



# 2014 Annual Report



**AEDC**  
Anchorage Economic  
Development Corporation

#### Board of Directors

##### 2014 Voting Members

Chair – Timothy Vig USKH, Inc.  
Vice Chair – Michael Prozeralik KPB Architects.  
Secretary/Treasurer – James Hasle BDO USA, LLP.  
Alaska Airlines Marilyn Romano  
Alaska Communications Michael Todd  
Alaska Railroad Corporation Dale Wade  
Alaska Regional Council of Carpenters Scott Hansen  
Alaska USA Federal Credit Union David Hamilton  
AT&T Alaska Chris Brown  
Birch Horton Bittner & Cherot Suzanne Cherot  
BP Exploration Dave Van Tuyl  
Chugach Alaska Corporation Sheri Burretta  
CIRI Sophie Minich  
ConocoPhillips Bob Heinrich  
DOWL HKM Stewart Osgood  
ExxonMobil Corporation Kimberly J. Fox  
FedEx Express Dale Shaw  
First National Bank Alaska John Hoyt  
GCI Greg Pearce  
Hotel Captain Cook Raquel Edelen  
Lynden Inc. Rick Pollock  
Northern Air Cargo Elaine Nisson  
Premera Blue Cross Blue Shield of Alaska Lynn Rust Henderson  
Princess Tours Bruce Bustamante  
Professional Growth Systems William Dann  
Providence Alaska Medical Center Kirsten Schultz  
The Wilson Agency, LLC Lon Wilson  
Totem Ocean Trailer Express George Lowery  
Walsh Sheppard Jack Sheppard  
Weidner Apartment Homes Gregory Cerbana  
Wells Fargo Bank N.A. Joseph Everhart

##### 2014 Ex-Officio Members – Alaska Legislature

Senator Lindsey Holmes  
Senator Mia Costello  
Representative Johnny Ellis  
Representative Lesil McGuire

##### 2014 Ex-Officio Members – Municipality

Mayor Dan Sullivan  
Senior Policy Advisor, Larry Baker  
Assembly Member, Ernie Hall  
Assembly Member, Chris Birch

##### 2014 Ex-Officio Members – Appointed by the Board

AIDEA Chris Anderson  
Alaska Pacific University Dr. Don Bantz  
Anchorage Chamber of Commerce Andrew Halcro  
Anchorage Downtown Partnership, Ltd. Chris Schutte  
Anchorage School District Ed Graff  
Anchorage Water and Wastewater Utility Andrew Eker  
Artique, Ltd. Tennys Owens  
Chris Stephens Commercial Brokerage Chris Stephens  
Chugiak-Eagle River Chamber of Commerce Susan Gorski  
Girdwood 2020 Diana Stone Livingston  
KeyBank Brian Nerland  
Lynden & Past Chairman of the AEDC Board Dennis Mitchell  
Municipal Light & Power Jim Posey  
RIM Architects Larry Cash  
State of Alaska, DCCED Roberta Graham  
Ted Stevens Anchorage International Airport John Parrott  
University of Alaska Anchorage Elisha "Bear" Baker  
University of Alaska Board of Regents Mary Hughes  
Visit Anchorage Julie Saupe

##### President & CEO

Bill Popp

## AEDC Mission

To grow a prosperous, sustainable and diverse economy.

## AEDC Values

**Integrity:** Being transparent and ethical in all our dealings

**Credibility:** Demonstrating competency and expertise in everything that we do

**Proactive:** Creating opportunities through innovative actions

**Collaboration:** Leveraging our strengths with the strengths of others

## AEDC Vision

By 2025, Anchorage is the #1 city in America to live, work and play.

- We will diversify the Anchorage economy to be less dependent on oil, gas and government spending
- We will secure investments in physical infrastructure and community re-development
- We will be a strong advocate for high quality health care, education and workforce development
- We will promote the development of affordable, long-term energy supplies
- We will seek to maintain and improve Anchorage's world-class recreational opportunities and quality of life

Hello and welcome to the 2014 Annual Report for Anchorage Economic Development Corp.! AEDC has been a leader in economic development and business assistance for more than 25 years. Our 250 investor companies represent the largest employers in Alaska, and are a mix of locally grown and national corporations across every major industry in the state. Our primary mission is to grow and diversify the economy of Anchorage and Southcentral Alaska. Our vision is to make Anchorage the #1 city in America to live, work and play by 2025.

