

*AEDC Business
Confidence Index Survey*

Prepared for:

*Anchorage Economic
Development Corporation*



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Summary of Key Findings

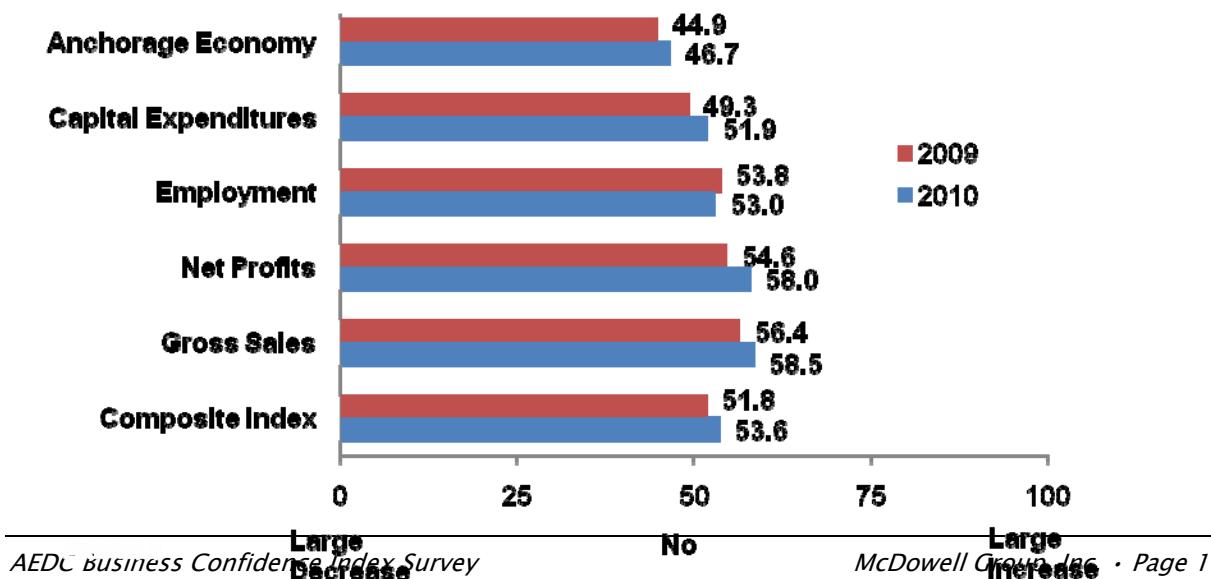
The Anchorage Economic Development Corporation (AEDC) contracted with McDowell Group, an Alaska research and consulting firm, to conduct the second annual AEDC Business Confidence Index Survey. This year, 213 Anchorage businesses and organizations participated in the on-line survey. The purpose of the survey is to assess factors that affect Municipality of Anchorage businesses and the overall economy, and derive a statistical measure of business confidence. The survey was conducted from December 8, 2009 to January 8, 2010.

The AEDC Business Confidence Index for 2010 is 53.6, indicating that the business community has a slightly positive outlook for 2010. (An index between 51 and 100 indicates a positive outlook, while an index below 50 shows a negative outlook.) Businesses expressed somewhat more confidence in the upcoming year than they did at this time last year. In 2009, the AEDC Business Confidence Index was 51.8.

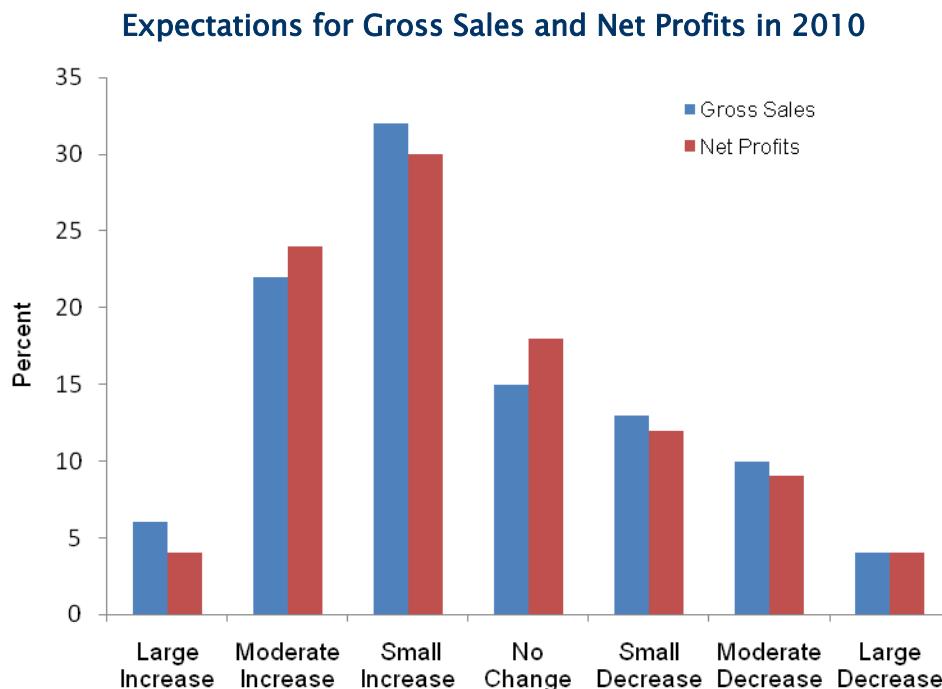
Respondents forecast small increases in several aspects of their own business or organizational activity. Expectations of gross sales in 2010 produce a confidence index of 58.5. The confidence indices for net profits, employment and capital expenditures are 58.0, 53.0 and 51.9 respectively. In contrast, survey participants expect the Anchorage economy will fare slightly worse in 2010 (confidence index is 46.7).

