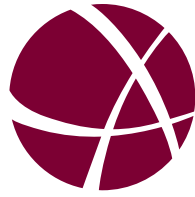




# 2015 Annual Report



**AEDC**  
Anchorage Economic  
Development Corporation

#### Board of Directors

##### 2015 Voting Members

Chair – Michael Prozerallik KPB Architects  
Vice Chair – James Hasle BDO USA, LLP.  
Secretary/Treasurer – Marilyn Romano Alaska Airlines  
Alaska Communications Randy Ritter  
Alaska Dispatch News Alice Rogoff  
Alaska Railroad Corporation Dale Wade  
Alaska USA Federal Credit Union Wayne Bailey  
Birch Horton Bittner & Cherot Suzanne Cherot  
BP Exploration Dave Van Tuyl  
CIRI Sophie Minich  
ConocoPhillips Michael Carr  
DOWL Steve Noble  
ExxonMobil Corporation Kim Jordan  
FedEx Express Dale Shaw  
First National Bank Alaska Jason Feeken  
GCI Greg Pearce  
Hotel Captain Cook Raquel Edelen  
Holland America/Princess Cruises Ralph Samuels  
Lynden Inc. Rick Pollock  
Northern Air Cargo Sami Glascott  
Northrim Bank Larry Cooper  
Pacific Northwest Regional Council of Carpenters Scott Hansen  
Premera Blue Cross Blue Shield of Alaska Lynn Rust Henderson  
Professional Growth Systems William Dann  
Providence Health & Services Alaska Kirsten Schultz  
Stantec Timothy Vig  
The Wilson Agency, LLC Lon Wilson  
Totem Ocean Trailer Express Grace Greene  
Walsh Sheppard Jack Sheppard  
Weidner Apartment Homes Gregory Cerbana  
Wells Fargo Bank N.A. Joseph Everhart

##### 2015 Ex-Officio Members – Alaska Legislature

Senator Berta Gardner  
Senator Lesli McGuire  
Representative Matt Claman  
Representative Gabrielle LeDoux

##### 2015 Ex-Officio Members – Municipality

Mayor Ethan Berkowitz  
Chris Schutte, Office of Economic & Community Development  
Assembly Member, Ernie Hall  
Assembly Member, Bill Evans

##### 2015 Ex-Officio Members – Appointed by the Board

AIDEA Chris Anderson  
Alaska Pacific University Dr. Don Bantz  
Anchorage Chamber of Commerce Bruce Bustamante  
Anchorage Downtown Partnership, Ltd. Andrew Halcro  
Anchorage School District Ed Graff  
Anchorage Water and Wastewater Utility Andrew Eker  
Artique, Ltd. Tennys Owens  
AT&T Alaska Chris Brown  
Chugiak-Eagle River Chamber of Commerce Susan Gorski  
Cook Inlet Housing Authority Carol Gore  
Delta Air Lines Tony Gonchar  
Girdwood 2020 Diana Stone Livingston  
KeyBank Brian Nerland  
Lynden Dennis Mitchell  
Municipal Light & Power  
Port of Anchorage Steve Ribuffo  
RIM Architects Larry Cash  
State of Alaska, DCCED  
Ted Stevens Anchorage International Airport John Parrott  
University of Alaska Anchorage Thomas Case  
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 2015 Annual Report for Anchorage Economic Development Corporation! Our vision, the basis of our Live. Work. Play. (LWP) initiative, is to make Anchorage the #1 city in America by 2025. Through this process, we will improve our community and make Anchorage a more competitive city that attracts and retains a talented workforce, a critical need if we are to draw new business investment to Anchorage in the coming years. This vision is supported by our more than 230 Investor companies, as well as the more than 200 volunteers and 158 partner organizations collaborating through LWP to make our city the best it can be.

The LWP initiative made noticeable progress on many fronts. The LWP Narrative survey was completed, surpassing expectations with over 1,275 responses, and used as the basis for the revision of the LWP aspirational Narrative for Anchorage. Our Areas of Focus have made progress in implementing a number of initiatives, including: the Green Dot bystander intervention program, the completion of Phase I in creating a new local arts council, a new wayfinding plan for the city's parks and trails and comprehensive proposals for changes to city planning policy. These all-volunteer committees are the power behind LWP, striving to deliver real improvements in the quality of life in Anchorage.

In January 2015, AEDC hosted our largest Economic Forecast Luncheon to date, selling out with more than 1,600 attendees. During Alaska Entrepreneurship Week, AEDC hosted the 3-Year Outlook Luncheon, which achieved its first sell out status. AEDC held several new events to strengthen and promote our community, the most notable of which was the Rally For Our Troops. In February, Army officials were in Anchorage to gain an understanding of how a reduction of 2,600 Army troops on JBER would impact the community. AEDC and Visit Anchorage led a citywide group to organize the event. The resulting tour, community rally and listening session were immensely successful.

Throughout the year, AEDC provided over 20 economic reports, assisted over 160 businesses and supported many local startups and small businesses. Our Business and Economic Development Department provided roundtables for two new industry focus areas, which have resulted in continued collaboration and innovation for these sectors. AEDC was also proud to launch a new online video series, Where to Startup, providing insight, knowledge and resources to entrepreneurs throughout the state.

In partnership with the Alaska International Airport System and the Municipality of Anchorage, AEDC worked to establish the Alaska AeroNexus® Alliance (launching in February 2016). As part of a collaborative effort, AEDC is working to attract investment from industries reliant on air transportation, including pharmaceuticals, automotive electronics and third-party logistics providers.

In October, AEDC's leadership of the IEDC Annual Conference host committee came to fruition. With over 1,300 attendees, 40 concurrent learning sessions, eight learning labs and over 60 exhibitors, the IEDC Board has recognized this conference as a "landmark" event for their organization. The conference had an estimated \$2.5 million economic impact on Anchorage and Alaska and brought over 100 (estimated) site selection industry representatives seeking new locations for investment.