Two-thousand-fourteen went by like a whirlwind. The Live. Work. Play. initiative started moving like never before, with more than 100 volunteers powering the movement, more than 100 companies signing Memorandum of Understanding forms and the I Love Anchorage Instagram account breaking more than 1,000 followers with a month's long waiting list to host.

Our Business and Economic Development Department met with businesses on a local and national level. They assisted with site selectors and planned award-winning entrepreneurship programs and events. The second-ever Alaska Entrepreneurship Week went off without a hitch and brought several big-name entrepreneurs to town. The Alaska Entrepreneurship Week events were well-attended and provided value and inspiration to the community.

AEDC's social media presence and email list continued to grow. We had local and national media reaching a media value of more than \$1 million. The I Love Anchorage Instagram account earned a Gold Award of Excellence from the International Economic Development Council (IEDC).

Overall, 2014 was a good year for AEDC. We are looking forward to another busy year in 2015, hosting site selectors and economic development professionals from around the world when we host the IEDC Annual Conference in the fall of 2015. Thank you to our 2014 Board of Directors for their hard work and to all of our Investors for supporting the mission and vision of AEDC.

Sincerely,

Bill Popp  
AEDC President & CEO

## AEDC Signature Luncheons

### **AEDC Economic Forecast Luncheon**

Featured Speaker: Ann Rhoades, author of *Built on Values* and president of People Ink

**Date:** January 29, 2014



**Speaker Sponsor:** GCI  
**Attendance:** 1,500+ Sold Out

### **AEDC 3-Year Outlook Luncheon**

Featured Speaker: Terry Jones, author of *ON Innovation* and founder and former CEO of Travelocity.com

**Date:** July 30, 2014



**Speaker Sponsor:** Premera Blue Cross Blue Shield of Alaska  
**Attendance:** 1,400+

# Anchorage Fast Facts

**POPULATION**

**ANCHORAGE**  
 MALE 51%  
 FEMALE 49%  
 MED. AGE 32  
**301,010**  
 SOURCE: AK DOL R&A

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**ALASKA**  
 MALE 52%  
 FEMALE 48%  
 MED. AGE 33  
**736,399**  
 SOURCE: AK DOL R&A

**LOCATION**

**ANCHORAGE**  
 1,961 sq. miles

**ALASKA**  
 663,300 sq. miles



Anchorage is less than 9.5 hours from 90% of the industrialized world.

Anchorage is a major port, receiving over 95% of all freight entering Alaska.

