



ConocoPhillips

2016 Annual Report



AEDC
Anchorage Economic
Development Corporation



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DOWL Steve Noble
ExxonMobil Corporation Hans Neidig
FedEx Express Dale Shaw
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Holland America Group Ralph Samuels
KPB Architects Michael Prozeralik
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Northern Air Cargo Dave Karp
Northrim Bank Larry Cooper
Pacific Northwest Regional Council of Carpenters Scott Hansen
Premiera Blue Cross Blue Shield of Alaska Lynn Rust Henderson
Professional Growth Systems William Dann
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TOTE Maritime Grace Greene
Walsh Sheppard Jack Sheppard
Weidner Apartment Homes Gregory Cerbana
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Senator Berta Gardner
Senator Lesil McGuire
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2016 Ex-Officio Members – Municipality
Mayor Ethan Berkowitz
Chris Schutte, Office of Economic & Community Development
Assembly Member, Eric Croft
Assembly Member, Bill Evans
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Brian Nerland
Greg Pearce
AIDEA Chris Anderson
Alaska Pacific University Dr. Don Bantz
Anchorage Chamber of Commerce Bruce Bustamante
Anchorage Community Development Authority Andrew Halcro
Anchorage Downtown Partnership, Ltd. Jamie Boring
Anchorage School District Dr. Deena Bishop
Anchorage Water and Wastewater Utility Tim Sullivan
Artique, Ltd. Tenny Owens
AT&T Alaska Chris Brown
Chugiak-Eagle River Chamber of Commerce
Dana Thorp-Patterson
Cook Inlet Housing Authority Carol Gore
Delta Air Lines Tony Gonchar
Girdwood 2020 John Rense
Lynden Dennis Mitchell
Municipal Light & Power Mark Johnston
Port of Anchorage Steve Ribuffo
RIM Architects Larry Cash
Solid Waste Services Mark Spafford
State of Alaska, DCCED Chris Hladick
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



AEDC
Anchorage Economic
Development Corporation

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 2016 Annual Report for the Anchorage Economic Development Corporation! On behalf of the Board of Directors and staff at AEDC, we are pleased to share the efforts AEDC engaged in during 2016 to make Anchorage a great city in which to live, work, play and invest.

2016 was a tough year for Anchorage. The onset of the first recession our city has seen since the 1980s has created new headwinds that our community has not had to deal with in decades. The current recession is considerably milder than the previous recession that resulted in a disastrous situation of 10% of the total jobs being lost in Anchorage. However, the loss of 2% of total jobs in 2016 was a definite sharp pinch that was felt across the Anchorage economy.

In the face of these challenging times AEDC worked even harder to provide factual economic information to the business community, community leaders and citizens of our city to help dispel rumors and support sound decision making in the face of the ongoing recession. You'll see the results of these efforts in the number and scope of the reports AEDC produced, as well as the avenues AEDC used to communicate the important information we produced in 2016.

AEDC also made definitive progress in its efforts to strengthen the foundations of our community through the Live.Work.Play. initiative. With over 200 volunteers and nearly 160 partner businesses, organizations and agencies, Live.Work.Play. achieved marked progress in its efforts to make Anchorage a city in which people would want to invest in and live. AEDC remains very confident that we can succeed in addressing the many challenges our city must overcome to achieve the Live.Work.Play. vision.

AEDC's focus on the Ted Stevens Anchorage International Airport as a key element in the future success of the Anchorage economy remained front and center in 2016. In particular, the effort by AEDC to support the creation of the Alaska AeroNexus® Alliance was a major step forward in building a new partnership between the City of Anchorage, the Alaska International Airport System and AEDC. The AeroNexus® partnership has the potential of significantly expanding the economic impact that the airport has on Anchorage in the near future.

AEDC continued to assist new and existing businesses in 2016 by providing advice and support to 168 businesses. One stand-out initiative was the launching of the "Where to Startup," video series that provides indispensable advice and council from prominent business figures to entrepreneurs and small business owners. Another major business expansion project is a partnership between the City of Anchorage, Northrim Bank and AEDC to complete a Comprehensive Economic Development Strategy (CEDS) for Anchorage by late 2017. The CEDS will put into place vital strategies for growing the Anchorage economy in the years to come.

AEDC's mission is to grow and diversify the Anchorage economy and to make Anchorage less dependent on oil, gas and government spending for its economic health. We strive to promote reinvestment in our city, to be advocates for affordable health care, housing, education and community safety. We need to ensure that we have a ready and skilled workforce and sound economic policies that promote business investment and job growth. We have to help develop, maintain and improve Anchorage's quality of life and unique recreational and creative opportunities. As you will read in this annual report to our members and the community, we are making great progress toward accomplishing our mission.

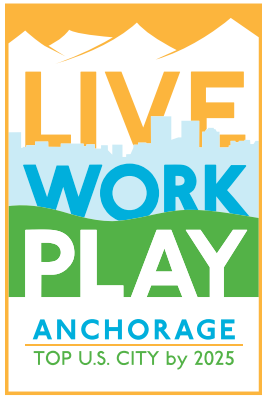
Sincerely,



Bill Popp
President & CEO,
Anchorage Economic
Development Corp.