Overall, 2015 was a strong year for AEDC and the Anchorage community. This is all the more important as we enter the uncertain landscape of 2016. Thank you to our 2015 Board of Directors for their time and energy last year, and to all of our Investors for supporting the mission and vision of AEDC. Together, we can weather the difficult times ahead while seeking new ways to diversify our economy as we all work together to build a bright future for our city and state.

Sincerely,



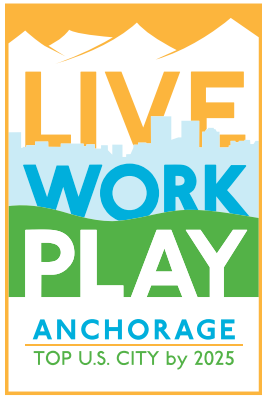
*Bill Popp*

Bill Popp  
President & CEO,  
Anchorage Economic  
Development Corp.



*Michael Prozeralik*

Michael Prozeralik  
2015 Board Chair, AEDC  
President, KP&B Architects



2015 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 2015 Live. Work. Play. magazine was published by Alaska Dispatch News and distributed with their Sunday newspaper.

**2015 LIVE. WORK. PLAY. METRICS**

**LIVE #20**  
**WORK #2**  
**PLAY #15**

**158 SIGNED PARTNER ORGANIZATIONS**

See a full list at:

[www.AEDCweb.com/Live-Work-Play/join](http://www.AEDCweb.com/Live-Work-Play/join)

**I LOVE ANCHORAGE**

- 69 I Love Anchorage hosts
- over 8,400 followers

**NARRATIVE SURVEY & REVISIONS**

The LWP Survey with two questions - “Why do you live here?” and “Why would you leave?” - was re-launched and completed with 1,275 responses collected. This data gave AEDC the opportunity to check the pulse of our community after five years of growth in LWP.



A Narrative Review Committee of more than 35 members from all walks of life in Anchorage analyzed the survey results and helped AEDC update the aspirational Narrative for Anchorage. The revised Narrative was submitted to the AEDC Board of Directors at their Annual Meeting in December.

**LWP SELECTED AS FOCUS AREA FOR MAYOR BERKOWITZ**

The momentum that this initiative is gaining was all the more evident this summer when newly elected Mayor Ethan Berkowitz chose LWP as one of his transition sub-committees and continued to work closely with AEDC to incorporate LWP into his administration’s priorities.

**SIGNATURE EVENT: I LOVE ANCHORAGE FIRST FRIDAY**

Nov. 6, 2015 - Our second First Friday event took place at the Anchorage Museum at Rasmuson Center, featuring our art panel exhibit showcasing the first two years of the I Love Anchorage Instagram account. There were more than 1,100 attendees. The Museum also enlisted the Akela Collective, a group of local photographers, to provide “Faces of First Friday,” an interactive portrait session linked to social media during the event. The event brought together many of the I Love Anchorage hosts, connecting them and the public to the LWP Areas of Focus.





### **HOUSING**

The Housing Area of Focus has completed proposals for modifications to city planning codes that would improve existing infrastructure in Anchorage as well as clarify requirements around developer-funded infrastructure improvement. They are continuing to work on proposals to allow single-family homes on smaller lots and the creation of a Storm Water Utility. These efforts will help reduce the costs to develop intelligent housing projects in Anchorage that meet the needs of the growing population without sacrificing quality and safety for the community.

### **CREATIVE PLACEMAKING**

The Creative Placemaking group completed Phase I and is now in Phase II of creating a local arts council, "Make Anchorage." Anchorage has been without a local arts council for 30 years, and this privately funded enterprise would help local arts establishments access national grant funding and individual artists receive business guidance and expertise in marketing their own artwork.

### **COMMUNITY SAFETY**

Our Community Safety Area of Focus is pushing forward on the expansion of Green Dot, a safe, bystander intervention program that empowers all Alaskans to help prevent violence in their neighborhoods. The committee is renewing its focus on prisoner recidivism and helping to reduce the rates of reoffense in Anchorage through systematic programming to reintegrate prisoners to the broader community.

### **TRAILS INITIATIVE**

Trails Wayfinding has created three proposals for new signage structures on the Anchorage trails system. Schools on Trails continued their pilot program at Nunaka Valley Elementary school, with classes taught on and around the trail system, showing evidence of improved attendance and health. The German immersion school, Rilke Schule, also connected with the program through Meadow Park. In a Trails Initiative/Education crossover, the Anchorage School District has partnered up with Providence Health & Services Alaska to increase health awareness in schools through a program called SQORD.

### **EDUCATION**

90 Percent by 2020 released the results for their Anchorage businesses survey regarding the critical soft skills and personal qualities needed in the workforce and perceptions about recent high school graduates who are new entry-level employees. Graduation Blitz 2015 was held to great success. This citywide celebration was held to honor the class of 2015, inspire future graduates and reinforce the message to families and community members that graduation is an important milestone that we value as a community.

### **WORKPLACE WELL-BEING**

The Workplace Well-Being Employer Recognition Program was designed, seeking to identify and acknowledge organizations in Anchorage that prioritize the health and well-being of their employees. When an organization meets the criteria established, they will be awarded with the Employer Recognition Program's badge of distinction, as well as the ability to showcase the badge's graphic on a variety of platforms. This recognition will help employers attract and retain talent by earning the credential as a desirable workplace.

### **ONE ANCHORAGE, ONE ECONOMY**

The I+I Alaska survey was launched and completed, bringing together a number of organizations to work toward creating better and more diverse workplaces. The Anchorage Assembly passed the non-discrimination ordinance, which was then signed into law by the Mayor. This team also facilitated Anchorage's first-ever Welcoming Week, celebrated September 12-20. Five separate events engaged businesses, government and community organizations and individuals. A three-year commitment to make Anchorage a more open, diverse and welcoming community is being moved forward by the Welcoming Anchorage Committee, led by Anchorage First Lady Mara Kimmel.