**HOUSING**

**VACANCY RATE**  
**7.1%**  
 SOURCE: U.S. CENSUS BUREAU 2009-2013 5 YEAR ESTIMATES

**RENTAL VACANCY RATE**  
**3.2%**

**AVG. SALES PRICE**  
**\$358,892**  
 SOURCE: AK MLS

**AVG. RENTAL PRICE**  
**\$1,250**

**AVG. YEAR BUILT**  
**19XX**

**AVG. RENTAL PRICE OF SINGLE FAMILY HOME**  
**\$2,043**  
 SOURCE: AHFC RENTAL SURVEYS, 2014

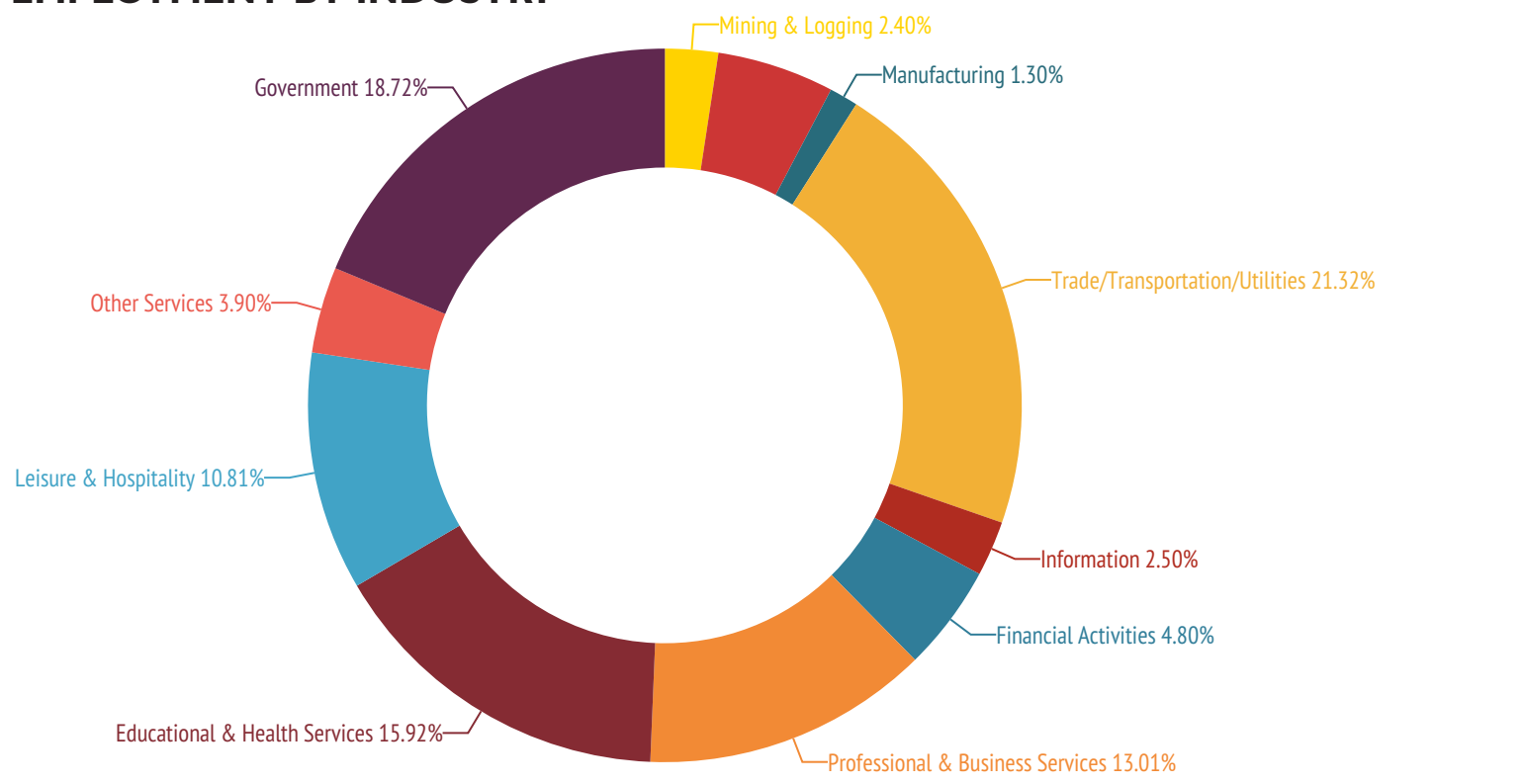
**EDUCATION**

**ANCHORAGE SCHOOL DISTRICT ENROLLMENT** **47,929**

ELEMENTARY SCHOOLS 60  
 MIDDLE SCHOOLS 10  
 HIGH SCHOOLS 8  
 ALTERNATIVE SCHOOLS 22  
 CHARTER SCHOOLS 8

**LANGUAGES SPOKEN AT HOME** **100**  
 SOURCE: ANCHORAGE SCHOOL DISTRICT 10/2014

## AVERAGE MONTHLY EMPLOYMENT BY INDUSTRY



## COST OF LIVING

Anchorage's overall index in 2014 was 128.5, or 128.5 percent of the national average. Another way of looking at it would be to say that the cost of living in Anchorage is 28.5 percent higher than the average American city.