James Hasle
2016 Board Chair, AEDC
BDO USA, LLP



2016 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 2016 Live. Work. Play. magazine was published by Alaska Dispatch News and distributed with their Sunday newspaper.

2016 LIVE. WORK. PLAY. METRICS

LIVE #27
WORK #17
PLAY #12

158 signed partner organizations

See a full list at:

www.AEDCweb.com/Live-Work-Play/join

I Love Anchorage

- 104 I Love Anchorage hosts
- over 15,000 followers

LWP partners with Alaska Women's Summit

AEDC was the nonprofit partner of the 2016 Alaska Women's Summit, with Live. Work. Play. serving as a core piece of the overall event message. The event was held at the Hotel Captain Cook Oct. 28 and sold out with more than 250 attendees for the full-day summit. Funds raised in excess of costs were donated to the Live. Work. Play. initiative, which totaled just less than \$8,000.



LWP Community Summit

AEDC hosted a Live. Work. Play. Community Summit Oct. 3 at the Hotel Captain Cook. The focus of the summit was to gather information from Anchorage residents on the major concerns faced by the community and to brainstorm solutions to these issues. Sixty-seven community leaders attended and were placed into seven randomly assigned breakout groups. This summit investigated some of the most prevalent issues that Anchorage faces in its mission to become the top city in the nation to live, work and play by the year 2025. The summit's goal was to inform the LWP Steering Committee on the future direction of the initiative. Results showed that the major areas of interest were housing, public safety, workforce development, diversity, community, education, health/well-being, taxes/funding and infrastructure.

I Love Anchorage tours the city

From June through October 2016 the I Love Anchorage Instagram banners traveled to locations around the city as a rotating art exhibit. The 14 banners, of which 10 were sponsored by local businesses, traveled to The Hotel Captain Cook, the Dimond Center, Ted Stevens Anchorage International Airport, Anchorage Fifth Avenue Mall, Providence Alaska Medical Center, Alaska Center for the Performing Arts, UAA and the Alaska Airlines Center. The exhibit culminated at the Anchorage Museum Nov. 4 for the Live. Work. Play. signature first Friday event.



Area of Focus Updates

Housing

The Housing Area of Focus finalized five infrastructure white papers, which were approved by the Live. Work. Play. Steering Committee, and were worked through the Municipality and Assembly members to secure changes to building codes that will allow more affordable residential developments. The white papers were also presented to seven Anchorage community councils in addition to the group's interest in changing Municipal code to allow for unit lot subdivisions on properties already zoned for multi-family development.

Creative Placemaking

The Creative Placemaking group identified local contractor Jordan Marshall to pursue Phase II of the private local arts council project. AEDC has contracted with Mr. Marshall to investigate the feasibility of funding the project on an ongoing basis and to identify the key stakeholders in the community to push the arts council into existence. Mr. Marshall will also be managing the process of incorporating "Make Anchorage" as a 501(c)3 and coordinating with the existing Municipal Arts Advisory Commission on how to best manage a transition from a public council to a private one. Member are also working toward the goal of all Anchorage businesses using local musicians' tracks for their phone hold music.

Community Safety

The Anchorage Cares anti-panhandling initiative launched in early September with signs going up in downtown storefront windows. Moira Sullivan appeared on three local news stations to talk about the program, which discourages Anchorage residents from giving to panhandlers and encourages them instead to visit www.anchoragecares.org and donate to a local homeless service agency. The Alaska Dispatch News also wrote a feature story on the program.

Trails initiative

Wayfinding work was introduced to the community through a series of open houses and a citywide survey. Wayfinding signs and maps have been finalized and groundbreaking will begin for 60 pilot signs to go into the Ship Creek Trail in May 2017.

Education/Workforce Development

Our Education committee was restructured in Q1 to focus more on post-secondary education and workforce development while United Way continues to focus on 90 Percent by 2020. In October the group hosted a half-day event at the BP Energy Center where employers were invited to discuss best practices in recruiting and managing interns. The event was attended by more than 60 employers and nonprofits that either have or are looking to start internship programs. Three panels discussed ways to engineer internships so they provide value for both the employers and students.