## SITE IDENTIFICATION, DUE DILIGENCE

In 2015, AEDC staff conducted intensive work to identify sites that could be viable for development. Three parcels of airport land were chosen for in-depth due diligence work including a review of utility service, zoning, transportation access and other factors. Additionally, multiple off-airport locations were identified as potential sites.

## INDUSTRY RESEARCH & RELATIONSHIP DEVELOPMENT

Substantial work was conducted in 2015 to identify and research industry niches and target companies reliant on air cargo that could benefit from an Anchorage location. One result of this work was the identification of clinical trials logistics as a substantial opportunity for Alaska. This work has been conducted through both networking at targeted industry conferences and direct outreach to businesses.

## CONFERENCES ATTENDED IN 2015 INCLUDE:

- Cool Chain Association, Perishables Supply Chain Conference (May 17-20)
- Council of Supply Chain Management Professionals Annual Conference (Sept. 28-30)
- IEDC Annual Conference (Oct. 4-5)
- Cold Chain GDP Global Forum (Oct. 6-9)
- Cargo Logistics America Conference (Dec. 1-3)



38

OUT-OF-STATE COMPANIES

## BY THE NUMBERS

Attendance at targeted industry conferences and direct outreach to decision-makers resulted in numerous one-on-one meetings with companies (totals on the left).



24

IN-STATE COMPANIES

In addition to the companies AEDC met with, project consultant Global Logistics Development Partners met with over 30 additional companies in Q3 and Q4 of 2015.



62

TOTAL COMPANIES

## STRATEGIC PLANNING FOR 2016 WORK

In November 2015, Bill Dann of Professional Growth Systems led a strategic planning session conducted with AEDC, Ted Stevens Anchorage International Airport (TSAIA) and consultants from Global Logistics Development Partners. The result of this session was the “Logistics Based AeroNexus® Development Project” plan. This strategic plan outlines the timeline for work and responsible individuals; the plan has been a core piece of guidance for the team working on this project.

## I MILLION CUPS

I Million Cups (IMC) is a national program designed by the Kauffman Foundation that allows entrepreneurs to showcase their business idea or plan to an audience of angel investors, entrepreneurs, service providers and others that make up the startup community in Anchorage. IMC has become the leading networking event for Anchorage's startup community to educate, engage and connect. AEDC continues to support this effort through recruitment of entrepreneurs and host responsibilities, as well as continuing to provide IMC as an opportunity for the startups and entrepreneurs we work with to gain exposure to the local startup community.

## SITE SELECTOR FAMILIARIZATION TOUR

AEDC hosted a Familiarization Tour during the IEDC Annual Conference in October. The tour included four site selectors representing various companies in many industries. Participants toured TSAIA, the Port of Anchorage and had a helicopter tour provided by Tanalian Aviation. Site selectors also met with key industry representatives and municipal representatives in Anchorage and Eagle River. AEDC received very positive feedback from participants in regard to the insight provided about the benefits of doing business here and the efforts we have in place to address the challenges we face (housing, availability of workforce, etc.).

## STARTUP ASSISTANCE

AEDC worked with multiple groups and individual entrepreneurs in 2015, such as Sweet Chalet, Fishe Wear and Vertical Harvest Hydroponics (VHH). Assistance included market research support, feedback on business planning, marketing, KivaZip microloans, social media outreach and more. AEDC also provided roundtables for two new industry focus areas: peony logistics and local food industry expansion, which have resulted in continued collaboration and innovation for these sectors.

## WHERE TO STARTUP

In 2015, AEDC partnered with Alaska Channel to film and edit 10 videos on different aspects of starting a business. AEDC staff worked closely with Alaska Channel to edit 45-minute interviews with various experts down to 10 minutes. The finished videos were uploaded to AEDCweb.com and promoted throughout Alaska. AEDC networked with groups such as Alaska Native corporations, the Small Business Development Center (SBDC) and the State of Alaska to connect Alaska entrepreneurs with this new series. By the end of the year, GCI had committed to sponsoring 10 additional videos in 2016.

## BUSINESSES ASSISTED



47

AEDC INVESTOR COMPANIES



116

NON-INVESTORS



112

ALASKA-BASED



51

OUT-OF-STATE



163

TOTAL BUSINESSES ASSISTED



Site Selector Familiarization Tour



VHH with Sen. Sullivan at AEDC AFN booth



Fishe Wear Product Preview

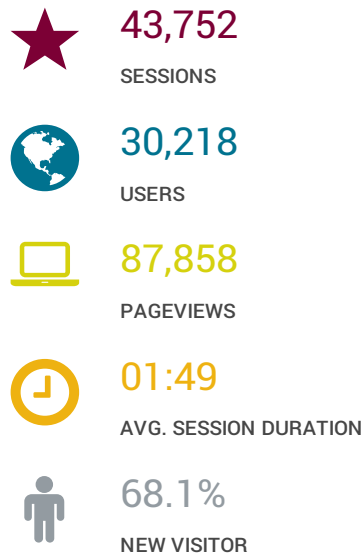


Where to Startup Title Slide

## PUBLIC RELATIONS



## WEBSITE



## SOCIAL MEDIA - AEDC

\*(AS OF DEC. 2015)

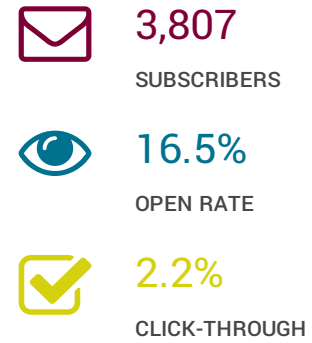


## SOCIAL MEDIA - LWP

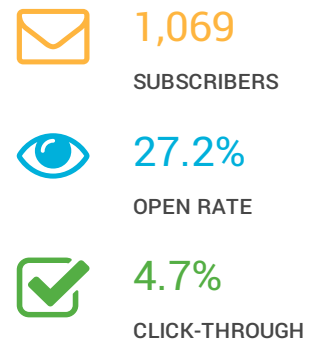
\*(AS OF DEC. 2015)



## E-NEWSLETTER - AEDC



## E-NEWSLETTER - LWP



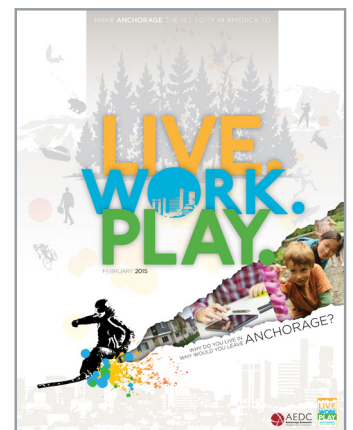
AEDC media presence increased in 2015 from 2014. The Rally For Our Troops event, the Mayor's inclusion of LWP as a transition subcommittee, LWP Area of Focus work (non-discrimination ordinance, Title 21 changes) and IEDC Conference all provided extensive media exposure above and beyond levels seen from our luncheons and other media outreach.

