	*	19	Federal Bureau of Investigations
Property crimes per 1,000 residents	9	*	Federal Bureau of Investigations
Property crimes per 1,000 residents % Change, 2010 versus 2012	*	22	Federal Bureau of Investigations
8th grade reading proficiency	7	8	New American Foundation
8th grade math proficiency	14	11	New American Foundation
High school reading proficiency	8	12	New American Foundation
High school math proficiency	12	17	New American Foundation
Share of homes affordable for median income households	25	21	National Association of Home Builders
% of population reporting health status as "good" or "better"	1	25	Center for Disease Control & Prevention
% of respondents with any kind of health coverage	22	34	Center for Disease Control & Prevention
Cost of Living Composite Index	42	41	Council for Community & Economic Research
2 BR, 1 Bath 900 sq. ft. Rental Cost	33	33	Council for Community & Economic Research
Diversity Index	27	24	Dept. of Commerce Census Bureau
Tolerance Index	*	17	The Rise of the Creative Class, 2010 ed.
LIVE Rank	8	16	

*No appropriate comparison can be made; the data does not match the past or present metric.

WORK

CATEGORY: 5 (-2)

AEDC EXPECTED THE WORK RANKING TO DROP. ANCHORAGE WAS NOT HIT AS HARD BY THE RECESSION AS OTHER CITIES AND WAS ABLE TO RECOVER MORE QUICKLY. THE COMPETITION IN THE WORK CATEGORY CAN EXPECT TO BE MORE CHALLENGING IN THE FUTURE.

TWO NEW METRICS

The Live. Work. Play. Steering Committee decided to include two new metrics. Both metrics were taken from Richard Florida's book *Rise of the Creative Class*, 2010 ed.

Technology Index includes three variables: a measure of high-tech industry concentration, patents per capita and average annual patent growth. The data is collected from the Census Bureau's 2009 County Business Patterns statistics and the US Patent and Trademark Office.

Talent Index is based on a city's percentage of occupations in the "Creative Class," a group of professions that Mr. Florida considers key to the development of new ideas, innovations and businesses. The classification and count of occupations in the United States is from the Bureau of Labor Statistics' annual Occupational Employment Survey.

WORK	2013	2014	SOURCE
Average monthly earnings	15	14	Dept. of Commerce Census Bureau
Median household income	2	2	Dept. of Commerce Census Bureau
% of population high school graduates or higher	6	7	Dept. of Commerce Census Bureau
% of population with bachelor's degree or higher	28	22	Dept. of Commerce Census Bureau
% of commuters that use public transportation to get to work	34	35	Dept. of Commerce Census Bureau
Mean travel time to work	15	15	Dept. of Commerce Census Bureau
Average new hire earnings	5	8	Dept. of Commerce Census Bureau
Per capita personal income	5	5	Dept. of Commerce Census Bureau
Taxes as a % of income (for 50,000)	5	5	Washington DC Office of CFO
% of population above the poverty level	1	1	Dept. of Commerce Census Bureau
Unemployment rate	17	10	Dept. of Labor Bureau of Labor Statistics
Net job flows	38	42	Dept. of Commerce Census Bureau
Technology Index	*	47	The Rise of the Creative Class, 2010 ed.
Talent Index	*	24	The Rise of the Creative Class, 2010 ed.
WORK Rank	3	5	

*No appropriate comparison can be made; the data does not match the past or present metric.

PLAY

CATEGORY: 14 (-2)

THE "PLAY" RANKING DROPPED BY TWO PLACES THIS YEAR. THIS IS MOSTLY DUE TO ONE MODIFIED METRIC AND THE ADDITION OF TWO NEW METRICS. OVERALL, THE METRICS REMAINED STEADY AND DID NOT FLUCTUATE SIGNIFICANTLY.

ONE METRIC MODIFIED

The Center for Disease Control & Prevention modified their metric, "Have you had 20 or more minutes of vigorous physical activity three or more days per week?" to "During the past month, did you participate in any physical activities?" Due to this modification, it was not appropriate to compare the new and old metrics. In an attempt to continue to measure communities' level of exercise and activity, we will continue to use the data collected in this ranking.