When compared with 2009 results, businesses are generally more optimistic about the year ahead. In 2009, Anchorage businesses had a confidence index of 56.4 for gross sales and 54.6 for net profits. Employment was viewed slightly more positively last year with a 53.8 index. The outlook for capital expenditures was more negative last year with a measure of 49.3. Businesses also were more pessimistic about the Anchorage economy (confidence index is 44.9). The chart below compares 2009 and 2010 indices.

AEDC Business Confidence Indices, 2009 and 2010

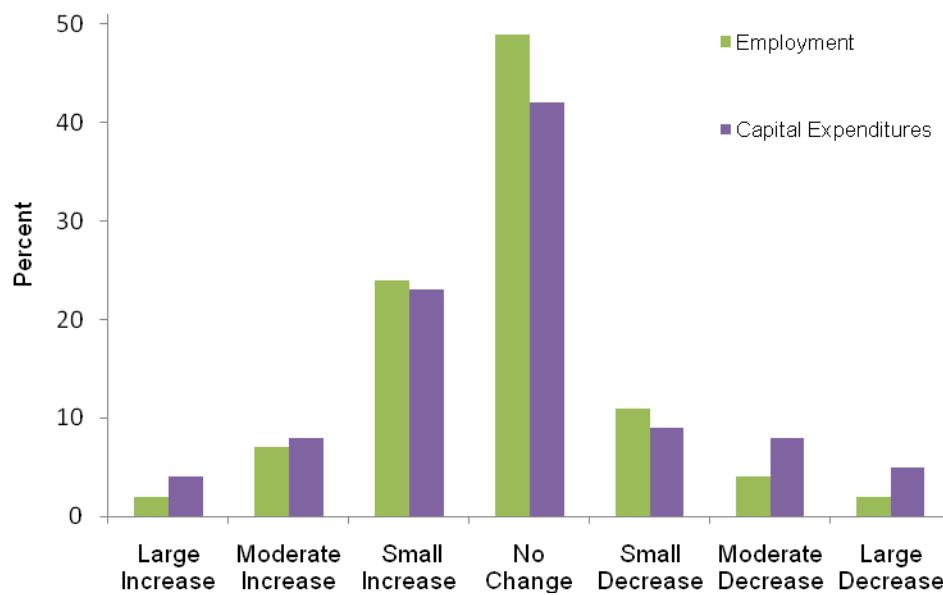


As shown in the following chart, respondents are somewhat more confident about increases in gross sales in the coming year when compared to expectations about net profits.



Businesses are slightly more confident about increases in capital expenditures than they are for employment in 2010.

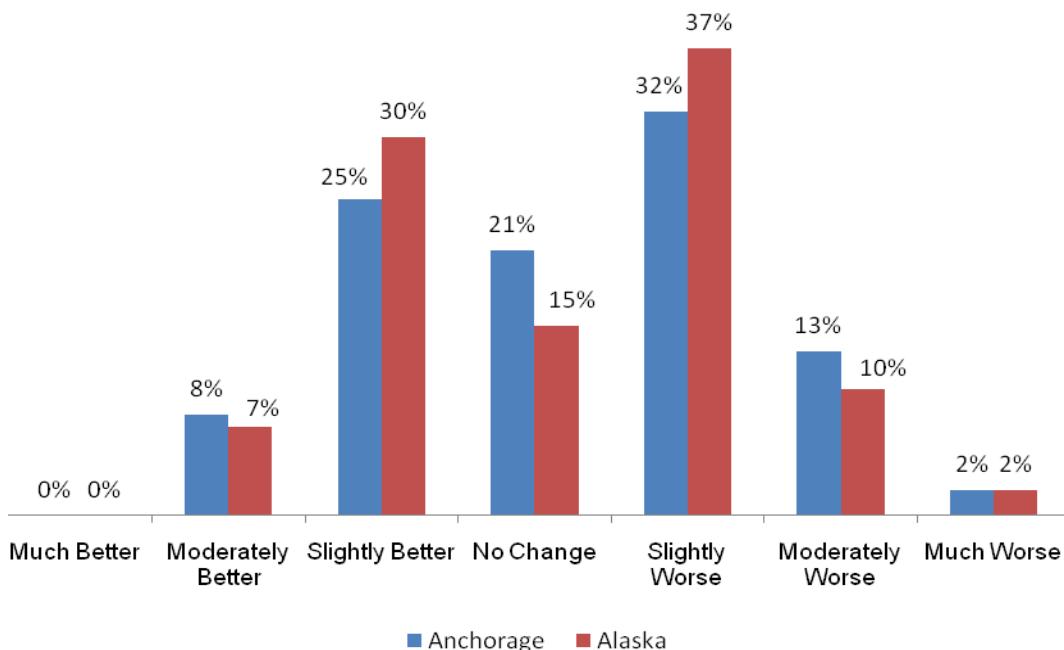
Expectations for Capital Expenditures and Employment in 2010