AEDC officially launched the new AEDCweb.com in November 2014, with extensive expanded content added throughout 2015. Website metrics improved across the board throughout the year.

All social media platforms saw increased performance, with the Live.Work.Play. Instagram account, I Love Anchorage, growing substantially.

The AEDC email lists saw growth in 2015 and the Live.Work.Play. e-newsletter was launched to much success. This new monthly e-news provides updates on the initiative, each Area of Focus and community events.

AEDC successfully produced two magazines with Alaska Dispatch News: the Live.Work.Play. magazine in January and the Alaska Innovator in July.





## PICK. CLICK. GIVE. ANALYSIS

The Research Department was contracted by the Rasmuson Foundation to organize and analyze Pick. Click. Give. donation data from the last seven years.

## ANC CORPORATE BUSINESS TRAVEL SURVEY

TSAIA amended the Economic Development Services Letter of Agreement with AEDC to include the implementation of a survey designed to help TSAIS gain a higher understanding of destinations frequented by business travelers and to suggest new opportunities for services and improvements. The survey was successfully launched, analyzed and delivered as a report to TSAIA.

## BUSINESS CONFIDENCE INDEX SURVEY

The eighth annual Business Confidence Index (BCI) survey was conducted by AEDC staff, with 239 responses collected. This was just under the record 245 responses collected in 2014.

## REPORTS

AEDC researched, surveyed and released 21 economic reports in 2015. These reports included:



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

## ANCHORAGEPROSPECTOR.COM - RESEARCH TOOL ALERT!

The Anchorage Prospector widget is available on AEDCweb.com. The tool offers immediate information on Anchorage community demographics and available commercial real estate.

While some website metrics for AnchorageProspector.com declined slightly (sessions and users), overall usage showed positive improvements with increases in pageviews (both return users and unique), pages per session, average session duration and average time on page. The site also saw a decrease in bounce rate. All of this indicates users are spending more time on the site and accessing more information.



2,839

SESSIONS



2,399

USERS



3,413

PAGEVIEWS



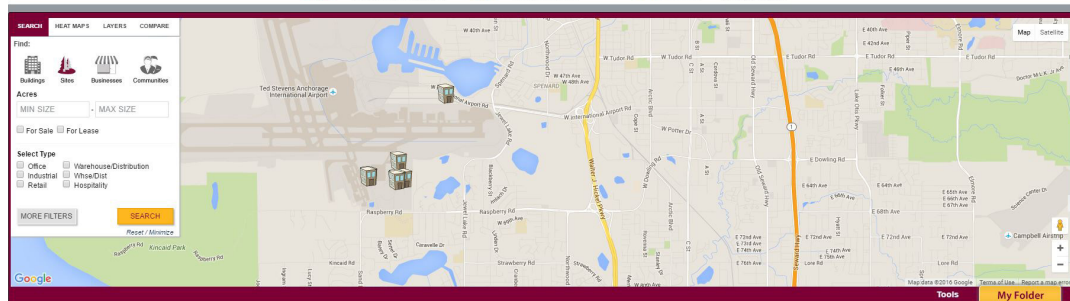
62% Increase

AVG. SESSION DURATION



16.2% Increase

AVG. TIME ON PAGE



## AEDC Signature Luncheons

### **AEDC Economic Forecast Luncheon**

Featured Speaker: Daniel Pink, author of “Drive” and host of National Geographic’s Crowd Control

**Date:** Feb. 5, 2015



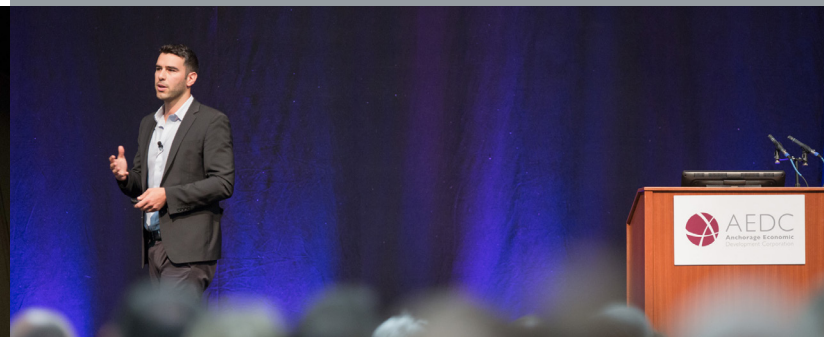
**Speaker Sponsors:** GCI & Alaska Airlines

**Attendance:** 1,600+ Sold Out

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

Featured Speaker: Adam Braun, founder of Pencils of Promise and best-selling author

**Date:** Jul. 29, 2015



**Speaker Sponsors:** Premera Blue Cross Blue Shield of Alaska & Weidner Apartment Homes

**Attendance:** 1,500+ Sold Out

## Other AEDC Events

### **RALLY FOR OUR TROOPS**

In February, Army officials were in Anchorage to conduct a listening session to gain an understanding of how a reduction of 2,600 Army troops on JBER would impact the Anchorage area. When the city was informed of this visit in late January, the Mayor asked Bill Popp and Julie Saupe of Visit Anchorage to co-chair a committee to organize the event and a citywide tour for the officials. AEDC staff provided support in the communications and research needed to successfully orchestrate these events. The resulting tour, community rally and listening session were a success, with approximately 1,000 residents at the rally and 500 staying for the listening session.