TWO NEW METRICS

of Arts Related Businesses per 1,000 residents

of Arts Related Jobs per 1,000 residents

The data is collected and analyzed by the Western States Arts Federation, using Census Bureau and Department of Labor statistical reports, and will better track the arts community's impact on the local economy.

Footnote: In January of 2013, AEDC reported Anchorage's "Play" ranking as 11th of the 51 cities. During preparation of the 2014 rankings, a computational error was discovered and corrected, thus changing the rankings. The correct 2013 "Play" rank for Anchorage was 12.

PLAY	2013	2014	SOURCE
Library visits per capita	45	44	Institute of Museum & Library Services
Acres of parkland per 1,000 residents	1	1	The Trust for Public Land
Number of playgrounds per 10,000 residents	9	9	The Trust for Public Land
Have you had 20 minutes or more of vigorous activity three or more days per week?	1	*	Center for Disease Control & Prevention
During the past month, did you participate in any physical activities?	*	11	Center for Disease Control & Prevention
Performing Arts establishments per 100,000 residents	20	23	Dept. of Commerce Census Bureau
Full service restaurants per 100,000 residents	25	21	Dept. of Commerce Census Bureau
Museums, historical sites, similar per 100,000 residents	3	6	Dept. of Commerce Census Bureau
% of population neither overweight nor obese	45	48	Center for Disease Control & Prevention
# of healthy days for being active outdoors	1	1	Environmental Protection Agency
# of Arts Related Businesses per 1,000 Residents	*	14	Western States Arts Federation
# of Arts Related Jobs per 1,000 Residents	*	25	Western States Arts Federation
PLAY Rank	12	14	

*No appropriate comparison can be made; the data does not match the past or present metric.

APPENDIX 3: LWP METRICS & RANKINGS, 2015



In 2010, the Board of Directors for Anchorage Economic Development Corp. (AEDC) adopted a vision for Anchorage. By 2025, Anchorage will be the #1 city in America to Live, Work and Play. To accomplish this vision, quantitative metrics were selected to measure how Anchorage compares against the largest city in each state and the District of Columbia. The metrics are divided into three categories: Live, Work and Play. Each year AEDC gathers the data for the metrics, compares it against the other cities and determines the rankings.

LIVE. METRICS

*** **LIVE:** Anchorage ranks 20th | Dropped four ranks from one year ago. The LIVE category encompasses data on the cost of living, diversity, health, education and crime statistics for Anchorage. For the second year in a row, the overall ranking for LIVE fell.

	2015	Change from 2014	SOURCE
% of population reporting health status as "good" or better	11	↑14	Centers for Disease Control & Prevention
% of respondents with any kind of health care coverage	29	↑5	Centers for Disease Control & Prevention
Violent crimes per 1,000 residents, 3 Yr. Avg. Annual % Change (2011-13)	18	↑1	Federal Bureau of Investigations
8th grade reading proficiency	8	↔	New America Foundation
8th grade math proficiency	11	↔	New America Foundation
High school reading proficiency	12	↔	New America Foundation
High school math proficiency	17	↔	New America Foundation
Share of homes affordable for median income households	21	↔	National Association of Home Builders
2BR 1Bath 900Sqft Rental Cost	33	↔	Council for Community & Economic Research
Cost of Living Composite Index	42	↓1	Council for Community & Economic Research
Diversity Index	25	↓1	Department of Commerce Census Bureau
Property crimes per 1,000 residents, 3 Yr. Avg. Annual % Change (2011-13)	42	↓20	Federal Bureau of Investigations

TWO METRICS MODIFIED

Violent crimes per 1,000 residents % change, 2010 vs. 2012 changed to "Violent crimes per 1,000 residents, 3 Year Average Annual Percentage Change (2011-13).

Property crimes per 1,000 residents % change, 2010 vs. 2012 changed to "Property crimes per 1,000 residents, 3 Year Average Annual Percentage Change (2011-13)

The previous metrics compared a single year's statistics against another's, whereas the new metrics provide a more comprehensive sense of the direction of change, positive or negative. This smooths out irregular changes in the data and reduces variations over time, giving cities a more accurate ranking.