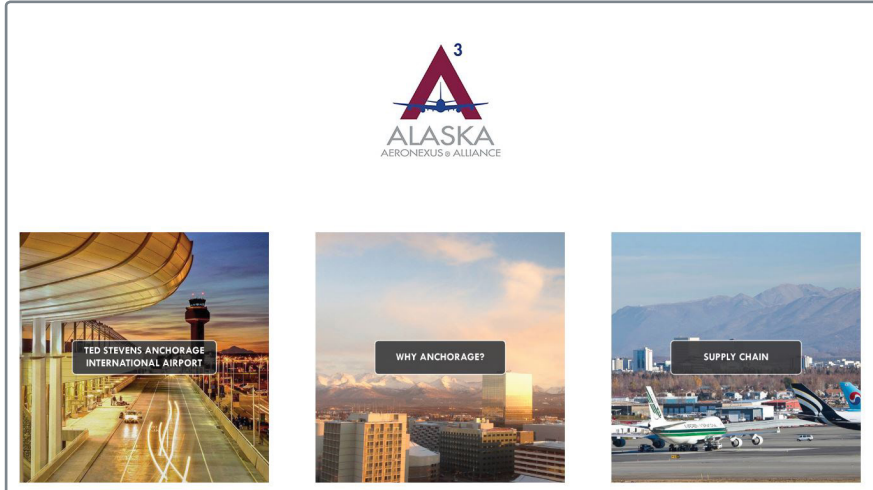
Workplace Well-Being

The Workplace Well-Being Area of Focus released a survey to the AEDC Investor community for employers to report on employee well-being programs currently in place in their organizations. The Area of Focus met in late September to review the 25 received surveys and awarded the Workplace Well-Being Employer Recognition to seven local companies.

One Anchorage, One Economy

The second-annual Anchorage Welcoming Week was Sept. 15-22, with events coordinated around the message of welcoming people of all backgrounds to the city, including remarks by the Mayor and community events to share culture and heritage. Live. Work. Play. facilitated the creation of a "Restaurants of the World" passport that could be downloaded and used to collect stamps from participating international restaurants in Anchorage. Moira Sullivan will be sitting on the board of the Welcoming Anchorage committee to continue the dialogue and programming throughout the year.

ALASKA AERONEXUS® ALLIANCE



Alaska AeroNexus® Alliance Home Page

In 2016, AEDC staff coordinated on opportunities to increase usage of Anchorage's foreign trade zone and plan strategies to address issues with Municipal zoning of airport land. In September AEDC worked with the Municipality of Anchorage's Planning Dept. to create conceptual site plans for how airport land could be developed for three different operations: a pharmaceutical clinical trials depot, an automotive electronics warehousing center, and a consumer electronics warehousing and customization center. Three different parcels of airport land were successfully analyzed for development, using MOA's new building code.

AEDC staff worked with web design firm Wonderbuild to create a website for the Alaska AeroNexus® Alliance: www.aeronexusalliance.com. This website acts as a reference and marketing tool for A3's discussions with targeted businesses. The website clearly and concisely lays out the capabilities of TSAIA, the supply chain benefits of utilizing an Anchorage location and the support programs available for investing companies.

TRANSPORTATION INDUSTRY OUTLOOK EVENT

At the request of the Anchorage International Airport, AEDC executed the first-ever Anchorage Transportation Industry Outlook. Leaders from the key transportation assets spoke about their current business, issues they face and opportunities on the horizon. AEDC Board members John Parrott (Anchorage International Airport) Dale Wade (Alaska Railroad Corporation) and Steve Ribuffo (Port of Anchorage) presented at the event, as did Will Kyzer and Aves Thompson, Executive Director of the Alaska Trucking Association. The event was generously hosted by NANA Development Corporation, at their corporate headquarters. Fifty-four attendees, not including staff and speakers, attended the event. This is likely to become an annual event.

CONFERENCES ATTENDED IN 2015 INCLUDE:

- Society of Industrial and Office Realtors, Spring Conference – San Diego (April 13-15)
- Interphex Conference – New York City (April 26-28)
- Lockheed Martin Supplier Day – Fairbanks, AK (Aug. 3)

 **27**

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).



141

ALASKA-BASED COMPANIES



168

TOTAL

CREATIVE CLASS SURVEY

AEDC was contracted by the State of Alaska Department of Economic Development to conduct a statewide survey of the creative class. We collected 191 fully complete responses and 94 partial responses, which were analyzed and compiled into the final report. The report released in July and received much press coverage.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

AEDC is working on the Anchorage Comprehensive Economic Development Strategy to provide a plan for future economic strategies for the city. Municipal grant funding totaling \$50,000 has been approved, \$10,000 in private sector funding has been committed to by Northrim Bank, and an application for a \$60,000 EDA planning grant is under final development. A community survey is being developed for release in Q1 2017. The Anchorage CEDS will be a five-year economic development plan and will provide a vehicle for individuals, organizations, government, learning institutions and private industry to engage in a meaningful conversation about what capacity-building efforts would best serve economic development for Anchorage. The CEDS also provides the Anchorage community the opportunity to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs.

STARTUP ASSISTANCE

AEDC worked with multiple groups and individual entrepreneurs in 2015, such as K2 Dronotics, Claimjumper AK, ZIP Kombucha and Vertical Harvest Hydroponics. Assistance included market research support, feedback on business planning, marketing, Kickstarter campaign promotion, social media outreach and more. AEDC also provided round-tables 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

AEDC engaged Channel Films (a.k.a. Alaska Channel) for a second year to help with filming and editing 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-minute videos. The video series was launched at the 3-Year Outlook Luncheon. The finished videos were uploaded to AEDCweb.com and promoted throughout Alaska. AEDC entered into an agreement with GCI in Q3 to air the Where to Startup videos on Channel 907. Summaries of each video were sent to GCI to include in their TV guide.