### **INVESTOR MEET & GREETINGS**

These new events were introduced in 2015 to provide networking opportunities and LWP Area of Focus updates to our Investors at no cost to them. The ability to host these events is only open to Investors at the Gold level and above. The first was held in May at KPB Architects. Over 50 Investors attended to hear information on the Community Safety Area of Focus and the Green Dot program. In August, Wells Fargo hosted a well-attended Meet and Greet, featuring a presentation on the One Anchorage, One Economy Area of Focus and the Welcoming Cities initiative.

### **ENTREPRENEURSHIP: E-WEEK & CROWDFUNDING**

AEDC worked with a number of partner organizations on Alaska Entrepreneurship Week (E-Week), including: The Boardroom, SBDC, BEI and APU to name a few. In all, 19 events were held, including: Start-up Weekend, 1 Million Cups, AEDC’s July Luncheon and Entrepreneur Exhibit Hall, the Mini Maker Faire and a number of courses and workshops featuring speakers such as Ed Hess.

In October, AEDC hosted our third annual crowdfunding panel and speaker in partnership with the International Economic Development Council. The event, The Essence of Crowdfunding, was organized in three parts. Former Lieutenant Governor Mead Treadwell inducted the first group of individuals into the Northern Innovator Hall of Fame; Kevin Anselm gave a keynote speech on securities laws and the future of intrastate equity-based crowdfunding; and a panel of three successful crowdfunders gave insight into the challenges and opportunities they faced throughout their campaigns.

### **RESOURCE EXTRACTION REPORT RELEASE & RECEPTION**

The annual Resource Extraction Report was released during a reception at the Lakefront Anchorage on Nov. 10, 2015. Joe Beedle of Northrim Bank and Bill Popp spoke at the event. Senators Lisa Murkowski and Dan Sullivan provided video addresses. The event was a success with almost 100 people in attendance.

In October 2015, the International Economic Development Council (IEDC) held their Annual Conference in Anchorage. Planning for this event began in 2014, with AEDC leading the Anchorage host committee.



- IEDC Board recognized the 2015 IEDC Annual Conference in Anchorage as a “landmark” event for their organization
- 1,300 attended with an estimated 200+ spouses, children and guests
- Estimated \$2.5 million economic impact to Anchorage and Alaska
- Largest 2015 conference in Alaska other than AFN
- Attendees traveled from 48 states, Washington, D.C., the Virgin Islands, Guam, Puerto Rico, eight Canadian provinces, six continents and 12 countries
- An estimated 100+ site selection industry reps attended, representing thousands of businesses seeking new locations for investment
- Alaska and Anchorage were featured on a global economic stage during the seven days of conference-related events in Anchorage
- Three downtown hotels sold out during the conference

## Awards

### PR NEWS’ “SOCIAL MEDIA ICON AWARD”



The AEDC I Love Anchorage Instagram campaign received Honorable Mention recognition, as one of five finalists for the international PR News’ “Social Media Icon Awards,” in the category “Instagram: Best PR Campaign.” The United National Foundation #UNselfie campaign won the category. The top finalists in addition to AEDC included National Geographic.

### IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS

- Gold for General Purpose Website: AEDCweb.com re-design
- Silver for Special Event: 2014 Crowdfunding AK event

### PUBLIC RELATIONS SOCIETY OF AMERICA, ALASKA CHAPTER AWARDS

- Aurora Award - Events: AEDC, Visit Anchorage and Thompson & Co. Public Relations: Rally For Our Troops
- Award of Excellence - Social Media: I Love Anchorage Instagram

### AMERICAN MARKETING ASSOCIATION, ALASKA CHAPTER AWARDS

- Prism Award - Community Development Campaign of the Year: Live.Work.Play.
- Pinnacle Award - Social Media Initiative: #iloveanchorage

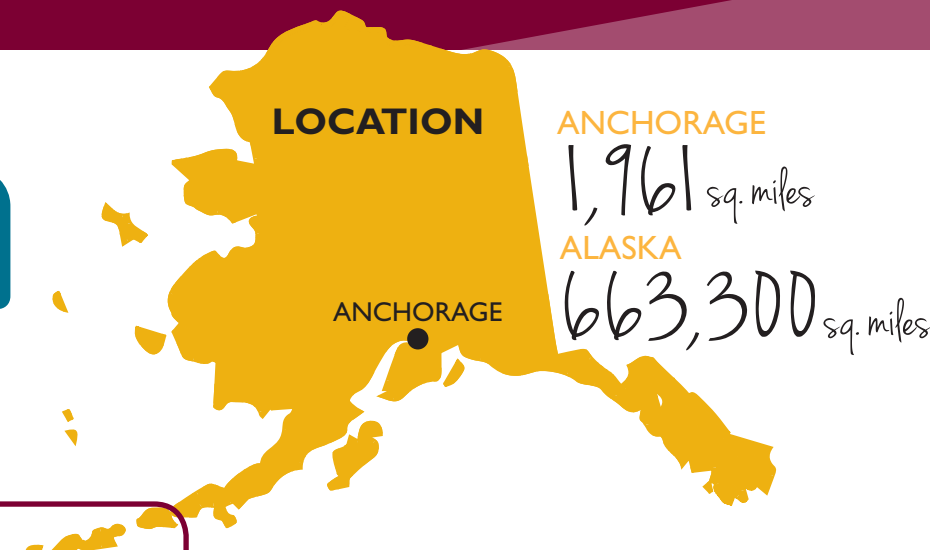
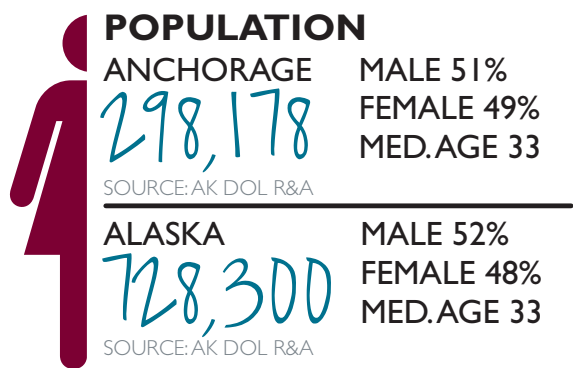
### ANCHORAGE PRESS: 2015 PRESS PICKS