ONE METRIC IMPROVED SIGNIFICANTLY, +14

% of Population Reporting Health Status as "Good" or Better. The number of people in Anchorage who gave this response on the Center for Disease Control & Prevention's (CDC) survey increased 2.5 percent to a total of 86.3 percent from 2011 to 2012.

ONE METRIC FELL SIGNIFICANTLY, -20

Property crimes per 1,000 residents, 3 Year Average Annual Percentage Change (2011-13). After four years of totals fluctuating between 9,455 and 10,543, the number of property crimes

reported in Anchorage by the FBI Uniform Crime Reports increased by fourteen percent in 2013 over 2012. To 12,032. This caused the three year average to spike considerably and will affect the metric until 2016.

FOUR METRICS HELD OVER

8th Grade Reading Proficiency, 8th Grade Math Proficiency, High School Reading Proficiency and High School Math Proficiency rankings have not been updated, but are included in this year's metrics. A lag in data collection by the source agency (The New American Foundation) has resulted in no new data being available at this time. Updated metrics are expected to be available in mid-2015 and will be incorporated into the "Live" ranking at that time.

ONE METRIC REMOVED

Tolerance Index. The updated data for this index is not publicly available and AEDC does not at this time have resources allocated to obtain this information.



WORK.

METRICS

*** **WORK:** Anchorage ranks 2nd | Moved up three ranks from one year ago. The WORK category encompasses data on the economy, business, transportation, career opportunities and workforce development. This is Anchorage's strongest ranking, and has reached an all-time high this year.

	2015	*change from 2014	SOURCE
Net job flows	22	↑20	Dept. of Commerce Census Bureau
Average monthly earnings	7	↑7	Dept. of Commerce Census Bureau
Average new hire earnings	4	↑4	Dept. of Commerce Census Bureau
Median household income	1	↑1	Dept. of Commerce Census Bureau
Mean travel time to work	14	↑1	Dept. of Commerce Census Bureau
% of population high school graduates or higher	7	↔	Dept. of Commerce Census Bureau
Per capita personal income	5	↔	Dept. of Commerce Census Bureau
Taxes as a % of income (for \$50,000)	5	↔	Washington DC Office of CFO
% of population above the poverty level	1	↔	Dept. of Commerce Census Bureau
% of commuters that uses public transportation to get to work	35	↔	Dept. of Commerce Census Bureau
% of population with bachelor's degree or higher	25	↓3	Dept. of Commerce Census Bureau
Unemployment rate	17	↓7	Dept. of Labor Bureau of Labor Statistics

ONE METRIC MODIFIED

Net Job Flows is a ranking of a region's ratio of total jobs gained over the most recent four quarter period to the region's total population. In previous years, the jobs data was collected at the Metropolitan Statistical Area (MSA) level and the population data was collected at the city level. This underrepresented the population the jobs data came from. This year, both the jobs and population numbers are at the MSA level. For Anchorage, this resulted in a sizable improvement of this metric, going from 42nd in 2014 to 22nd this year.

TWO METRICS IMPROVED SIGNIFICANTLY (+7 & +4)

Average monthly earnings grew 1.65 percent from 2012 to 2013 helping Anchorage gain seven places in this year's metric. A closely related metric, **Average new hire earnings**, also showed a gain from eighth to fourth.

ONE METRIC FELL SIGNIFICANTLY (-7)

The Unemployment rate metric, a ranking of the average of the most recently reported twelve month's rates, dropped from 10th to 17th. While Anchorage's unemployment rate is at a respectable 5.1, five cities with far less seasonal fluctuation in their employment cycles made gains that enabled them to pull ahead of Anchorage.

TWO METRICS REMOVED

Technology Index & Talent Index. See the note for the **Tolerance index** in the "LIVE" metric narrative



APPENDIX 3: LWP METRICS & RANKINGS, 2015

PLAY. METRICS

***PLAY: Anchorage ranks 15th | Dropped one rank from one year ago.
The PLAY category encompasses data on arts and culture, recreation and entertainment.

