



**Board of Directors Special Meeting
AEDC Offices
Monday, October 16, 2017 4:00pm to 6:00pm
Call In #: 866-528-2256, Passcode 7400397#**

- I. Call to Order & Chair's Welcome
- II. Roll Call
- III. Action Agenda
 - A. Approval of the 2018 Vision Navigation Plan Proposed Projects List
 - i. Project #1: Anchorage Economic Development Strategy (p. 2)
 - ii. Project #2: Live.Work.Play. (p. 5)
 - iii. Project #3: AeroNexus (p. 8)
 - iv. 2017 Staff Strategic Assessment (p. 11)
 - v. 2018 Strategic Assessment Survey- Board and Investors Council (p. 18)
 - vi. October 12 Investors Council Strategic Planning Session Notes (p. 36)
- IV. Executive Session at the request of Chair Romano
- V. Adjourn

*****Next Executive Committee meeting: November 27, 2017*****

*****Next Board of Directors Meeting: December 6, 2017*****



2018 Vision Navigation Strategic Plan

Proposed Project #1: Anchorage Economic Development Strategy

The following is outline for the Anchorage Economic Development Strategy project that would represent AEDC's efforts in partnership with the Municipality of Anchorage to develop a public/private partnership model for prioritizing and initiating the development of projects identified through the Municipality of Anchorage Comprehensive Economic Development Strategy (CEDS) document.

Potential Strategic Initiative Definition

Potential Strategic Initiative Title: Anchorage Economic Development Strategy

Description: Establishing a structure/process to support Implementation of the approved strategic document

Why is this strategic initiative important to our organization? (i.e. how does it grow the business or handle a threat to our organization?)

- Unifies community around need for economic development
- Will set the economic development strategies for the community
- To fulfill our mission
- To provide continuity of community effort to grow our economy
- To fill the historic void of lack of coordinated/effective approach to economic development

What does this strategic initiative include? (i.e. give a brief overview of the scope of work needed)

- Identify and recruit appropriate project champions and community partners
- Support project champions in recruiting effective working groups
- Help coordinate and convene meetings of steering committee and working groups
- Help securing funding needed for an effective effort
- Ongoing coordination with the Municipality
- Additional elements to be defined in future plans
- Annual progress reports to the community

Knowing our organization's current manpower, financial resources, knowledge base, materials/supplies, etc., what additional resources do we need to undertake this strategic initiative?

- Continued commitment of existing Business and Economic Development staff
- Continued funding support from sources to be defined

What is the potential loss of not addressing this strategic initiative?

- An effective community economic development effort
- Not achieving a more diversified economy
- Less competitive city for attracting investment and workforce



2018 Vision Navigation Strategic Plan

Proposed Project #2: Live.Work.Play.

The following is outline for the continuing Live.Work.Play. project that would represent AEDC's efforts to improve the community setting within Anchorage to attract more business investment and to retain and attract critical skilled workforce needed by all industry sectors. Focus in 2018 would be on rebooting effort to reenergize partners and see appreciable progress towards the 2025 vision of the Board of Directors.

Potential Strategic Initiative Definition

Potential Strategic Initiative Title: Live.Work.Play.

Description: Develop and implement strategies as well as concrete steps to accelerate progress toward 2025 vision

Why is this strategic initiative important to our organization? (i.e. how does it grow the business or handle a threat to our organization?)

- This is a key foundational element of our economic development strategy
- To create the community environment that makes workers and companies want to be here
- To make Anchorage more competitive with other cities who are adopting placemaking as a best practice primary economic development strategy
- To leverage the existing quality of life advantages of Anchorage
- To generate a stronger alignment between the business community and key non-profits/agencies
- To retain talent in our community
- To grow and retain local investment
- To grow existing and attract new businesses to our community
- Strengthens our relationship with the community, Municipality and State

What does this strategic initiative include? (i.e. give a brief overview of the scope of work needed)

- Achieving pro-active leadership from across all sectors of the community, led by the Board of Directors and Steering Committee
- To continue to steer focus groups to deeds and actions
- Increase best practice analysis of competing cities
- Define and implement strategies to raise our metrics scores and achieve our vision
- Develop new Areas of Focus/projects as needed to improve metrics

- Maintain and expand communications/engagement strategies
- Integrate/coordinate other AEDC initiatives with the L.W.P. effort

Knowing our organization's current manpower, financial resources, knowledge base, materials/supplies, etc., what additional resources do we need to undertake this strategic initiative?