- I Love Anchorage voted “Best Local Instagram”





# Anchorage Fast Facts



## HOUSING

### VACANCY RATE

7.5%

SOURCE: U.S. CENSUS BUREAU  
 2011-2015 5 YEAR ESTIMATES

### RENTAL VACANCY RATE

3.9%

SOURCE: AK DOL R&A

### AVG. SALES PRICE

\$365,545

SOURCE: AK MLS

### AVG. RENT (APT.)

\$1,227

SOURCE: AK DOL R&A

## EDUCATION

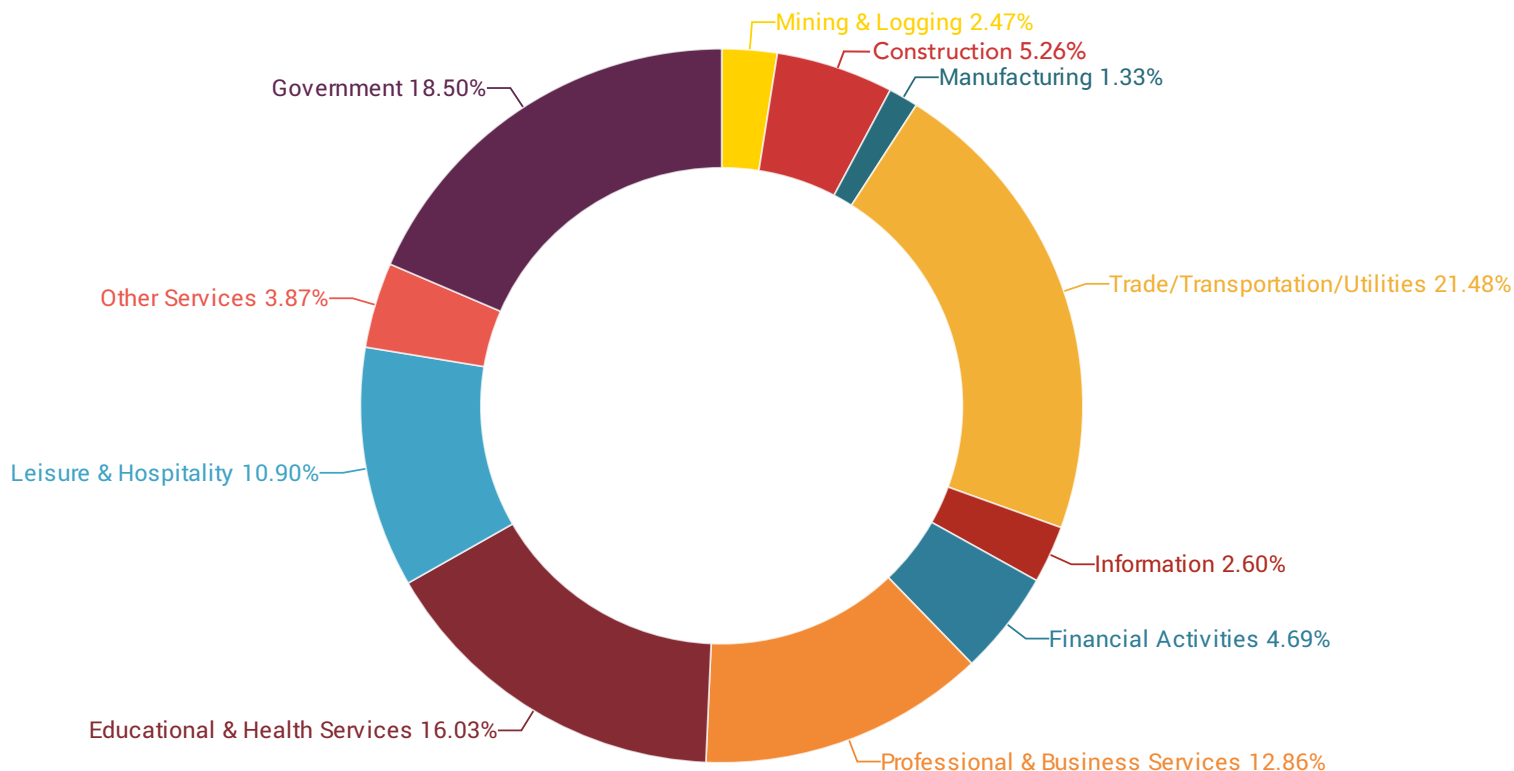
**ANCHORAGE SCHOOL DISTRICT ENROLLMENT** 48,474

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

**LANGUAGES SPOKEN AT HOME** 99

SOURCE: ANCHORAGE SCHOOL DISTRICT 9/30/15

## AVERAGE MONTHLY EMPLOYMENT BY INDUSTRY





## COST OF LIVING

Anchorage's overall index in 2015 was 132.4, or 132.4 percent of the national average. Another way of looking at it would be to say that the cost of living in Anchorage is 32.4 percent higher than the average American city.