	2015	*change from 2014	SOURCE
% of population neither overweight nor obese	37	↑11	Centers for Disease Control & Prevention
During the past month, did you participate in any physical activities?	6	↑5	Centers for Disease Control & Prevention
Acres of parkland per 1,000 residents	1	↔	The Trust for Public Land
Museums, historical sites, similar per 100,000 residents	6	↔	Dept. of Commerce Census Bureau
Number of playgrounds per 10,000 residents	9	↔	The Trust for Public Land
# of Arts Related Businesses per 1,000 Residents Americans for the Arts	14	↔	Americans for the Arts
Library visits per capita	44	↔	Institute of Museum & Library Services
# of Arts Related Jobs per 1,000 Residents	27	↓2	Americans for the Arts
Performing arts establishments per 100,000 residents	22	↓1	Dept. of Commerce Census Bureau
Full service restaurants per 100,000 residents	24	↓3	Dept. of Commerce Census Bureau

TWO METRICS IMPROVED SIGNIFICANTLY (+5, +11)

During the past month, did you participate in any physical activities? and % of population neither overweight nor obese metrics improved over last year. These metrics are taken from the same CDC survey as the % of population reporting health status as “good” or better metric in the “Live” ranking that also showed marked improvement.

TWO METRICS DROPPED SLIGHTLY (-3, -2)

Full service restaurants per 100,000 residents (-3) and # of Arts Related Jobs per 1,000 Residents (-2) metrics show a small drop this year. These are not seen as substantial movements, but rather the effect of slight changes in population totals throughout the fifty-one sample cities.

ONE METRIC REMOVED

of healthy days for being active outdoors. The Environmental Protection Agency’s Air Score dataset produced only 13 different values for the fifty-one cities surveyed. This resulted in twenty-four cities tying for first, a level of detail that was deemed unsatisfactory by staff. A new source for air quality data will be explored for inclusion in next year’s metrics.



LIVE. WORK. PLAY. MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MoU) is made by and between Anchorage Economic Development Corporation (AEDC) _____ partnering with AEDC to work towards achieving the goal of making Anchorage the number one city in America to Live, Work and Play by 2025.

The Parties hereby commit themselves to this Memorandum of Understanding:

GOALS AND OBJECTIVES. This MoU is undertaken to further the goals of the AEDC’s Live.Work.Play initiative (LWP) whose vision is to make Anchorage the number one city in America by 2025 to live, work and play.

Whereas, the LWP is a grassroots effort put forward by AEDC’s board of directors that is focused on community improvement and engagement for the people of Anchorage. The LWP vision specifies five goals to diversify the Anchorage economy: resources development, high quality healthcare, education, workforce development and a commitment to invest in community redevelopment.

Whereas, there are a broad spectrum of quantifiable metrics to measure Anchorage’s success. These metrics are all measured against each state’s largest city, including Washington D.C. They are all benchmarked from year to year as AEDC’s indicators of the success of LWP to fulfill the aspirational narrative outlining Anchorage’s vision for the future and what it will be like in 2025.

Whereas, the LWP Narrative will guide the work of partners and provide the final authority on key objectives.

Whereas, the overall objective of the LWP is aimed to be achieved through partnerships on ‘Areas of Focus’ suggested by LWP Committee members and prioritized by the LWP Steering Committee.

Whereas, the Live, Work, Play partners are the organization, agencies, nonprofits as well as private sector companies and entities that have a vested interest and may already be working on the very elements that leads to achieving the LWP Vision.

Now, therefore, be it resolved that the Partner and the Anchorage Economic Development Corporation have reached the following agreement:

1. The Live, Work, Play partner will
 - become a member of the LWP Committee,
 - have the opportunity to work with disparate organizations and businesses working on issues related to each other through cause and effect,
 - provide guidance to and work with partner organizations and businesses to improve the area of focus they undertake to be engaged in, plan and implement steps to make progress on their specific areas of focus,

APPENDIX 4: LWP MEMORANDUM OF UNDERSTANDING SAMPLE

- be a facilitator and collaborative entity to strengthen their ability to achieve the overall vision of LWP,
 - have the ability to use their own set of measurement tools to assess progress and success that ultimately leads to improving the AEDC LWP headline metrics,
 - have access to all LWP promotional materials to use at their discretion.
2. The Live, Work, Play partner and AEDC will be the co-creators of LWP work and thus be committed to their obligations under the LWP committee mandates.
 3. This MoU is neither a fiscal nor a funds obligation document.
 4. This MoU will be in effect for a period of three years from the signing date and can be renewed or terminated by written agreement of both parties.
 5. This MoU in no way restricts AEDC or the Live, Work, Play partner from participating in similar activities with other public or private agencies, organizations or individuals.