Just under half of the respondents (47 percent) expect the Anchorage economy to fare worse in 2010 compared to 2009, with the largest percentage believing it will be just slightly worse (32 percent).

Expectations for the state as a whole are similar. Nearly half of respondents (49 percent) expect the Alaska economy to fare worse in 2010, with 37 percent believing it will be slightly worse.

How do you think the Municipality of Anchorage/Alaska economy will fare in 2010, compared to 2009?



Health insurance is perceived as the most significant barrier to future business growth. Half of all respondents also consider federal regulations to be a significant or moderate barrier to growth.

Respondents believe the most important project to the Anchorage economy is the Alaska gas pipeline, followed by a natural gas pipeline from the North Slope to Cook Inlet and Cook Inlet resource development.

When asked if Alaska's oil and gas tax environment encourages or discourages oil production on the North Slope, the majority of respondents (68 percent) believe it discourages oil production.

Do you believe Alaska's oil and gas tax environment encourages or discourages oil production on the North Slope?

	Percent
Encourages	10%
Discourages	68
Don't Know	22

Introduction and Methodology

The Anchorage Economic Development Corporation (AEDC) contracted with McDowell Group, an Alaska research and consulting firm, to conduct the second annual survey of Anchorage business and organizations. The purpose of the survey was to assess factors that affect Anchorage businesses and the overall economy, and derive a statistical measure of business confidence.

The survey asked about barriers to growth, the effect of high energy costs, plans for capital improvements, and the importance of business development and infrastructure projects. A business confidence index was calculated from expectations for gross sales, net profits, employment, capital expenditures, and opinions on how well the overall Anchorage economy will fare in 2010. An index above 50 indicates a positive outlook while an index below 50 shows a negative outlook. The maximum possible index is 100.

McDowell Group designed the survey instrument in consultation with AEDC staff. Most questions remained unchanged from the 2009 survey so results could be benchmarked between 2009 and 2010 results.

The web-based survey was launched on December 8, 2009 and survey responses were accepted until January 8, 2010. AEDC sent a series of emails to their investors, providing information and a link to the survey website. The Anchorage and Chugiak-Eagle River Chambers of Commerce also encouraged participation in the survey by including information and a link to the survey in electronic newsletters.

A total of 213 organizations completed the survey, representing a broad cross-section of the Anchorage business community in terms of size and business sector. Responses were particularly strong in the professional services and media/communications sectors. (Note: in the following tables, some columns do not equal 100 percent due to rounding when percentages were calculated.)

Business and Community Leader Opinions

2009 Business Performance

- Thirty-six percent of respondents reported their net profits increased in 2009 when compared to 2008. The prior year's survey results showed a significantly higher percentage of respondents (60 percent) reporting an increase in net profits.
- Eleven percent of respondents experienced no change in net profits in 2009, compared to 2008.
- Two in five respondents (40 percent) had decreasing net profits in 2009 when compared to 2008. The prior year's survey results showed decreasing net profits in only 21 percent of businesses surveyed in 2008 compared to 2007.

In terms of net profits, how did your business perform this year compared to last year?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Large increase	5%	11%
Moderate increase	13	28
Small increase	18	21
No change	11	11
Small decrease	15	12
Moderate decrease	16	2
Large decrease	9	7

Expectations for 2010

Gross Sales/Annual Operating Budget

- In terms of gross sales (or operating budgets) a majority of businesses (60 percent) expect an increase in 2010, with 28 percent expecting a moderate or large increase.
- Just over a quarter of respondents (27 percent) expect gross sales to decrease in 2010 and 15 percent anticipate no change. In 2008, a third (34 percent) expected gross sales to decrease in 2009.