COMPONENT	WEIGHT	2012	2013	2014	POINT CHG 2007-14	POINT CHG 2013-14
OVERALL INDEX	100%	129.6	126.2	<b>128.5</b>	2.5	2.3
GROCERY ITEMS	13.96%	129.1	113	<b>123.4</b>	-6.4	10.4
HOUSING	27.80%	152.8	155.1	<b>157.8</b>	19.9	2.7
UTILITIES	10.23%	100.4	99	<b>97</b>	-9.1	-2
TRANSPORTATION	12.12%	108	107.3	<b>105.1</b>	1.6	-2.2
HEALTH CARE	4.41%	136.6	139.2	<b>139.9</b>	7.4	0.7
MISC.	31.48%	126.9	122.3	<b>122.4</b>	-4.2	0.1

## WORKFORCE

LABOR FORCE

UNEMPLOYMENT RATE

HIGH SCHOOL DIPLOMA OR HIGHER\*

BACHELORS DEGREE OR HIGHER\*



ANCHORAGE

ALASKA

159,295

367,165

5.2%

6.8%

92.5%

91.6%

32.8%

27.5%

SOURCES: AK DOL R&A, CENSUS 2009-2013 ACS 5 YR ESTIMATE

\* POPULATION 25 OR OLDER

## \$ INCOME

MEDIAN HOUSEHOLD INCOME

ANCHORAGE

ALASKA

\$77,454

\$70,760

CENSUS 2009-2013 ACS SURVEY 5 YR EST.

## TRANSPORTATION CARGO STATS



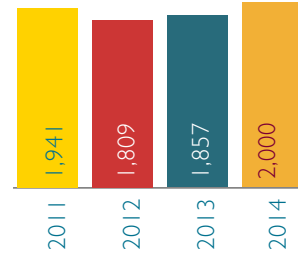
ALASKA RAILROAD (SHORT TONS)



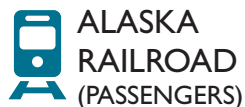
PORT OF ANCHORAGE (SHORT TONS)



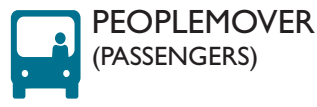
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT (SHORT TONS, IN THOUSANDS)



## PASSENGER STATS



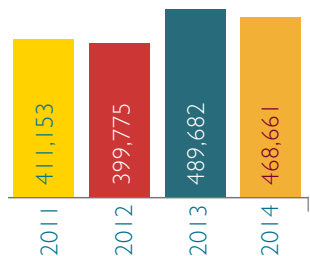
ALASKA RAILROAD (PASSENGERS)

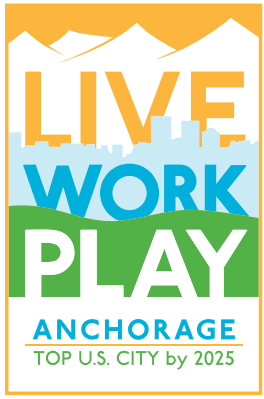


PEOPLEMOVER (PASSENGERS)



TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT (PASSENGERS ENPLANED & DEPLANED)





Two-thousand-fourteen was a busy year for Live. Work. Play. In January the latest metrics were released in conjunction with the new Live. Work. Play. magazine. The 2014 Live. Work. Play. magazine was published by the Anchorage Daily News and distributed with the Sunday newspaper.

2014 LIVE. WORK. PLAY. METRICS

LIVE	16
WORK	5
PLAY	14

SEVEN LIVE. WORK. PLAY. AREAS OF FOCUS GROUPS

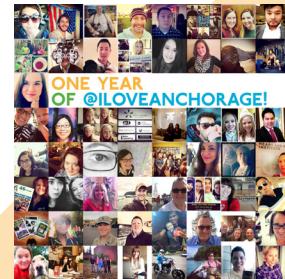
- Housing
- Community Safety
- Education
- Workplace Well-Being
- Trails Initiative
- Creative Placemaking
- One Anchorage, One Economy
- PLUS - Young Professional Group: Engage Anchorage

ONE SIGNATURE EVENT: I LOVE ANCHORAGE FIRST FRIDAY

Nov. 7, 2014 - Hosted First Friday event at the Egan Center in Downtown Anchorage. On display was every photo posted to the I Love Anchorage Instagram account in the first year. The photos were printed on scrim and arranged in groups by week. There were more than 700 attendees and the band, 2 Cent Acre, played. The event brought together many of the I Love Anchorage hosts and the Areas of Focus had booths.

I LOVE ANCHORAGE

- 54 I Love Anchorage hosts
- Won IEDC Gold Award of Excellence for New Media



Sponsors of Live. Work. Play.

DENALI SPONSOR \$10,000+



We know the territory.