Dated as of _____, 2015

Signatures:

Live.Work.Play. Partner

Bill Popp
President and CEO

Anchorage Economic Development Corporation



APPENDIX 5: CURRENT LWP MEMORANDUM OF UNDERSTANDING PARTNER LIST, 8/13/15

- Accurate Vision Clinic
- Agnew Beck Consulting
- AIDEA
- AKontheGO
- Alaska AFL-CIO
- Alaska Center for the Performing Arts
- Alaska Channel
- Alaska Coast Magazine
- Alaska Community Foundation
- Alaska Community Theatre
- Alaska Dance Theatre
- Alaska Democratic Party
- Alaska Destination Specialists
- Alaska Dispatch News
- Alaska Housing Finance Corporation
- Alaska International Airport System
- Alaska Native Heritage Center
- Alaska Pacific University
- Alaska Permanent Capital Management
- Alaska Public Media
- Alaska Railroad Corporation
- Alaska Small Business Development Center
- Alaska Sports Hall of Fame- Healthy Futures
- Alaska State Council on the Arts
- Alaska Trails
- Alaska USA Federal Credit Union
- Alaska VA Healthcare System
- Alaska Volunteers Around the World
- Alaska World Affairs Council
- Alyeska Resort Management Company
- Alyeska Title Guaranty Agency
- American Diabetes Association
- American Lung Association in Alaska
- Anchorage Chamber of Commerce
- Anchorage Community Development Authority
- Anchorage Community Land Trust
- Anchorage Community Works
- Anchorage Concert Association

APPENDIX 5: CURRENT LWP MEMORANDUM OF UNDERSTANDING PARTNER LIST, 8/13/15

- Anchorage Downtown Partnership
- Anchorage Fairs and Festivals
- Anchorage Makerspace
- Anchorage Municipal Clerk's Office
- Anchorage Municipal Assembly
- Anchorage Museum
- Anchorage Neighborhood Health Center
- Anchorage Opera
- Anchorage Outdoor Family Network
- Anchorage Park Foundation
- Anchorage Public Library
- Anchorage School District
- Anchorage Waterways Council
- Anchorage's Promise – The Alliance for Youth
- Apokrisis LLC.
- Applied Microsystems, Inc.
- AWAIC (Abused Women's Aid in Crisis Inc.)
- BAC Transportation LLC
- BDO USA LLC
- Bean's Cafe
- Bear Tooth Theatrepub
- Bettisworth North Architects & Planners, Inc.
- Bicycle Commuters of Anchorage
- Big Tosi Management LLC
- Birch Horton Bittner & Cherot
- Café D'Arte Alaska
- CH2M
- Chugach Alaska Corporation
- Chugiak-Eagle River Chamber of Commerce
- CIRI
- ConocoPhillips Alaska
- Cook Inlet Housing Authority
- Covenant House Alaska
- Cyrano's Theatre Company
- Denali Daniels & Associates Inc.
- DOWL
- Drew Michael Life Impressions
- Ecology and Environment Inc.

APPENDIX 5: CURRENT LWP MEMORANDUM OF UNDERSTANDING PARTNER LIST, 8/13/15

- Eklutna, Inc.
- ENSTAR Natural Gas
- Family First Inc.
- FedEx Express
- Fire Island Rustic Bakery
- F.R. Bell & Associates, Inc.
- GCI
- Go Simply Social
- Green Alaska Solutions
- Grrlzlist
- Habitat for Humanity
- Hotel Captain Cook
- Identity Inc.
- Jarvi Homestay Bed & Breakfast
- Kaladi Brothers Coffee
- KeyBank
- KPB Architects
- Law Office of Glenn Cravez, Inc.
- Law Office of Jim Barnett, Inc.
- Lolihanna Training
- MoA Department of Health and Human Services
- MoA Parks and Recreation
- MoA Public Transportation Department
- MoA Solid Waste Services
- NeighborWorks Alaska
- Nine Star Education and Employment Services
- Northern Air Cargo
- One Anchorage, One Economy
- ORSO/ Glacier Brewhouse
- Pacific Islanders Center
- Pacific Northern Academy
- Pacific Rim Media
- PangoMedia, LLC
- Patton Boggs LLP
- Premera Blue Cross Blue Shield of Alaska
- Premo Consulting
- Pride Foundation
- Princess Cruises