CREATIVE CLASS SURVEY

Do you consider yourself a freelancer, creative consultant, independent contractor or business consultant?

Do you actively seek for-hire projects fitting your unique skill set or create useful products and services for companies across this state and globe?

We would like your input!

The survey takes 5 minutes to complete.



Take the survey and enter to win a round-trip ticket with Delta Air Lines!

Survey conducted by:



Take the survey now! bit.ly/CCSurveyAK



Port of Anchorage degredation tour April 8.



ZIP Kombucha sample tasting, May 2.



Alaska Airlines hangar unveiling Aug. 22.




Peony distribution center event June 30.

PUBLIC RELATIONS

 **135**
MEDIA PLACEMENTS

WEBSITE

 **01:44**
AVG. SESSION DURATION

 **71%**
NEW VISITORS

 **70,300**
PAGEVIEWS

SOCIAL MEDIA - AEDC

 **2,084**
FOLLOWERS, EST. AUG. 2009

 **4,024**
FOLLOWERS, EST. FEB. 2009

 **1,564**
FOLLOWERS, EST. MARCH 2013

 **640**
FOLLOWERS, EST. OCT. 2013

SOCIAL MEDIA - LWP


 **1,773**
FOLLOWERS, EST. FEB. 2012

 **14,707**
FOLLOWERS, EST. AUG. 2013

E-NEWSLETTER - AEDC

 **4,262**
SUBSCRIBERS


 **16.2%**
OPEN RATE

 **2.4%**
CLICK-THROUGH

E-NEWSLETTER - LWP

 **1,248**
SUBSCRIBERS

 **23.9%**
OPEN RATE

 **3.4%**
CLICK-THROUGH



AEDC media presence increased in 2016 from 2015. The Alaska's Future event we hosted, the AeroNexus® Alliance partnership agreement, and the Federal Reserve Bank of San Francisco President's luncheon all provided extensive media exposure above and beyond levels seen from our luncheons and other media outreach.

Since the AEDCweb.com redesign in 2014, the Communications Department has been committed to updating and improving the site's content and navigability. Website metrics in 2016 improved across the board.

All social media platforms saw increased performance, with the Live. Work. Play.

Instagram account, I Love Anchorage, growing 42 percent from Q4 2015.

The AEDC email list increased by 11 percent and the Live. Work. Play. E-newsletter increased 12 percent from Q4 2015.

AEDC successfully produced the 2016 Alaska Innovator Magazine in partnership with Alaska Dispatch News. It was released at the 2016 3-Year Outlook Luncheon and distributed to 45,000 ADN subscribers.

CREATIVE CLASS SURVEY

AEDC was contracted by the State of Alaska Department of Economic Development to conduct a statewide survey of independent workers in several communities across Alaska. The survey was open in April and May 2016 and collected 358 responses.

WORKPLACE WELL-BEING EMPLOYER RECOGNITION SURVEY

In the summer of 2016 Live. Work. Play. distributed a survey to businesses across Anchorage to engage with and provide recognition to employers who are committed to the well-being of their people. We collected 26 responses and were able to provide public recognition to several Alaska workplaces.

BUSINESS CONFIDENCE INDEX SURVEY

The ninth annual Business Confidence Index survey was conducted by AEDC staff in partnership with McDowell Group. The survey was fielded from Nov. 15 - Dec. 23, 2016 and collected a record 304 responses.

REPORTS

AEDC researched, surveyed and released 21 economic reports in 2016. These reports included:

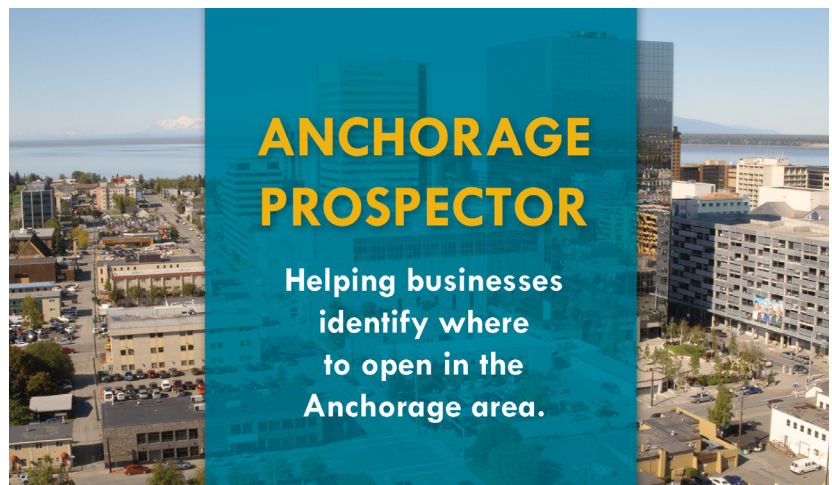


All AEDC reports are available at AEDCweb.com/research-reports.