O'MALLEY SPONSOR \$5,000+



SUSITNA SPONSOR \$5,000+

The Wilson Agency

FLATTOP SPONSOR

KeyBank

## LWP PARTNERS (SIGNED MOU'S)

Accurate Vision Clinic  
Agnew Beck Consulting  
AIDEA  
AKontheGo  
Alaska AFL-CIO  
Alaska Community Foundation  
Alaska Center for the Performing Arts  
Alaska Channel  
Alaska Community Theatre  
Alaska Coast Magazine  
Alaska Dance Theatre  
Alaska Democratic Party  
Alaska Destination Specialists  
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 State Council on the Arts  
Alaska Sports Hall of Fame – Healthy Futures  
Alaska Trails  
Alaska USA Federal Credit Union  
Alaska Volunteers Around the World  
Alaska VA HealthCare System  
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  
Anchorage Downtown Partnership  
Anchorage Municipal Assembly  
Anchorage Municipal Clerk's Office  
Anchorage Museum  
Anchorage Public Library  
Anchorage Neighborhood Health Center  
Anchorage Opera  
Anchorage Outdoor Family network  
Anchorage's Promise - The Alliance for Youth  
Anchorage Parks and Recreation  
Anchorage Park Foundation  
Anchorage Fairs and Festivals  
Anchorage School District

Anchorage Waterways Council  
Apokrisis LLC.  
AWAIC: Abused Women's Aid in Crisis Inc.  
BAC Transportation LLC.  
BDO USA LLP.  
Bean's Cafe  
Bear Tooth Theatrepub  
Bettisworth North  
Bicycle Commuters of Anchorage  
Big Tosi Management LLC.  
Birch Horton Bittner & Cherot  
Café D'Arte Alaska  
Chris Cupp Photography  
CIRI  
CH2M HILL  
Chugach Alaska Corporation  
ConocoPhillips Alaska  
Cook Inlet Housing Authority  
Covenant House Alaska  
Cyrano's Theatre Company  
Denali Daniels & Associates Inc.  
DOWL  
Drew Michael Life Expressions  
ECI/Hyer Inc.  
Ecology and Environment Inc.  
Eklutna Inc.  
Enstar Natural Gas  
Chugiak Eagle River Chamber of Commerce  
Family First Inc.  
FedEx  
Fire Island Rustic Bakery  
GCI  
Grrlzlist  
Go Simply Social  
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  
NeighborWorks Anchorage

Nine Star Education and Employment Services  
Northern Air Cargo  
One Anchorage, One Economy  
ORSO/Glacier Brewhouse  
Pacific Islander Center  
Pacific Northern Academy  
Pacific Rim Media  
Pango Media  
Patton Boggs LLC.  
Premera Blue Cross Blue Shield of Alaska  
Pride Foundation  
Princess Cruises  
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  
Side Street Espresso  
Shaping New Worlds  
Skinny Raven Sports  
Snow City Cafe  
Spawn Ideas  
Spenard Chamber of Commerce  
Steam Dot Coffee  
Support Services of Alaska  
United Way of Anchorage  
Tech Pro Ltd.  
The Arc of Anchorage  
The Boardroom  
The Chariot Group  
The Wilson Agency  
Thompson & Co.  
Transition Management  
Totem Ocean Trailer Express  
UAA MBA Student Advisory Committee  
University of Alaska Anchorage  
Visit Anchorage  
Walsh Sheppard  
Wells Fargo Bank  
Weidner Apartments Homes  
White Water Wellness

## Media & Communications

AEDC media presence dropped in 2014 from 2013. We did not go on a press trip in 2014 and instead focused our efforts on building our local image and to raise awareness for the Live. Work. Play. initiative.

AEDC continued to expand our reach through our social networks. In the fall of 2013, we launched a new Instagram campaign, I Love Anchorage. The account took off in 2014, gaining a substantial following. The account was part of our strategy to raise awareness for AEDC and Live. Work. Play.

The AEDC Communications team of one doubled in size, adding a new full-time position in the fall of 2014.