APPENDIX 5: CURRENT LWP MEMORANDUM OF UNDERSTANDING PARTNER LIST, 8/13/15

- Professional Growth System
- Providence Health and Services Alaska
- Prudential Jack White Vista Real Estate
- Rasmuson Foundation
- Reid Middleton
- Renewable Energy Alaska Project (REAP)
- Rider Consulting
- RIM Architects
- Sam Wasson Photography
- Senator Mark Begich
- Side Street Espresso
- Shaping New Worlds
- Skinny Raven Sports
- Snow City Cafe
- Spawn Ideas
- Spenard Chamber of Commerce
- Steam Dot Coffee
- Support Services Alaska
- Tech Pro Ltd.
- The Alaska Club
- The Arc of Anchorage
- The Boardroom
- The Chariot Group
- The United Way of Anchorage
- The Wilson Agency
- Thread Alaska
- Thompson & Co. Public Relations
- Totem Ocean Trailer Express
- Transition Management
- UAA MBA Student Advisory Committee
- University of Alaska Anchorage
- Visit Anchorage
- Walsh Sheppard
- Weidner Apartment Homes
- Wells Fargo Bank
- White Water Wellness LLC.
- WONDERBUILD.COM



EMPLOYER SURVEY

140
BUSINESSES RESPONDED

88
PERCENT
companies with <1000 employees

TOP 5 INDUSTRIES OF RESPONDENTS:

- Professional, business or tech svcs
- Oil, gas, mining, construction, mfg
- Other services
- Finance
- Other

82%
respondents headquartered in Anchorage

24%
respondents use a relocation company

32% offer a relocation package that includes assistance with housing

80% of relocated employees are looking to buy within the Anchorage Bowl

90% had <5 relocations to Anchorage last year, yet are still negatively impacted by our housing market

47%

Feel the Anchorage housing market is impacting the ability of their business to attract workers

39% Feel the market is impacting their ability to retain workers

20% rated employees as being mostly satisfied or very satisfied with finding housing to buy in Anchorage

15% had job candidates decline to relocate to Anchorage because of housing-related issues

ONLY 8% rated their employees as being mostly satisfied or very satisfied when evaluating their satisfaction with rental housing in Anchorage

44% mostly dissatisfied or very dissatisfied (25)

COMMON EMPLOYER CONCERNS:

- Employees choosing longer commutes in exchange for lower cost housing
- Overall neighborhood quality, including schools and availability of public transportation
- Increasing need for higher wages to accommodate high cost of housing, impacts company profitability
- Limited rental unit availability, many in undesirable neighborhoods with low quality amenities

TOP 5 SOLUTIONS IDENTIFIED BY EMPLOYERS:

- 1 Redevelop deteriorated areas with new denser housing (60)
- 2 Build more affordable housing units (60)
- 3 Provide tax relief for new housing in deteriorated areas (53)
- 4 Build more rental housing units (53)
- 5 Upgrade streets, water/sewer, sidewalks in deteriorated areas to encourage redevelopment (45)

EMPLOYEE SURVEY

603
TOTAL RESPONDENTS



Gender of the respondents?
39% MALE
61% FEMALE

DEMOGRAPHICS

60% BETWEEN AGES OF 25-44
32% 25-34 (Millennials) • 28% 35-44 (Generation X)

73% HAVE BACHELOR'S DEGREE OR HIGHER
45% Bachelor degree • 28% Graduate degree

MAJORITY OF HOUSEHOLDS "MARRIED"
57% Married couple • 17% One-person

51% ANNUAL HOUSEHOLD INCOME \$50K-\$125K
21% \$50,000 to \$74,999
15% \$75,000 to \$99,999
15% \$100,000 to \$124,999