COMPONENT	WEIGHT	2013	2014	2015	POINT CHG 2007-15	POINT CHG 2014-15
OVERALL INDEX	100%	126.2	128.5	132.4	6.4	3.9
GROCERY ITEMS	13.48%	113	123.4	122.8	-7.0	-0.6
HOUSING	26.05%	155.1	157.8	163.9	19.9	6.1
UTILITIES	9.95%	99	97	104.8	-1.3	7.8
TRANSPORTATION	12.63%	107.3	105.1	118.3	14.8	13.2
HEALTH CARE	4.85%	139.2	139.9	139.4	6.9	-0.5
MISC.	33.01%	122.3	122.4	121.8	-4.8	-0.6

## ARMED FORCES LABOR FORCE\*

ANCHORAGE	3.0%
ALASKA	3.0%
UNITED STATES	0.4%

SOURCE: JOBS EQ

\*PERCENTAGE OF TOTAL POPULATION

## WORKFORCE

LABOR FORCE

UNEMPLOYMENT RATE

HIGH SCHOOL DIPLOMA OR HIGHER\*

BACHELOR'S DEGREE OR HIGHER\*

SOURCES: AK DOL R&A, CENSUS 2010-2014 ACS 5 YR ESTIMATE

\* POPULATION 25 OR OLDER



ANCHORAGE ALASKA

171,079

396,856

5.0%

7.3%

92.5%

91.8%

32.9%

27.7%

## \$ INCOME

MEDIAN HOUSEHOLD INCOME

ANCHORAGE ALASKA

\$78,121

\$71,829

CENSUS 2010-2014 ACS SURVEY 5 YR EST.

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

Anchorage is a major port, around 90 percent of the merchandise purchased by the majority of Alaskans passes through the Port.

## TRANSPORTATION CARGO STATS



ALASKA RAILROAD (SHORT TONS)



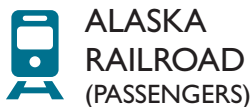
PORT OF ANCHORAGE (SHORT TONS)



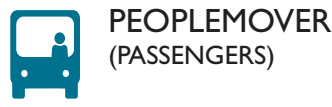
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT (SHORT TONS, IN THOUSANDS)



## PASSENGER STATS



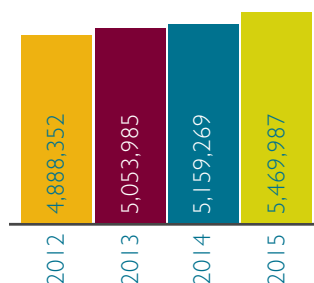
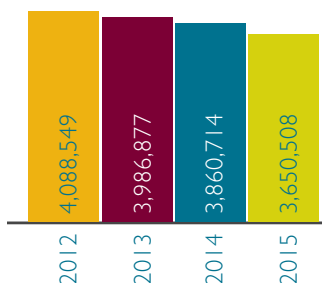
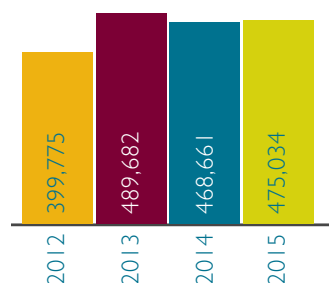
ALASKA RAILROAD (PASSENGERS)



PEOPLEMOVER (PASSENGERS)



TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT (PASSENGERS ENPLANED & DEPLANED)



SOURCES: ALASKA RAILROAD, PORT OF ANCHORAGE, MUNICIPALITY OF ANCHORAGE AND ALASKA INTERNATIONAL AIRPORT SYSTEM

\*ROUNDED ESTIMATE

**BUDGET  
INCOME**

	<b>FY2016*</b>	<b>FY2015</b>	<b>FY2014</b>	<b>FY2013</b>
Grants & Contracts	627,031	596,172	1,383,900	1,527,758
Private Cash	1,097,000	994,248	940,742	832,949
In-Kind	246,158	159,843	145,460	149,149
Misc. & Interest	1,600	3,837	5,527	32,362
<b>TOTAL INCOME</b>	<b>1,971,789</b>	<b>1,754,100</b>	<b>2,475,629</b>	<b>2,542,218</b>

**EXPENSES**

Program	1,402,200	1,310,113	1,934,375	2,121,241
Management & General	314,935	292,196	296,873	322,279
Fundraising	241,321	188,917	199,481	176,436
<b>TOTAL EXPENSES</b>	<b>1,958,456</b>	<b>1,791,226</b>	<b>2,430,729</b>	<b>2,620,056</b>

<b>NET INCOME</b>	<b>\$13,333</b>	<b>\$(37,126)</b>	<b>\$44,900</b>	<b>\$(77,838)</b>
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\*Projected

## AEDC Investors

### DIAMOND \$20,000+

 AlaskaUSA®

 ConocoPhillips  
Alaska

 PREMERA |   
BLUE CROSS BLUE SHIELD OF ALASKA  
We know the territory.

 GCI

 WELLS  
FARGO

 ExxonMobil

 bp

 PROFESSIONAL GROWTH SYSTEMS  
Achieving Extraordinary Results

 Alaska  
AIRLINES®



 Clearly  
Anchorage Water &  
Wastewater Utility



 MLP  
positiveENERGY

 Ted Stevens  
International Airport  
AeroNexus®

 PORT OF  
ANCHORAGE  
ALASKA'S PORT • ALASKA'S FUTURE

 WALSH | SHEPPARD  
Strategy + Communications

 THE  
CHARIOT  
GROUP

 McDowell  
GROUP

 anchorage  
community  
development  
authority

 WEIDNER  
APARTMENT HOMES

 Alaska Dispatch News

 DELTA 

### PLATINUM \$10,000+

Alaska Communications  
Alaska Integrated Media  
Alpha Media Alaska  
CRW Engineering Group  
DOWL

ENSTAR Natural Gas Co.  
First National Bank Alaska  
Hotel Captain Cook  
KeyBank  
KTUU

Northrim Bank  
Ohana Media Group, LLC  
Providence Health & Services Alaska  
Stantec  
TOTE Maritime

### GOLD \$5,000+

Alaska Railroad Corporation  
Alaska Regional Hospital  
Aleut Corporation  
AT&T Alaska  
BAC Transportation  
BDO USA LLP  
Calista Corporation  
Chugach Electric Association, Inc.  
CIRI  
Coffman Engineers Inc.