### **PUBLIC RELATIONS**

Media Placements: 404 • Media Value: \$1,729,011 • Reach: 50,179,204 • ROI: 41:1

### **SOCIAL MEDIA**

PLATFORM	YR CREATED	FOLLOWERS*	2013 CHG.
AEDC Facebook	Aug. 2009	1,297	+327
AEDC Twitter	Feb. 2009	2,820	+670
AEDC LinkedIn	Mar. 2013	1,042	+419
Live. Work. Play. Facebook	Feb. 2012	1,002	+327
Live. Work. Play. Instagram	Oct. 2013	2,491	+2,028
AEDC Instagram	June 2013	224	+149

\*(AS OF DEC. 2014)

### **WEBSITE**

Launched the new [www.AEDCweb.com](http://www.AEDCweb.com) during 2014. The final website changes went live in November 2014.

Sessions: 31,079 • Users: 21,796 • Pageviews: 67,242 • Avg. Session Duration: 02:07 • New Visitors: 67.6%

### **E-NEWSLETTER - MAILCHIMP**

Expanded the AEDC email list in 2014. Grew the mailing list database by compiling duplicate lists and pulling names from other platforms (Outlook, LinkedIn, etc.).

Subscribers: 3,462 • Open Rate: 17.1% • Click-Through 2%

## Research & Reports

AEDC researched, surveyed and released 20 economic reports in 2014. These reports included:

- 2014 Economic Forecast
- 2014 Business Confidence Index Report
- 2014 LWP Metrics
- Monthly Employment Reports
- Quarterly Anchorage Consumer Optimism Reports
- Resource Extraction Report

All AEDC reports are available at [www.AEDCweb.com/research-reports](http://www.AEDCweb.com/research-reports).

### **RESEARCH TOOL ALERT!**

AEDC offers quality research management services, confidentiality and targeted economic analysis to AEDC investors, complete with custom-designed reports. In addition, the Anchorage Prospector widget is available on [www.AEDCweb.com](http://www.AEDCweb.com). The tool offers immediate information on Anchorage community demographics and available commercial real estate.



## BUSINESSES ASSISTED

AEDC Investor Companies	249
Non-Investors	184
Alaska-based	379
Out-of-State	54
Total	433

## SPECIAL PROJECTS

**BUSINESS RETENTION AND EXPANSION** AEDC kicked off a multi-year business retention and expansion effort in 2014. To begin, AEDC conducted one of the most extensive surveys of the Anchorage business community. The survey was conducted from April 7 through September 30, 2014. There was a total of 380 businesses that participated. Of the completed surveys, 332 were included in final analysis. The survey is being used to guide the newly reconstructed Economic Development Advisory Committee (EDAC).

**SITE SELECTOR ENGAGEMENT** The AEDC Business and Economic Development team assisted the Alaska Department of Commerce, Community and Economic Development (DCCED) in arranging a tour for a business that was exploring the option of opening a facility in Anchorage.

Attended the International Economic Development Council Annual Conference in Fort Worth, Texas and met for one-on-one meetings with 10 site selectors and consultants.

**AIR CARGO** Worked with Ted Stevens Anchorage International Airport and GLDPartners to identify potential new industries for the Anchorage Airport, based on Alaska's air cargo advantages for supply chain logistics. The industries that were identified include: pharmaceuticals, aerospace, high-calue electronics and auto-parts.

**ENTREPRENEURSHIP: ENTREPRENEUR SUPPORT** AEDC endorsed a KivaZip loan by ArXotica for \$10,000, which was successful. The loan was the third loan AEDC endorsed, and the first loan for \$10,000.

**ENTREPRENEURSHIP: EVENTS & COMMUNITY BUILDING** Held the 2<sup>nd</sup> Alaska Entrepreneurship Week in July and helped organize five events during the week.

<i>Event</i>	<i>Attendance</i>
Anchorage Mini Maker Faire	1,400+
Crowdfunding AK	180+
AEDC 3-Year Outlook Luncheon	1,400+
Pitch-On-A-Train	75+
Alaska Hackathon	50

The Anchorage Mini-Maker Faire and the Crowdfunding AK event featured keynote speaker, Danae Ringelmann, a co-founder of Indiegogo.com, one of the largest crowdfunding platforms in the world.