ANCHORAGEPROSPECTOR.COM - A FREE, ONLINE RESEARCH TOOL

The Anchorage Prospector application 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, pages per session increased 16.8%, which means visitors are exploring the site more extensively. 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.



ANCHORAGE PROSPECTOR STATS:

2,444
SESSIONS

1,969
USERS

9.7% decrease
BOUNCE RATE (A POSITIVE)

3,427
PAGEVIEWS

16.8% increase
AVG. SESSION DURATION

AEDC Signature Luncheons

AEDC Economic Forecast Luncheon

Featured Speaker: Alexa Clay, co-author of
“The Misfit Economy”
Date: Jan. 27, 2016



Speaker Sponsors: GCI & Alaska Airlines
Attendance: 1,500+ Sold Out

AEDC 3-Year Outlook Luncheon

Featured Speaker: Jeffrey Hayzlett, author of
“Think Big, Act Bigger”
Date: July 27, 2016



Speaker Sponsors: Premera Blue Cross Blue Shield of Alaska
& Weidner Apartment Homes
Attendance: 1,500+ Sold Out

Other AEDC Events

WORLD IP DAY

AEDC, in partnership with the University of Alaska Anchorage, co-hosted Alaska’s first World Intellectual Property Day on May 3, 2016. World IP Day is a program created through the U.S. Patent and Trademark Office. The head of the West Coast Regional office was the keynote speaker as well as several national experts on IP and university technology transfer. Mayor Ethan Berkowitz gave opening remarks and Lt. Governor Byron Mallott was the closing speaker. Over 100 entrepreneurs, investors, university staff and policy makers attended the day-long conference and the Innovation Hall of Fame awards that were held that night.

U.S. TREASURY SECRETARY JACOB LEW – BUSINESS ROUND-TABLE

At the request of Mayor Berkowitz, AEDC organized and hosted a business round-table event with U.S. Treasury Secretary Jacob Lew on May 18, 2016. This hour-long round-table, held in the Mayor’s Conference Room at City Hall, encompassed a wide ranging discussion about the Alaska economy, federal policies and how U.S. Treasury policies could be more supportive of Alaska businesses. Companies invited by AEDC who attended the round-table included Northrim Bank, Eklutna, Inc., NANA Development Corporation, CIRI, Visit Anchorage, BP Exploration, ConocoPhillips, Arctic Rope & Wire, Spawn Ideas, Davis Constructors & Engineers and Trailboss.

ACT NOW: ALASKA’S FUTURE PRESENTATION

In February, more than 300 community members attended the Alaska’s Future presentation, provided by AEDC and the Hotel Captain Cook. The event included presentations by Board members Jim Hasle and Sophie Minich, a presentation by Ron Duncan, CEO of GCI, and other business leaders in the community. Board member Raquel Edelen was instrumental in planning and coordination for the event. There was a Q&A session at the end in which several citizens gave their perspectives on the issues discussed.

ENTREPRENEURSHIP EXHIBIT HALL AT JULY LUNCHEON

AEDC, with sponsorship from GCI, organized the largest Entrepreneurship Exhibit Hall to date. Fourteen Alaska entrepreneurs showcased their companies as part of the July Luncheon. This exhibit hall gave local startups and related partner organizations a chance to showcase their work and promote their products. Participating entrepreneurs set up booths to display the products that they have developed and spoke with attendees about the impacts of their work in Alaska. Entrepreneurs included: AK Claimjumper, Bambinos Baby Food, Big Swig Tours, The Boardroom, The Business Boutique, CFT Solutions, Edible Alaska, FiSheWear, Glen Klinkhart, Heather’s Choice, K2 Dronotics, Launch: Alaska, Vertical Harvest Hydroponics and Zip Kombucha. The exhibits gave the luncheon attendees a chance to see the work of talented entrepreneurs in their community and get in early to purchase some of their fantastic products.

Federal Reserve Bank of San Francisco President's Luncheon



On Aug. 18, 2016 AEDC hosted John Williams, President of the Federal Reserve Bank of San Francisco, who presented his perspective on the economic outlook for the district. Approximately 200 business leaders attended the event at Hotel Captain Cook and the presentation was generously sponsored by CIRI, TOTE Maritime and BDO. AEDC also hosted a meeting with Mr. Williams and his staff prior to the luncheon where Bill Popp gave them an in-depth look into the intricacies of the Alaska economy.