In terms of gross sales/annual operating budget, how do you expect your organization to perform next year compared to this year?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Large increase	6%	4%
Moderate increase	22	26
Small increase	32	27
No change	15	8
Small decrease	13	17
Moderate decrease	10	15
Large decrease	4	2

Note: Results re-calculated to remove “not applicable” responses.

Net Profits

- With respect to net profits, a majority of respondents (58 percent) expect an increase in 2010, with 4 percent expecting a large increase, 24 percent a moderate increase, and 30 percent a small increase. The outlook for 2010 is more positive than was the outlook for 2009 where a minority of respondents (48 percent) expected an increase in net profits.
- A quarter of respondents (25 percent) expect net profits to decrease in 2010, while 18 percent anticipate no change. In 2008, 36 percent expected a decrease in net profits in 2009.

In terms of net profits, how do you expect your organization to perform next year compared to this year?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Large increase	4%	5%

Moderate increase	24	20
Small increase	30	23
No change	18	15
Small decrease	12	21
Moderate decrease	9	14
Large decrease	4	1

Note: Results re-calculated to remove “not applicable” responses.

Employment

- One-third of businesses (33 percent) anticipate hiring more workers in 2010, with 2 percent expecting a large increase, 7 percent a moderate increase, and 24 percent a small increase. Of the 17 percent that expect job cuts, most anticipated small decreases.
- Nearly half of respondents (49 percent) anticipate no change in employment in 2010. In the December 2008 survey, 35 percent of respondents expected no change in their business’s employment in 2009.

**In terms of employment, how do you expect
your organization to perform next year compared to this year?**

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Large increase	2%	3%
Moderate increase	7	13
Small increase	24	23
No change	49	35
Small decrease	11	20
Moderate decrease	4	6
Large decrease	2	1

Note: Results re-calculated to remove “not applicable” responses.

Capital Expenditures

- Just over one-third of businesses (35 percent) expect an increase in capital expenditures in 2010, compared to 2009, with 4 percent expecting a large increase, 8 percent a moderate increase, and 23 percent a small increase.
- Two in five respondents (42 percent) expect no change in their capital expenditures in 2010, compared to 28 percent who expected no change in 2009.

- One in five respondents (22 percent) expects a decrease in capital expenditures in 2010. In 2008, a third (34 percent) expected a decrease in capital expenditures in 2009.

In terms of capital expenditures, how do you expect your organization to perform next year compared to this year?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Large increase	4%	5%
Moderate increase	8	10
Small increase	23	22
No change	42	28
Small decrease	9	16
Moderate decrease	8	10
Large decrease	5	8

Note: Results re-calculated to remove “not applicable” responses.

Barriers to Growth

Businesses were given a list of factors that could potentially inhibit growth and were asked to rate the significance of each barrier.

- Health insurance and federal regulations are considered the two most significant barriers to growth, with 58 percent rating health insurance and 50 percent rating federal regulations as significant or moderate barriers. In comparison, last year's survey respondents considered energy prices and the availability of professional and technical workers to be the two most significant barriers. Health insurance was not included as a barrier for consideration last year.
- Just under half of respondents (49 percent) considered the availability of professional and technical workers to be a significant or moderate barrier.
- While the availability of semi-skilled workers was a significant barrier for only 6 percent of respondents, the issue represented a moderate or significant barrier for 41 percent.
- Respondents were also asked if there were any other barriers that prevented their organization from achieving growth. A list of all responses is provided in the report appendix.

To what extent are the following factors a barrier to your organization's growth?

	Significant barrier	Moderate barrier	Not a barrier	Not applicable
Health Insurance*	27%	31%	31%	11%
Federal regulations	21	29	37	13
Access to capital	16	22	52	10
Energy prices	12	36	42	9
Federal taxes	11	26	48	15
Workers Compensation Insurance*	11	33	45	12
Availability of professional/technical workers	10	39	42	8
Energy supply*	9	19	56	16
State regulations	9	28	52	11
Cost of commercial/lease rental property	8	27	52	13
Job readiness of entry-level workers*	7	33	46	14
Transportation linkages with suppliers and markets	7	19	59	16
Availability of semi-skilled workers	6	35	45	13
MOA regulations	6	19	60	15
State taxes	6	17	59	18
MOA taxes	5	23	55	17

Note: * indicates barrier not included in December 2008 survey.

Effect of High Energy Costs

- Nearly one-third of the respondents (32 percent) reported high energy costs resulted in increased prices in 2009. Some businesses had to reduce their services or employment (10 percent and 9 percent, respectively). In the December 2008 survey, nearly half of respondents (49 percent) reported increased prices as a result of high energy costs.
- Respondents were also asked if they made any other changes due to high energy costs; 22 percent said yes. A list of all responses is provided in the report appendix.

Did high energy costs lead to any of the following changes in your organization?