DOWNTOWN #1 NEIGHBORHOOD WHERE PEOPLE WANT TO LIVE

46% DOWNTOWN
39% TURNAGAIN
38% SO. ANCHORAGE
27% LOWER HILLSIDE

62% CURRENTLY RESIDENTIAL "OWNERS"

62% Owners
34% Renters
3% Live with Parents
1% Other

75% "OWNER" RESPONDENTS OWN SINGLE FAMILY HOMES
75% Single-family home
17% Condo or townhouse
6% Duplex
1% Mobile home

72% NOT CURRENTLY SEEKING HOUSING

13% Tried to Rent • 15% Tried to Buy



Primary reason why potential buyers did not purchase?

68% HOUSING TOO EXPENSIVE

PLANNING TO MOVE WITHIN ANCHORAGE IN THE FUTURE? 45% Yes • 38% No

TYPES OF HOUSING RESPONDENTS WOULD CONSIDER?

76% Single-family multi-level • 71% Single-family 1-floor
47% Townhouse • 40% Duplex • 38% Condo

WHAT DO RESPONDENTS WANT IN NEW HOUSING?

79% Garage 68% Location in a safe neighborhood
61% Washer/Dryer in unit 56% Proximity to parks & trails
53% Yard 48% Ability to have pets 47% Proximity to work
33% Proximity to shopping, services, restaurant, or coffee shop

TOP 5 SOLUTIONS IDENTIFIED BY EMPLOYEES:

- 1 Redevelop deteriorated areas with new denser housing (50%)
- 2 Build more affordable housing units (49%)
- 3 Provide tax relief for new housing in deteriorated areas (39%)
- 4 Build more single-family housing units (37%)
- 5 Upgrade streets, water/sewer, sidewalks in deteriorated areas to encourage redevelopment (36%)



APPENDIX 7: LWP TIMELINE

May 2010:

NEW VISION FOR ANCHORAGE

- AEDC Board of Directors adopts new vision for AEDC and Anchorage: "By 2025, Anchorage will be the #1 city in America to Live, Work and Play."
- AEDC Board of Directors tasks AEDC staff with defining quantitative metrics to measure progress and to create a narrative describing the vision attainment.
- Mike Prozeralik is named Chair of the seven-member Live. Work. Play. Committee.

October 2011:

LIVE. WORK. PLAY. NARRATIVE CREATION

Narrative for Anchorage is created using the results of the survey. Narrative describes the vision of Anchorage as the #1 city in America to Live, Work and Play. The narrative is adopted by the AEDC Board of Directors.

January 2012:

FIRST LIVE. WORK. PLAY. METRICS UNVEILING

AEDC releases the first Live. Work. Play. metrics at the 25th Anniversary Economic Forecast Luncheon. Anchorage ranks 10th for Live, 1st for Work and 9th for Play.



Photo by Archana Mishra

February 2011:

LIVE. WORK. PLAY. SURVEY LAUNCHES

Online community survey launches that asks two simple questions: "Why do you live here?" and "Why would you leave?"

October 2011:

LIVE. WORK. PLAY. METRICS CREATION

To measure progress and to compare Anchorage to other cities, AEDC staff develops quantitative metrics in three categories: Live, Work and Play. The AEDC Board of Directors adopts these metrics.

January 2012:

LIVE. WORK. PLAY. FILM COMPETITION

A contest is opened to the public, asking for short films illustrating how Anchorage residents live, work and play in their city. Brian Dollarhide is picked as the eventual winner, with his hilarious, "Stuff Anchoragites Never Say" entry.

APPENDIX 7: LWP TIMELINE

February 2012:

WORK SESSION WITH PETER KAGEYAMA

Peter Kageyama, author of *For the Love of Cities*, conducts a half-day work session in Anchorage with 100 participants and challenges them to think of creative ways to engage the community and improve the city.

April 2013:

LIVE. WORK. PLAY SUMMIT

Full-day work session is held with more than 60 participants to get feedback on Live. Work. Play.