What is the potential loss of not addressing this strategic initiative?

- Anchorage will not effectively compete with other cities for talent and investment
- Vision of the organization will not be realized



2018 Vision Navigation Strategic Plan

Proposed Project #3: AeroNexus

The following is the outline for the continuing AeroNexus project that would represent AEDC's efforts to attract more business investment related to the Anchorage International Airport global cargo logistics industry. Focus in 2018 would be on resetting relationships between key partners of the AeroNexus Alliance to generate appreciable progress in efforts to engage companies in identified industries to commit to investments in Anchorage.

Potential Strategic Initiative Definition

Potential Strategic Initiative Title: AeroNexus®

Description: Airport-focused business development project in partnership with Alaska International Airport System and Municipality of Anchorage.

Why is this strategic initiative important to our organization? (i.e. how does it grow the business or handle a threat to our organization?)

- The airport represents more than 10% of Anchorage employment
- In-depth GLDP research report and business development outreach revealed significant business attraction and development opportunities
- AIAS has contracted with AEDC to pursue these opportunities
- This initiative takes advantage of Anchorage's unique geography and cargo transfer rights in competing with other cargo hubs
- Represents a catalytic economic expansion opportunity, i.e. Growth of entirely new industry with a strong multiplier effect
- Strongest existing business attraction and expansion opportunity for Anchorage to grow first tier jobs that anchor an economy

What does this strategic initiative include? (i.e. give a brief overview of the scope of work needed)

- Ongoing supply chain analysis of specific industry and company targets
- Developing and aligning incentives, financial tools, infrastructure with development opportunities in Anchorage
- Engagement of a developer capable of meeting the needs of potential investors
- Implementing a marketing and business development plan for reaching company decision makers

- Establishing relationships with decision makers in target companies
- Presentation of business propositions to target companies
- Activating and strengthening Alaska AeroNexus® Alliance (A3) to pursue opportunities and provide a more business friendly environment
- Turning the first shovel of dirt

Knowing our organization's current manpower, financial resources, knowledge base, materials/supplies, etc., what additional resources do we need to undertake this strategic initiative?

- Financial support from the AeroNexus® partners for the next 3 years

What is the potential loss of not addressing this strategic initiative?

- Missed opportunity on high impact economic development project
- Failure to pursue the most promising business attraction opportunity for Anchorage and Alaska



2018 Vision Navigation Strategic Plan

2017 Staff Strategic Assessment

The following is the staff's assessment of current economic trends in Anchorage, threats and opportunities for AEDC and Anchorage, a competitor assessment, and an analysis of AEDC competitive assets. Traditionally, this is AEDC Staff's SWOT analysis.

AEDC 2018 Strategic Assessment - Relevant Trends

The current status of trends, i.e. Decreasing, Continuing, Increasing is noted in red text. New trends are not noted in red.

Competitive Assets

- In-house research capacity – demand continues to **increase**
- In-depth and growing knowledge of local business trends, barriers/challenges, statistics – **increasing** demand and appreciation for this asset relative to last year
- Comprehensive e-mail list with a high open and click rate **-increasing**
- Established social media presence – continues to **increase**
- External communications expertise – not currently being marketed as a service to investors - **continuing**
- Access to local and national media – **continuing**.
- Growing network of Anchorage business and community leaders, e.g. members, CEDS and LWP supporters – **increased** relative to last year
- Engagement of nationally-recognized thought leaders made available to Anchorage - **continuing**
- Engagement of site selectors and company real estate executives through site selection newsletter and airport contract – **increased** focus
- Capacity to introduce potential investors to opportunities in Anchorage – **continuing**
- Live.Work.Play. initiative – Established as pioneer and leader among EDO's in comprehensive approach to economic development – now undergoing retooling - **continuing**
- AEDC brand – dominant in Alaska economic development marketplace – **continuing**
- Public speaking/leadership ability of CEO and others on staff - **increasing**
- Collective knowledge, experience, industry diversity and credibility of AEDC Board of Directors & Investors Council - **continuing**
- Diverse award recognition of AEDC products, programs and people - **continuing**
- Website – sought after platform for accessing information - **increasing**
- Datamyne/JobsEQ/Anchorage Prospector research tools – **continuing** interest in reports
- Publications: Economic Forecast Reports, Employee Reports, and Research Reports – trend **continuing**
- Alaska AeroNexus® Alliance – at a cross-roads, trend unknown