	Percent Responding Yes	Percent Responding Yes
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	in Dec. 2009	in Dec. 2008
Increased prices for services/products offered	32%	49%
Reduced services/products offered	10	15
Reduced employment	9	14
Made Other Changes		
No	78%	66%
Yes	22	34

Capital Improvement Plans

- Nearly one-third of respondents (31 percent) anticipated capital improvement projects in the next two years; the majority of these organizations expect their plans to lead to new job creation. Growth was anticipated by organizations in virtually all sectors and size.
- Among those respondents that did not have capital improvement plans in the near future, 31 percent said the recent economic climate had affected their growth plans.

Are you planning significant capital improvements in the next two years?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Planning Capital Improvement	31%	34%
Will create jobs	73	74
Will not create jobs	27	26
Not Planning Capital Improvement	69%	66%
Recent economic climate did not affect plans	69	74
Recent economic climate affected plans	31	26

Expectations for the Economy in 2010

- Nearly half of respondents (49 percent) expect the Alaska economy to fare worse in 2010, with 37 percent believing it will be slightly worse, 10 percent moderately worse, and 2 percent much worse.
- Thirty-seven percent believe the Alaska economy will do better in 2010, compared to 2009.

**How do you think the overall Alaska economy
will fare next year, compared to this year?**

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Much better	-	3%
Moderately better	7	5
Slightly better	30	13
No change	15	14
Slightly worse	37	44
Moderately worse	10	17
Much worse	2	3

- Just under half of the respondents (47 percent) expect the Municipality of Anchorage economy to fare worse in 2010, with the largest percentage believing it will be just slightly worse (32 percent).
- One-third of respondents believe the Municipality of Anchorage economy will do better in 2010, compared to 2009.

**How do you think the overall Municipality of Anchorage economy
will fare next year, compared to this year?**

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Much better	-	3%
Moderately better	8	8
Slightly better	25	16

No change	21	14
Slightly worse	32	47
Moderately worse	13	11
Much worse	2	1

Importance of Infrastructure and Economic Development Projects

- Respondents believe the Alaska gas pipeline to be the most important project for the Municipality of Anchorage economy, followed by Cook Inlet resource development and the natural gas pipeline from the North Slope to Cook Inlet. In last year's survey responses, the Alaska gas pipeline was also considered to be the most important, followed by the natural gas pipeline from North Slope to Cook Inlet and workforce training. Cook Inlet resource development was not offered as an option in the 2008 survey.
- Business leaders were given the opportunity to rate each project individually and then identify the most important project among the full list. The importance of the top three projects remained consistent, with the Alaska gas pipeline rated the most important, followed by the natural gas pipeline and Cook Inlet resource development. (See table on the following page.)
- When asked if there were other projects that were important to the Anchorage economy, 26 percent said yes. Responses are included in the report appendix.

How important do you think the following projects are for the Municipality of Anchorage economy?

	Very important	Somewhat important	Not important
Alaska gas pipeline	78%	19	2
Cook Inlet resource development*	75	19	3
Natural gas pipeline from North Slope to Cook Inlet	66	28	4
Workforce training	39	53	7
Anchorage port expansion	38	43	13
Affordable workforce housing*	22	54	20

Seward Highway to Glenn Highway Connection (H2H)	23	44	28
Commuter rail between Anchorage and Mat-Su	19	41	35
Industrial park development	18	48	25
Knik Arm Bridge	23	30	41
Anchorage neighborhood revitalization	17	46	31
Update of Title 21 municipal land use plan	16	39	22

Note: * indicates project not included in December 2008 survey.

Which of these projects do you think is most important for the Municipality of Anchorage economy?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Alaska gas pipeline	36%	56%
Natural gas pipeline from North Slope to Cook Inlet	20	25
Cook Inlet resource development*	15	-
Knik Arm Bridge	6	4
Seward Highway to Glenn Highway Connection (H2H)	6	2
Commuter rail between Anchorage and Mat-Su	5	1
Anchorage port expansion	4	2
Workforce training	4	7
Affordable workforce housing*	2	-
Anchorage neighborhood revitalization	2	-
Industrial park development	1	1
Update of Title 21	-	-

municipal land use plan

Note: * indicates project not included in December 2008 survey.

Alaska's Oil and Gas Tax Environment

- A majority of respondents (68 percent) believe Alaska's oil and gas tax environment discourages oil production on the North Slope.

Do you believe Alaska's oil and gas tax environment encourages or discourages oil production on the North Slope?

	Percent
Encourages	10%
Discourages	68
Don't Know	22

Business Sector

- The professional services and media/communication sectors had the largest number of survey respondents.
- Professional services respondents included legal, accounting, consulting and other similar business services.
- The mining/oil category included production and support services.
- Health care, while representing only 4 percent of the survey respondents, included large Anchorage employers.