June 2013:

DEVELOPMENT OF MEMORANDUM OF UNDERSTANDING

AEDC staff develops non-binding MoU for businesses, organizations and groups in Anchorage to sign and formally acknowledge their support of the Live. Work. Play. vision.

2012

January 2013:

2013 LIVE. WORK. PLAY. RANKINGS

Live: 8th

Work: 3rd

Play: 11th

May 2013:

NEW STRUCTURE FOR LIVE. WORK. PLAY. DEFINED

- Using results of the work session, a new structure for Live. Work. Play. is revealed.
 - Live. Work. Play. defines six "Areas of Focus." The areas are: Housing, Education, Workplace Well-Being, Community Safety, Trails Initiative and Creative Placemaking.

2013

June 2013:

STEERING COMMITTEE FORMS

The Live. Work. Play. Committee evolves into a Steering Committee with expanded membership beyond the AEDC Board of Directors and is tasked with overseeing the Areas of Focus.



APPENDIX 7: LWP TIMELINE

September 2013:

CREATION OF ONE ANCHORAGE, ONE ECONOMY AREA OF FOCUS

A seventh area of focus is added to Live. Work. Play. One Anchorage, One Economy is a diversity-focused area.

September 2013

I LOVE ANCHORAGE INSTAGRAM LAUNCHES

The community Instagram account, I Love Anchorage, is launched by AEDC. Each week a different Anchorage resident is given access to the account to post about how they Live, Work and Play in Anchorage.

January 2014

2014 LIVE. WORK. PLAY. RANKINGS

Live: 16th

Work: 5th

Play: 14th

I LOVE ANCHORAGE FIRST FRIDAY #iLoveAnchorage

Featuring one year of I Love Anchorage Instagram photos, printed and on display.

- » Friday, Nov. 7, 2014
- » Egan Center Lobby
- » 5 - 7 p.m. • Free
- » Live Music: 2 Cent Acre

#iLoveAnchorage

AEDC
Anchorage Economic Development Corporation

September 2013:

CREATION OF ENGAGE ANCHORAGE EFFORT

Engage Anchorage becomes the young professional effort of Live. Work. Play. The initiative is forged in order to provide a means of getting a new generation of Anchorage's leadership involved in making their city an inviting place to live for everyone.



November 2014

I LOVE ANCHORAGE FIRST FRIDAY

AEDC hosts the signature event of 2014 for Live. Work. Play. at the Egan Center. The event is an art exhibit displaying one year of photos from the I Love Anchorage Instagram account.

APPENDIX 7: LWP TIMELINE

January 2015

2015 LIVE. WORK. PLAY. RANKINGS

Live: 20th

Work: 2nd

Play: 15th

April 2015

LIVE. WORK. PLAY. NARRATIVE REVIEW COMMITTEE FORMS

Nearly four years after the first Narrative was drafted, describing what Anchorage would aspire to be like by the year 2025, a new committee is formed to address and revise the narrative as indicated by the responses from the new survey. More than 30 members of the community from various organizations and walks of life form the committee.



Centennial Tent City display



Photo of AEDC Staff

February 2015

LIVE. WORK. PLAY. SURVEY RE-LAUNCHES

In the same way that the first Live. Work. Play. survey was given, Anchorage residents are again asked two simple questions: "Why do you live here?" and "Why would you leave?"

May 2015

MAYOR BERKOWITZ ACKNOWLEDGES LIVE. WORK. PLAY.

Anchorage's newly-elected Mayor, Ethan Berkowitz, announces that of his five transition committees made to assist in the change of administration, one will be specifically devoted to Live. Work. Play. This marks a new milestone in the history of Live. Work. Play., which finally receives official acknowledgement from a mayoral position.

2015



To find out more information about LWP, visit:
www.aedcweb.com/live-work-play/

To see how people in Anchorage Live, Work and Play,
follow us on Instagram: [@iloveanchorage](https://www.instagram.com/iloveanchorage)

Follow LWP on Facebook:
<https://www.facebook.com/AnchorageLWP>

Follow Engage Anchorage on Facebook:
<https://www.facebook.com/EngageAnchorage>

Sign up for LWP e-news:
<http://bit.ly/LWPnews>