Cook Inlet Housing Authority  
Creative Lighting & Sound  
FedEx Express  
Flint Hills Resources  
KPB Architects  
Lynden Inc.  
Orthopedic Physicians Anchorage  
Pacific Northwest Regional  
Council of Carpenters  
Peak Oilfield Services Company

Princess Cruises  
Rasmuson Foundation  
Shell  
The Superior Group, Inc.  
The Wilson Agency  
Thompson & Co. Public Relations

### SILVER \$2,500+

Alaska Business Monthly  
Alaska Channel  
Alaska Executive Search  
Alaska National Insurance Company  
Alaska Public Media  
Anchorage Downtown Partnership, Ltd.  
Architects Alaska, Inc.  
Bering Straits Native Corporation  
Birch Horton Bittner & Cherot  
Brews Brothers (Glacier Brewhouse)  
Carlile Transportation

Chugach Alaska Corporation  
Cook Inlet Tribal Council  
DenaliTEK Incorporated  
Eklutna, Inc  
Gonzalez Marketing  
Graphicworks  
iHeartMedia  
JL Properties, Inc  
Microcom  
NANA Development Corporation  
Northern Air Cargo

Odom Corporation  
Penco Properties  
Petrotechnical Resources of Alaska  
RIM Architects  
RSA Engineering  
SteamDot  
Tesoro Alaska Petroleum Companies, Inc.  
The Alaska Club  
The Boardroom  
Think Office, LLC  
Verizon Wireless

## BRONZE \$500+

3M  
Accurate Vision Clinic  
AECOM  
Agnew Beck Consulting  
AK Supply Inc  
Alaska AFL-CIO  
Alaska Cargoport, LLC  
Alaska Growth Capital  
Alaska Housing Finance Corporation  
Alaska Institute of Surgical & Medical Specialties  
Alaska Magazine  
Alaska Permanent Capital Management  
Alaska Rubber and Supply Inc.  
Alaska Sales and Service  
Alaska Salmon Alliance  
Alaska Sausage and Seafood  
Alaska SeaLife Center  
Alaska Small Business Development Center  
Alaska Waste  
Alyeska Pipeline Service Company  
Alyeska Resort  
Alyeska Title Guarantee Agency  
American Marine International  
Anchorage 5th Avenue Mall - Simon Property Group  
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  
Anchorage Sand and Gravel Co.  
Aprokrisis, LLC  
Arcadis  
Arctic Controls, Inc.  
Arctic Wire Rope & Supply, Inc.  
Art Services North  
Artique, Ltd

Bank of America Merrill Lynch  
BBFM Engineers Inc.  
Beacon Media + Marketing  
Beacon Occupational Health & Safety Services, Inc  
Bear Tooth Theatrepub  
Better Business Bureau  
Bettsworth North Architects & Planners, Inc.  
BiNW  
Bond Commercial Properties  
Brilliant Media Strategies  
Bristol Bay Native Corporation  
Building and Construction Trades Council of South Central Alaska  
C2 North LLC  
Capital Management Benefits Corp.  
Carr Gottstein Properties  
Chenega Corporation  
Chenega Energy  
Chugiak-Eagle River Chamber of Commerce  
Coastal Television  
Color Art Printing  
Commodity Forwarders, Inc  
Connect Alaska  
Cornerstone Construction Co., Inc  
Cornerstone Credit Services  
Covenant House Alaska  
Credit Union 1  
Criterion General, Inc.  
Davis Constructors & Engineers, Inc.  
Denali Federal Credit Union  
Dittman Research  
Dowland Bach Corporation  
Environmental Management Inc.  
Epoch Men's Health  
Excel Construction  
F.R. Bell & Associates, Inc.  
Fairweather, LLC  
Florcraft  
Frampton and Opinsky LLC  
Furniture Enterprises of Alaska, Inc.  
Gina Bosnakis & Associates  
Girdwood 2020  
Grant Thorton LLP  
Hawk Consulting  
HB Strategies  
HDR Alaska, Inc.  
Hilton Anchorage  
Holmes Weddle & Barcott PC  
Hope Community Resources, Inc.  
Hot Wire LLC  
Hughes Gorski Seedorf Odsen & Tervooren, LLC  
International Union of Operating Engineers, Local 302  
Jack White Real Estate  
JW Industries  
Ken Brady Construction  
Kiewit Building Group  
Kittelson & Associates  
KPMG  
Kumin and Associates, Inc  
Lottsfeldt Strategies  
Mabel T. Caverly Senior Center  
Marsh & McLennan Agency LLC  
Matanuska Electric Association, Inc  
Matanuska Telephone Association  
Matanuska Valley Federal Credit Union  
Matson  
MBA Consulting Engineers, Inc.  
Michael Baker Jr., Inc.  
Millrock Resources, Inc.  
Mind Matters Research, LLC  
NANA Management Services (NMS)  
National Cooperative Bank  
NeighborWorks Alaska  
Norcoast Mechanical  
North Star Terminal & Stevedore LLC

Northern Economics, Inc.  
Old Harbor Native Corporation  
Opti Staffing Group  
Pacific Northern Academy  
PangoMedia, LLC  
Parker, Smith & Feek, Inc.  
Petro Marine Services  
Pfeffer Development LLC  
Quantum Spatial  
R&M Consultants, Inc.  
Ravn Alaska  
RE/MAX Dynamic Properties  
Reid Middleton, Inc.  
RLG International  
RMG Real Estate Experts at Keller Williams Realty  
Roger Hickel Contracting Inc.  
Schneider Structural Engineers  
SLR International Corporation  
Sockeye Business Solutions  
Spawn Ideas, Inc.  
Spenard Builders Supply  
Spenard Roadhouse  
Stoel Rives LLP  
The Arc of Anchorage  
The Foraker Group  
The Lakefront Anchorage  
The Planning Group of Anchorage  
The Trust Land Office  
UAA College of Arts & Sciences  
UAA College of Business & Public Policy  
UAA Community & Technical College  
Univar USA  
Vertical Harvest Hydroponics  
Visit Anchorage  
Wilson Strategic  
Yuit, LLC  
YWCA Alaska



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**Anchorage Economic**  
Development Corporation