Which sector best describes your organization?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Professional services	12%	14%
Media/communication	10	5
Engineering/architecture	7	11
Government/military	7	3
Non-profit	7	6
Finance/insurance	6	3
Mining/oil	6	9
Tourism/hospitality	6	7
Construction/maintenance	5	4
Transportation	5	16
Health care	4	2
Wholesale/retail trade	4	5
Arts/education	3	1
Information technology	3	2
Manufacturing	3	1
Real estate	3	7

Utilities	3	3
Fishing/seafood	-	1
Personal services*	2	-
Other	3	3

Note: * indicates sector not included in December 2008 survey.

Organization Size

- Businesses reporting more than \$10 million in annual gross sales (or annual operating budgets for non-profit organizations) represented 38 percent of all respondents.
- The second largest group of businesses (20 percent) reported between \$1 million and \$5 million in annual gross sales (or annual operating budgets). Nineteen percent reported annual gross sales under \$250,000.

Which of the following categories best describes your organization's annual gross sales or annual operating budget?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Under \$250,000	19%	10%
\$250,000 to \$500,000	5	4
\$500,000 to \$1 million	8	7
\$1 million to \$5 million	20	18
\$5 million to \$10 million	7	13
More than \$10 million	38	47
Don't know	3	3

Current and Peak Employment

- Just over two-thirds of respondents (68 percent) currently employ up to 49 people on a part-time or full-time basis.
- Eight percent of respondents currently employ 500 or more people on a part-time or full-time basis.

How many people (full-time and part-time) do you employ in Municipality of Anchorage currently?

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Under 10	42%	26%
10 to 49	26	38
50 to 99	9	8

100 to 249	9	9
250 to 500	6	9
500 or more	8	10
Don't know	1	1

- Two-thirds of respondents (66 percent) employ up to 49 people during their peak periods.
- During peak periods, 9 percent of respondents employ 500 or more.

**How many people (full-time and part-time) do you employ
in Municipality of Anchorage in a peak month?**

	Dec. 2009 Survey Results	Dec. 2008 Survey Results
Under 10	39%	23%
10 to 49	27	38
50 to 99	9	10
100 to 249	10	10
250 to 500	4	8
500 or more	9	12
Don't know	1	0

Location by Zip Code

- Businesses located in the 99503 (Midtown) and 99501 (Downtown) zip code areas made up more than half of all respondents.
- Eagle River and Chugiak zip area businesses (99577 and 99567) represented 17 percent of all respondents.

Respondent by Zip Code

	Dec. 2009 Survey Results
99503 (Midtown)	27%
99501 (Downtown)	25
99577 (Eagle River)	14

99518 (Midtown)	5
99515 (South)	4
99517 (Midtown)	3
99567 (Chugiak)	3
99508 (East)	2
99507 (East)	2
99516, 99519, 99587, 99504, 99505, 99511, 99514, 99522, 99603, 99639, 99645, 99669, 99705, 99801, 99577	10

Appendix

The following section includes verbatim responses for open-ended survey questions.

Are there any other barriers that prevent your organization from achieving growth?

- Confidence in Alaska's economy.
- Changes in federal regulations.
- Transportation infrastructure.
- Declining tourism markets.
- Global Economy, downturn in seafood harvest, downturn in aviation activity.
- Investment opportunities that meet our strategic and financial objectives.
- I am a home based business so zoning affects the size of my business.
- Statewide education policies.
- State legislature and inconsistency of vision/action.
- Workers comp and performance bonding.
- Changes in the insurance repair industry.
- Lack of convenient/economical air transportation to Asia and Europe. Lack of State support for high tech industries. Difficulty in obtaining lines of credit.
- Price of energy (oil & gas) and the willingness of major producers to continue to invest in Alaska. Our business, much like the State, depends on the producers investing and developing our oil and gas resources. When they invest, we have opportunities to grow.
- Lack of Anchorage's success in attracting new industry to the city. Lack of movement on Gas Pipeline; our business needs the result of economic stimulation and new development to occur.
- Low cash flow to clients for capital improvements.
- Competition from cooperatives that do not pay taxes.