The Anchorage  
Mini-Maker Faire



Crowdfunding AK



3-Year  
Outlook Luncheon



Pitch-On-A-Train

**BUDGET  
INCOME**

	<b>FY2015*</b>	<b>FY2014</b>	<b>FY2013</b>	<b>FY2012</b>
Grants & Contracts	445,027	1,383,900	1,527,529	697,578
Private Cash	1,130,300	940,742	834,803	867,950
In-Kind	136,445	145,460	149,149	114,304
Misc. & Interest	1,800	5,527	34,862	4,571
<b>TOTAL INCOME</b>	<b>1,713,572</b>	<b>2,475,629</b>	<b>2,546,343</b>	<b>1,684,403</b>

**EXPENSES**

Program	1,329,244	1,934,375	2,169,632	1,177,420
Management & General	203,728	296,873	279,278	296,229
Fundraising	136,932	199,481	170,670	173,612
<b>TOTAL EXPENSES</b>	<b>1,669,904</b>	<b>2,430,729</b>	<b>2,619,585</b>	<b>1,647,261</b>

<b>NET INCOME</b>	<b>+\$43,688</b>	<b>\$44,900</b>	<b>\$(73,242)</b>	<b>\$39,968</b>
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\*Estimate

# AEDC Investors

## DIAMOND \$20,000+



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

Alaska Communications  
Alaska Integrated Media  
Anchorage Community Development Authority  
Anchorage Media Group  
Chugach Electric Association, Inc.  
CIRI  
CRW Engineering Group

DOWL HKM  
First National Bank Alaska  
Flint Hills Resources  
Hotel Captain Cook  
Key Bank  
KTUU-TV (Northern Lights Media)  
Northrim Bank

Ohana Media Group  
Providence Alaska Medical Center  
Shell Exploration & Production Company  
Stantec  
Totem Ocean Trailer Express, Inc.  
Weidner Property Management

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

Alaska Railroad Corporation  
Alaska Regional Hospital  
Aleut Corporation  
Alyeska Resort  
ASRC Energy Services  
AT&T  
Bank of America Merrill Lynch  
BDO USA LLP  
Calista Corporation

Chugach Alaska Corporation  
Cook Inlet Housing Authority  
Creative Lighting & Sound  
Denali Alaskan Federal Credit Union  
ENSTAR Natural Gas Co.  
FedEx Express  
kpb architects  
Lynden Inc.

Orthopedic Physicians Anchorage  
Pacific Northwest Regional Council of Carpenters  
Peak Oilfield Services Company  
Princess Tours  
Rasmuson Foundation  
The Alaska Club  
Thompson & Company  
Wilson Agency, L.L.C., The

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

Alaska Aerospace Corporation  
Alaska Business Monthly  
Alaska Channel  
Alaska National Insurance Company  
Alaska Public Media  
Anchorage Downtown Partnership  
Architects Alaska, Inc.  
Birch, Horton, Bittner & Cherot  
Blood Bank of Alaska  
Buzz Rohlfing, Inc.  
Carlile Transportation  
Coffman Engineers Inc.

Connected Nation Inc.  
DenaliTEK Incorporated  
Eklutna, Inc  
Gonzalez Marketing  
Graphicworks  
JL Properties, Inc  
Matanuska-Susitna Borough  
Microcom  
Mini of Anchorage  
NANA Development Corporation  
Northern Air Cargo  
Odom Corporation

Penco Properties  
Petrotechnical Resources Alaska  
RIM Architects  
RSA Engineering  
SteamDot  
Tesoro Alaska Petroleum Companies, Inc.  
The Boardroom  
The Superior Group, Inc.  
Think Office, LLC  
Verizon Wireless