Awards

IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS

- Gold in Magazines for the 2015 Alaska Innovator magazine
- Silver in Newsletters/Newspapers for the Live. Work. Play. e-newsletter
- Silver in Special Events for the I Love Anchorage First Friday events
- Silver in New Media for the 2015 Live. Work. Play. Narrative Survey

PUBLIC RELATIONS SOCIETY OF AMERICA, ALASKA CHAPTER AWARDS

- First place in Community Relations for the 2015 Live. Work. Play. Narrative Survey
- Third place in Marketing Communications for the Where to Startup video series
- Third place in Media Relations with Thompson & Co. for the Alaska AeroNexus® Alliance Partnership Signing
- Third place in External Communication with Alaska Dispatch News for Live. Work. Play. Magazine

ANCHORAGE PRESS: 2016 PRESS PICKS

- I Love Anchorage voted “Best Local Instagram”

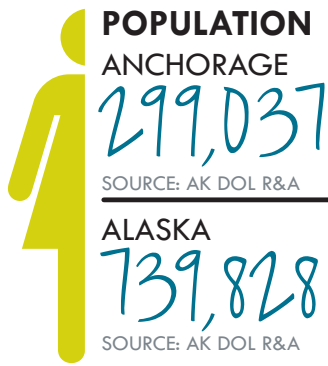


BEST LOCAL INSTAGRAM/TWITTER I LOVE ANCHORAGE

iloveanchorage

THERE'S SOMETHING ABOUT seeing the city through someone else's eyes that we just can't get enough of. Every Monday and Thursday @iloveanchorage—curated by the Anchorage Economic Development Corporation—showcases a day in the life of Anchorageites from all different walks of life. Started in September 2013, the account has now grown to 14,000 followers, and has even curated enough content for an exhibit at the Anchorage Museum.

Anchorage Fast Facts



MALE 50%
 FEMALE 50%
 MED. AGE 34

MALE 52%
 FEMALE 48%
 MED. AGE 35



HOUSING

VACANCY RATE

0.14%

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

RENTAL VACANCY RATE

3.8%

SOURCE: AK DOL R&A

AVG. SALES PRICE

\$366,079

SOURCE: AK MLS

AVG. RENT (APT.)