- Federal Reserve & NCUA Regulations.
- Local available talent in the IT industry.
- FAA, other federal agencies moving R&D efforts out of Alaska. (Ted Stevens leaving the Senate may have been an indirect factor.)
- Court decisions, state and federal mandates, lack of diversified tax sources.
- Management inefficiencies, no standardization of procedures for development statewide, lack of legal advice and understanding on law and regulations.
- Politics. As a public toll agency, politics have a significant influence, along with in particular federal regulations and bureaucracy. They are delaying a \$700 million infrastructure project and thousands of jobs.
- Runaway congress.
- Taxes & fees on oil & gas companies reduce their expenditures.
- The Federal Deficit and the uncontrolled/out of control spending.
- Decrease in business community spending on advertising.
- The overall state of the economy.
- Dependence on “Outside Alaska” firms for consulting/energy related services that could easily be accomplished in-state rather than by outside firms.
- Availability of new work is down in our sector. Client confidence is also down, creating caution/risk aversion.
- Very competitive environment.
- Lack of understanding of the film industry by the state of Alaska.
- Regulatory and judicial actions.
- The current cost reducing direction of major oil operators in AK.
- AGIA & ACES.
- Conduct of major oil companies toward local vendor community.
- Taxes on our clients finished product.
- Reinvestment in the oil & gas industry, mining industry.
- Increased number of organizations asking for philanthropic dollars.
- A public fully educated about energy supply choices.
- The cost of parking in downtown Anchorage. We have always liked to have our office in downtown Anchorage to keep it from becoming just a tourist place, but the costs have increased exponentially for parking downtown.
- Availability of financing for homes and businesses.
- I would like to see the natural gas pipe line completed for consistent energy (no brown outs) in the Anchorage area. Also it would create jobs and help to make a non-energy dependent U.S.A.
- The weather. The cruise industry. The economic climate.
- The overall economy and the barriers that prevent our customers from growing.
- RCA and competitor delay tactics.
- Floundering economy. Shortage of fuel. High cost of available fuel.
- The economy in general.
- Outsourcing by customers, particularly in the oilfield sector. Not particularly

supportive of local vendors.

Did high energy costs lead to any other changes in your organization?

- Lowering building thermostats and working to install more energy efficient appliances, fixtures etc.
- We sell fuel. Though margins have the potential to increase with higher prices, demand plummets.
- Reduced workforce.
- We began to look at ways to promote energy conservation in our plant, building and equipment.
- It isn't necessarily a negative change but I've put into place factors and incentives to make sure that I don't open my studio unless the customer base makes it worthwhile... this is an art studio so lighting is important, as is heating because of ventilation so I take more steps to ensure it is worth opening.
- We have become more energy minded and have changed some of our usage of energy.
- Spend \$150k on energy efficiency upgrades.
- Travel cost increase due to energy costs.
- Actually, just the opposite. Lower energy costs, down from \$100+/bbl of oil, resulted in the producers cutting back on projects and thus reduced our workload accordingly. Fortunately, we were able to re-assign a number of the affected employees to other work and avoid significant layoffs.
- Increased awareness in saving energy.
- High energy costs affect the insurance replacement cost of property. The insured, if they elect to insure their property to true replacement cost will see increases in their insurance rates.
- Implemented plans to reduce energy consumption.
- Costs for shipping supplies.
- Incentive pilot program for schools.
- Conducted detailed study on energy use with recommendations on how to reduce energy use. Some steps have been taken and more will be implemented in 2010.
- Reduced project scope.
- Reduction in budget for other expenditures.
- High energy costs add to the cost of construction and reduce the willingness of prospective patrons to travel and pay tolls.
- Changed business practices.
- Reduction in available operating dollars that affected some aspects of service delivery & work effort.
- Fewer clients to buy product.
- Staff reductions.
- Not selling products with marginal profit due to energy costs.
- Fewer jobs, less revenue, lower employment.
- Total operating expense and increased transportation expense.

- We advocated in Juneau for energy assistance programs such as LIHEAP and the state weatherization program that benefit our members.
- New market opportunities in selling energy efficiency services.
- Travel frequency reduced.
- We are traveling less for business and retooling to higher mileage transportation.
- Fewer clients and smaller scope of work.
- The leases now include utility charges that I did cover; now I divide out common area charges.
- Other cost reduction efforts.
- Better management of our energy costs.
- Continuous review of energy usage for conservation.
- Procedural changes to decrease energy use increased training about energy usage.

Are there any other projects you think are very important for the Anchorage Economy?

- Continued oil exploration and development on the North Slope.
- Not projects specifically---but keeping the MOA budget reasonable.
- Donlin Creek, OCS Development, Pebble.
- Reduce homeless population. Quality learning at Anchorage School District.
- Some type, whether the Knik Bridge, a Rail system, or the H2H connection or all to reduce time and cost for people to get to and from their homes and jobs. Gas line development is essential as are renewable resources such as wind; hydro and even solar would work in our long summer days. I don't think coal energy is the way to go. Title 21 is definitely in need of improvement which I know they are working on but as a home based business I'd like to see an expansion on the amount of square footage I'm allowed to use for business purposes under reasonable guidelines. I happen to have a 3/4 acre lot and detached building... expansion of my business wouldn't encroach on my neighbors.
- OCS exploration and development.
- OCS exploration and production, NPRA exploration and production, ANWR exploration and production
- Promotion of Anchorage as a good place for High Technology industry to relocate.
- Fire Island development.
- Airport expansion.
- Sports complex at UAA.
- Knik Arm crossing.
- UAA facilities expansion including new Athletic Arena.
- Access to primary care physician services for Medicare patients.
- OCS development.
- I like the gas line because there is gas there being burned off and wasted, outside of that we can get more creative and find new ways as in wind and geothermal means.