## BRONZE \$500 - \$2,499

3M  
Accurate Vision Clinic  
ADS-B Technologies, LLC  
Agnew Beck Consulting  
AK Supply Inc  
Alaska AFL-CIO  
Alaska Cargoport, LLC  
Alaska Executive Search  
Alaska Growth Capital  
Alaska Housing Finance Corporation.  
Alaska Institute of Surgical & Medical Specialties  
Alaska Magazine  
Alaska Permanent Growth Capital Management  
Alaska Rubber and Supply Inc.  
Alaska Sales and Service  
Alaska Sausage and Seafood  
Alaska SeaLife Center  
Alaska Small Business Development Center  
Alaska Waste  
Alyeska Pipeline Service Company  
Alyeska Title  
American Diabetes Association  
American Marine International  
Anchorage Community Land Trust  
Anchorage Concert Association  
Anchorage Convention Centers-SMG  
Anchorage Fracture & Orthopedic Clinic, PC  
Anchorage Golf Course & O'Malley's on the Green  
Anchorage Marriott Downtown  
Anchorage Museum at Rasmuson Center  
Anchorage Public Library  
Aprokrisis, LLC.  
Arcadis  
Arctic Controls, Inc.  
Arctic Wire Rope & Supply, Inc.  
Artique, Ltd  
Beacon Occupational Health & Safety Services, Inc  
Bear Tooth Theatrepub  
Better Business Bureau  
Bettisworth North Architects & Planners, Inc.  
BINW  
Bond Commercial Properties  
Bradley Reid + Associates  
Brews Brothers (Glacier Brewhouse)  
Bristol Bay Native Corporation  
Cange and Chambers  
Capital Management and Benefits Inc  
Carr Gottstein Properties  
Chenega Corporation  
Chenega Energy  
Chris Stephens Commercial Brokerage  
Chugiak-Eagle River Chamber of Commerce  
Clear Channel Radio.  
Coastal Television  
Color Art Printing  
Commodity Forwarders, Inc  
Connect Alaska  
Cornerstone Construction Co., Inc  
Cornerstone Credit Services  
Credit Union I  
Criterion General, Inc.  
Davis Constructors & Engineers, Inc.  
Dowland Bach Corporation  
Elwood Staffing  
Environmental Management Inc.  
Excel Construction  
F.R. Bell & Associates, Inc.  
Fairweather, LLC  
Florcraft  
Frampton and Opinsky  
Furniture Enterprises of Alaska, Inc.  
Futaris, Inc  
Gina Bosnakis & Associates  
Girdwood2020  
GMC Contracting  
Gordon Dewitt  
Grant Thorton LLP  
Hawk Consulting  
HDR Alaska, Inc.  
Hilton Anchorage  
Holmes Weddle & Barcott PC  
Hope Community Resources, Inc.  
Horizon Lines Alaska  
Hot Wire LLC  
Hughes Gorski Seedorf Odsen  
& Tervooren, LLC  
International Union of Operating Engineers, Local 302  
Jack White Real Estate  
Ken Brady Construction  
Kiewit Building Group  
Kittelson & Associates  
Knik Arm Bridge & Toll Authority  
KPMG  
Kumin and Associates  
Lottsfeldt Strategies  
Marsh & McLennan  
Matanuska Electric Association, Inc  
Matanuska Telephone Association  
Matanuska Valley Federal Credit Union  
MBA Consulting Engineers, Inc.  
Michael Baker Jr., Inc.  
Millenium Alaskan Hotel Anchorage  
Millrock Resources, Inc.  
Mind Matters Research, LLC  
MSI Communications  
Nana Management Services (NMS)  
National Cooperative Bank  
NeighborWorks Anchorage  
Norcoast Mechanical  
North Pole Economic Development Corporation  
North Star Terminal  
Northern Economics, Inc.  
Northwest Data Solutions  
Northwestern Mutual  
Old Harbor Native Corporation  
Opti Staffing Group  
Pacific Northern Academy  
Pacific Rim Media  
PangoMedia, LLC  
Parker, Smith & Feek, Inc.  
PCL Construction Services, Inc.  
Pebble Limited Partnership  
Pfeffer Development Group, LLC  
Quantum Spatial  
R&M Consultants  
Ravn Alaska  
RE/MAX Dynamic Properties  
Reid Middleton, Inc.  
Resource Data ,Inc.  
RLG International  
Roger Hickel Contracting Inc.  
Schneider Structural Engineers  
SLR International  
Sockeye Business Solutions  
Southcentral Alaska Council of Building & Construction  
Spawn Ideas, Inc.  
Spenard Builders Supply  
Spenard Roadhouse  
SprocketHeads  
Stoel Rives  
The Arc of Anchorage  
The Foraker Group  
The Planning Group of Anchorage  
The Trust Land Office  
UAA Business Enterprise Institute  
UAA- College of Arts & Sciences  
UAA Community & Technical College  
Univar USA  
URS Corporation  
Visit Anchorage  
Weatherholt & Associates, L.L.C.  
Weston Solutions  
Yuit, LLC



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Development Corporation