\$1,259

SOURCE: AK DOL R&A

EDUCATION

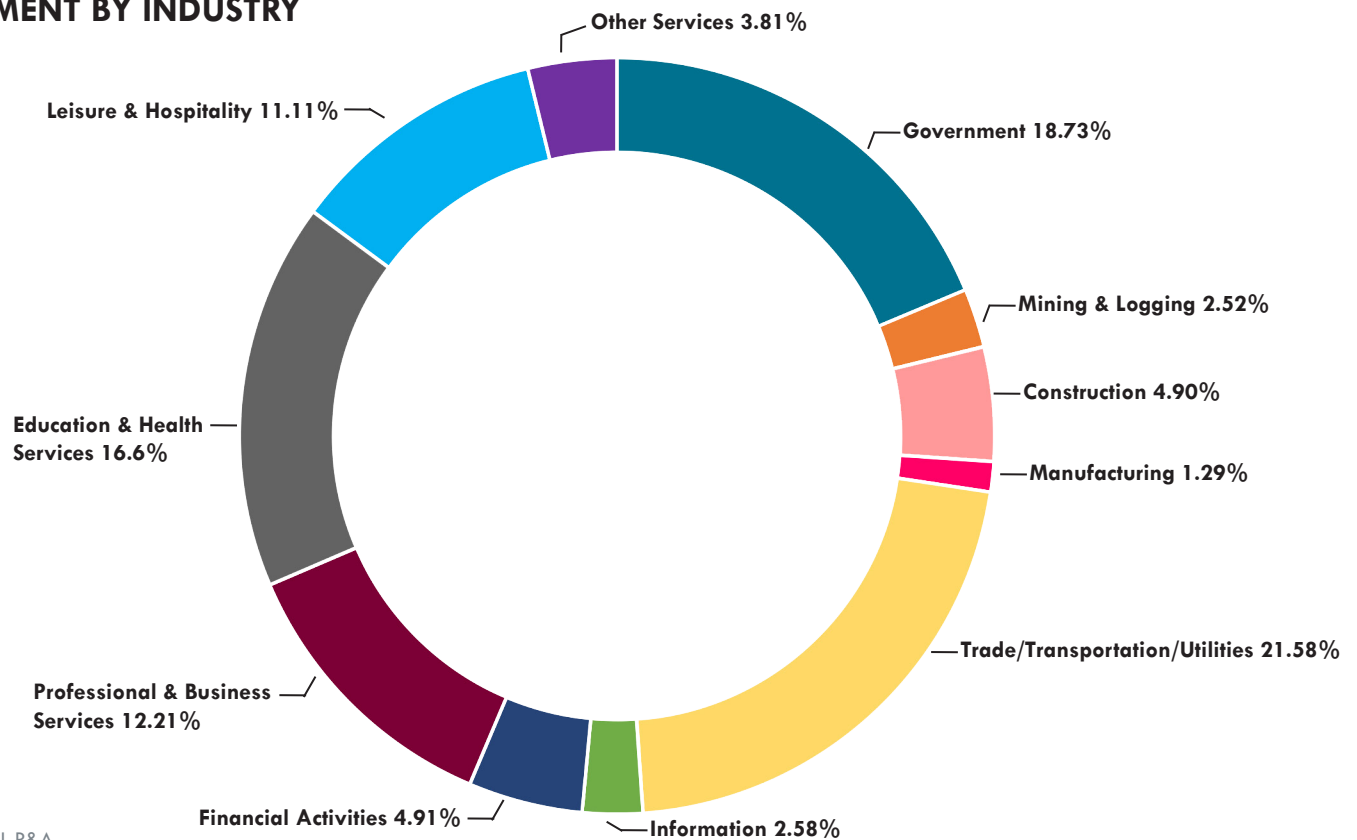
ANCHORAGE SCHOOL DISTRICT ENROLLMENT
 48,474

ELEMENTARY SCHOOLS 61
 MIDDLE SCHOOLS 10
 HIGH SCHOOLS 8
 ALTERNATIVE SCHOOLS 11
 CHARTER SCHOOLS 10

LANGUAGES SPOKEN AT HOME
 107

SOURCE: ANCHORAGE SCHOOL DISTRICT 12/16/16

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	2014	2015	2016	POINT CHG 2007-16	POINT CHG 2015-16
OVERALL INDEX	100%	128.5	132.4	130.2	4.2	-2.2
GROCERY ITEMS	13.48%	123.4	122.8	132.4	2.6	96
HOUSING	26.05%	157.8	163.9	149.9	12	-14
UTILITIES	9.95%	97	104.8	100.1	-6	-4.7
TRANSPORTATION	12.63%	105.1	118.3	112.9	9.4	-5.4
HEALTH CARE	4.85%	139.9	139.4	143.5	11	4.1
MISC.	33.01%	122.4	121.8	125.8	-0.8	4

ARMED FORCES LABOR FORCE*

ANCHORAGE	3.6%
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

57,343

359,807

5.3%

6.7%

94.2%

93.4%

33.3%

27.9%

\$ 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



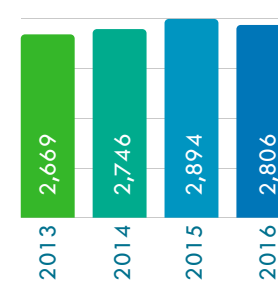
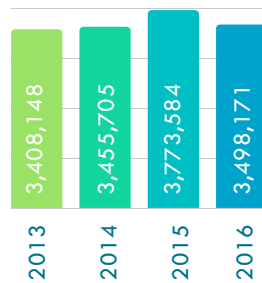
ALASKA RAILROAD (SHORT TONS)



PORT OF ANCHORAGE (SHORT TONS)



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



PASSENGER STATS



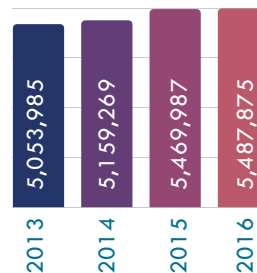
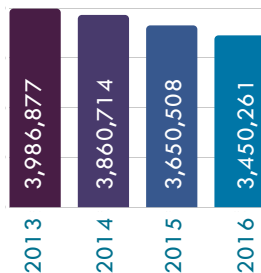
ALASKA RAILROAD (PASSENGERS)



PEOPLEMOVER (PASSENGERS)



TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT (PASSENGERS ENPLANED & DEPLANED)



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

BUDGET INCOME

	FY2017*	FY2016	FY2015	FY2014
Grants & Contracts	532,000	539,281	596,172	1,383,900
Private Cash	1,087,900	1,039,527	994,248	940,742
In-Kind	253,273	254,214	159,843	145,460
Misc. & Interest	2,100	4,635	3,837	5,527
TOTAL INCOME	1,875,273	1,837,657	1,754,100	2,475,629

EXPENSES

Program	1,463,159	1,358,580	1,310,113	1,934,375
Management & General	224,253	389,984	292,196	296,873
Fundraising	150,727	168,623	188,917	199,481
TOTAL EXPENSES	1,838,140	1,917,187	1,791,226	2,430,729

NET INCOME	\$37,133	\$(79,530)	\$(37,126)	\$44,900
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*Projected

AEDC Investors

DIAMOND \$20,000+



PLATINUM \$10,000+

Alaska Communications
Alaska Integrated Media
Alpha Media Alaska
Alaska Dispatch News
Alaska Channel
Alaska Public Media
Alaska Railroad Corporation
BDO USA, LLP

Calista Corporation
Chugach Electric Association, Inc.
DOWL
ENSTAR Natural Gas Co.
ExxonMobil
First National Bank Alaska
Hotel Captain Cook
KeyBank

KTUU
Northrim Bank
Northern Air Cargo
Ohana Media Group, LLC
Providence Health & Services Alaska
Stantec
TOTE Maritime

GOLD \$5,000+

Alaska Heart & Vascular Institute
Alaska Regional Hospital
Alyeska Resort
Art Services North
AT&T Alaska
BAC Transportation
Brandy Pennington Anchorage Real Estate
at Dwell Realty
Calista Corporation
CIRI