I'm definitely not against drilling, but we can be more innovative I believe.

- Mt. Spurr Geothermal and associated development -- we should get on this. Lake Chakachamna Dam -- we should get on this also. Year round direct passenger air service to Japan, Europe (perhaps fill the plane with Europeans making the most direct connection to Hawaii), direct air service to the East Coast of the US Leverage the Permanent Fund by having its money managers help provide access to capital for Alaska businesses. Develop a plan to take advantage of opening Arctic sea routes. Winter tourism would be more of a factor if we had reliable attractions, such as a lodge-to-lodge snowmobile trail into the Interior. A small boat harbor that really is a harbor for the Cook Inlet.
- Increased awareness and training on development regulations and laws.
- Cook Inlet Beluga listing is not really a project, but critical habitat designation could be very detrimental to ports, military, airport, Knik Arm Bridge, shipping, commercial fishing, and AWWU waste treatment, among others.
- Quit taking/luring industry from Chugiak/Eagle River.
- See incremental cost savings in various areas, cut municipality and state work force. Reduce programs that do nothing to improve economy. Apply 80 / 20 rule where 20% of the people do 80% of the work. Too many bureaucrats, push money into the private sector instead of Fat programs. Be the first state to initiate a type of universal health care.
- Renewable energy- diversified energy projects.
- OACES and PT.
- Offshore oil drilling.
- OCS – Offshore Oil & Gas Exploration & Development
- That the State of Alaska bow out of the gas pipeline AGIA deal without having to pay treble damages to TransCanada and once again support free enterprise and Denali, The Alaska Gas Pipeline, privately funded.
- OCS leasing, opening up new state lands for development, support of new mining projects (rather than killing them), and state oil and gas tax reform.
- Converting the Alaska Army National Guard from infantry to specializations with actual job skills such as medical, electronic, heavy equipment, etc. As far as I know no one is working on this but someone should be.
- Renewable energy projects such as the Fire Island wind farm, Mt. Spurr geothermal and Lake Chackachamna hydro.
- Rationalizing local regulations (building, kitchen, food safety, zoning) and improving the speed of permitting would keep local investment in Anchorage instead of shifting to the Valley.
- Support of Foster Child Programs to ensure children are provided the money and opportunities to be educated to their greatest potential, obtain skills in the workplace so they can contribute to a positive future for Alaska.
- Higher focus on education. E.g. KIPP education program appears to be quite successful.

- Completion of airport expansion work.
- Extension of the Kenai LNG export license.
- Clean, renewable energy.
- Chukchi Sea Oil Development.
- 1) Develop and support renewable energy projects at every level of state and city government and to encourage private citizen entrepreneurship in same. We must begin now to wean ourselves off of oil and gas as users as well as our dependence on that source of income for running government. 2) We must begin a rational civic discourse on reinstating a State income tax and the Municipality must get serious about a seasonal sales tax.
- Seward highway expansion/safety.
- TSAIA continued development. South Anchorage Power Plant. Fire Island wind farm. State support of electrical transmission system upgrades.
- Income tax implementation to spread the tax burden more fairly. Sales tax is too regressive.
- Roads, commuter lane in the middle of the Glenn Hwy that can accommodate for a change of directions for flow of traffic in and out of anchorage. A true bypass highway extension on the east side of anchorage that offer an alternative route for traffic heading south of anchorage. Roads to rural communities through corridors. Trade Alaska's oil for federal land to develop a corridor for roads and electricity to rural communities. Do away with residential property taxes and exchange for a flat sales tax (not both)!
- Renegotiate Muni contracts with unions.
- Create divided highway for the Seward Highway south of Anchorage.

Is there any other project or issue more important than the one you listed above?

- Stem the decline in petroleum production.
- Commuter rail to Mat Su.
- Gas development affects everyone, business owner or not, but Title 21 work would help this business.
- Cook Inlet resources.
- Alaska Pipeline.
- Affordable housing.
- Gas pipe line would be great means to bring down the cost of energy, but it is temporary. Wind farm.
- Coordination of State and municipal permitting and regulatory agencies.
- Abundant, sustainable, cheap energy supply (could be hydro, gas, coal, or other).
- Affordable, reliable, sustainable energy.
- Long term incremental integration and follow-on of many of the projects concurrently.
- Getting rid of ACES to insure future exploration and production, support services, jobs for AK.

- Welcoming oil, gas and mining business climate.
- Repeal of ACES.
- North Slope OIL development (duh).
- Long term (100 years) energy supply, which is likely to be renewable energy.
- Getting chemicals out of our air and water.
- Development and commitment to clean, renewable resources.
- New electrical generation facilities.
- Roads.