Coffman Engineers Inc.
ConocoPhillips
Cook Inlet Housing Authority
Creative Lighting & Sound
CRW Engineering Group
Denali Federal Credit Union
FedEx Express
KPB Architects
Lynden Inc.
Matson

Orthopedic Physicians Alaska
Pacific Northwest Regional Council of
Carpenters
Rasmuson Foundation
TDX Corporation / Alaska Park
The Superior Group, Inc.
The Wilson Agency
Thompson & Co. Public Relations
University of Alaska

SILVER \$2,500+

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

Cook Inlet Tribal Council
Copper Valley Telecom
Denali Express Chevron Network
DenaliTEK Incorporated
Diamond Parking
Grant Thornton LLP
Holland America Group
iHeartMedia
JL Properties, Inc.
KPMG
NANA Development Corporation
Newcity Entertainment

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

BRONZE \$500+

3M
AECOM
Agnew Beck Consulting
AK Supply Inc
Alaska AFL-CIO
Alaska Air Carriers Association
Alaska Airlines Magazine
Alaska Cargoport, LLC
Alaska Growth Capital
Alaska Housing Finance Corporation
Alaska Institute of Surgical & Medical Specialties
Alaska Magazine
Alaska Pacific Leasing
Alaska Permanent Capital Management
Alaska Printing Inc.
Alaska Rubber and Supply Inc.
Alaska Sales and Service
Alaska Salmon Alliance
Alaska Sausage and Seafood
Alaska Small Business Development Center
Alaska Waste
Alyeska Pipeline Service Company
Alyeska Title Guaranty Agency
American Marine International
American Multiplex
American Red Cross of Alaska
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 Police Department Employees Association

Anchorage Public Library
Anchorage Sand & Gravel Co.
Applied Microsystems
Arctic Wire Rope & Supply, Inc.
Aventus Group
Bambino's Baby Food
BBFM Engineers Inc.
Bear Tooth Theatrepub
Better Business Bureau
Bettisworth North Architects & Planners, Inc.
Bond Commercial Properties
Brilliant Media Strategies
Bristol Bay Native Corporation
Building and Construction Trades Council of South Central Alaska
C2 North LLC
Capital Management and Benefits Corp.
Captial Office
Carr Gottstein Properties
Chenega Corporation
Chevron
Chugach Alaska Corporation
Chugiak-Eagle River Chamber of Commerce
Coastal Television
Color Art Printing
Commodity Forwarders, Inc
Cornerstone Construction Co., Inc
Cornerstone Credit Services
Covenant House Alaska
Credit Union 1
Creekside Surgery Center
Criterion General, Inc.
Davis Wright Tremaine LLP
Eklutna, Inc.
Enterprise Engineering, Inc.
Environmental Management Inc.
Epoch Men's Health
Excel Construction

F.R. Bell & Associates, Inc.
Fairweather, LLC
FisheWear
Florcraft
Frampton & Opinsky, LLC
Furniture Enterprises of Alaska, Inc.
Gina Bosnakis & Associates
Girdwood 2020
Hawk Consultants LLC
Hilton Anchorage
Holland & Knight LLP
Holmes Weddle & Barcott PC
Hope Community Resources, Inc.
Hughes Gorski Seedorf Odsen & Tervooren, LLC
International Union of Operating Engineers, Local 302
Irwin Development Group, LLC
Jack White Real Estate
JW Industries
Kittelson & Associates
Kumin and Associates, Inc.
Mabel T. Caverly Senior Center
Marsh Creek LLC
Marsh & McLennan Agency LLC
Matanuska Electric Association, Inc
Matanuska Telephone Association
Matanuska Valley Federal Credit Union
MBA Consulting Engineers, Inc.
McCool Carlson Green Architects
Merrill Lynch
Michael Baker Jr., Inc.
Microcom
Millrock Resources, Inc.
Mind Matters Research, LLC
Nana Management Services (NMS)
National Cooperative Bank
NECA Alaska
NeighborWorks Alaska

Norcoast Mechanical
North Star Terminal & Stevedore LLC
Northern Compass Group
Northern Economics, Inc.
Oceanic Management Group
Old Harbor Native Corporation
Opti Staffing Group
Pango Technology, Inc.
Paragon Interior Construction
Parker, Smith & Feek, Inc.
Petro 49, Inc./Petro Marine Services
Pfeffer Development LLC
R&M Consultants, Inc.
RE/MAX Dynamic Properties
Reid Middleton, Inc.
Roger Hicel Contracting, Inc.
Schneider Structural Engineers
Spawn Ideas, Inc.
Spenard Builders Supply
Stoel Rives LLP
Tex R Us
The Arc of Anchorage
The Foraker Group
The Lakefront Anchorage
The Studio at Alaska Club
The Summit Group Real Estate Services
The Trust Land Office
Thrively Digital
UAA College of Arts & Sciences
UAA College of Business & Public Policy
UPS
Vertical Harvest Hydroponics
Visit Anchorage
Vulcan Towing
WHPacific
Wilson Strategic
YWCA Alaska



AEDC
Anchorage Economic
Development Corporation