Customer

Investors

- Offering opportunities for investors to have influence/engagement on AEDC policy/direction through committees, CEDS and L.W.P. – **net increase**
- Offering investors opportunities through AEDC external communications **-continuing**

- Opportunity to access investor events - **continuing**
- Lack of understanding of investor benefits and AEDC services - **continuing**
- Stable membership revenue in a climate of declining membership among peers- **continuing**

Business Community

- Improved access to business resources and assistance - **increasing**
- Awareness re. business challenges and opportunities - **continuing**
- Access to AEDC research, publications and presentations - **increasing**
- Trusted source for business intelligence - **increasing**
- Connection to broader business community – **continuing**
- New: Unmet need for assistance to existing businesses – increasing
- New: Demand for micro-loans and other non-traditional financing – increasing
- New: Lack of business friendly policies – increasing
- New: Interest in airport-related investment - increasing

Municipality of Anchorage

- Requested research - **continuing**
- Promotion and marketing of key municipal infrastructure to community and business interests - **continuing**
- Providing economic development services to the Anchorage business community at-large - **continuing**
- Assistance in raising awareness of Municipal policy **initiatives** within business community, e.g. AEDC luncheons, e-news, social media, print publications, web-site - **declining**
- Continuing the original 1987 MOA intent for AEDC to grow and diversify the economy of Anchorage - **increasing**
- Strategic initiative and policy guidance re. community and economic development – **continuing**
- Management of Alaska AeroNexus® Alliance - **continuing**
- Request for development of CEDS (Community & Economic Development Strategy) - **increasing**
- Quality control feedback and troubleshooting between Municipality and business community - **continuing**
- Using AEDC brand to enhance their initiatives - **continuing**

Research Customers

- Opportunity to meet research needs of companies, for-purpose and agencies - **increasing**

Other Regional Governments/EDO's and State of Alaska

- Assistance to State with research and economic development initiatives - **continuing**

Media

- Research requests – continuing but high demand
- Story leads and connections – increasing
- Direct content (interviews, quotes) – increasing

Entrepreneurs

- Increasing start up activity statewide - increasing
- Opportunity to marry established business needs with new start up capabilities - continuing
- Seeking guidance and assistance to access financing, e.g. Kiva Zip, crowd funding, angel funding, traditional financing - increasing

L.W.P. Partners

- Providing access to business leaders and potential policy support - continuing
- Services being delivered currently: continuing
 - Connect – public, private and non-profit sectors coming together on each area of focus
 - Cajole – advocating for agreed upon strategies and policy positions
 - Convene – logistics support and framework to bring groups together as needed
 - Cheerlead – marketing and promotion to create community and stakeholder awareness/support
- Opportunity for investor staff to become involved in community and influence policy discussions/outcomes - continuing

Ted Stevens Anchorage International Airport

- Increasing demand for airport business development – continuing
- Increasing need for measureable results, reporting and external communications - increasing
- Opportunity for increased collaboration and strategic alignment – continuing
- New: Demand for site certification program

Competitor

Anchorage Chamber of Commerce

- Focused on policy advocacy and networking – continuing
- Focus on young professionals - continuing
- Larger membership base - decreasing
- Lower cost of entry/access - continuing
- Competing for sponsorship of events - increasing

Small Business Development Center (UAA)

- Increased activity in the business community - **increasing**
- Increased focus on entrepreneurship - **increasing**
- Increasing visibility, incl. statewide - **increasing**
- Well-funded and staffed, access to University resources - **continuing**
- Hungry, aggressively seeking other funding - **continuing**

State of Alaska

- Completed first-ever statewide economic strategy plan
- Historically focused on resource extraction industries vs. value-added businesses

Culture/Demographics

- “It can’t be done here” is declining and entrepreneurship is on the rise - **continuing**
- Brain drain of young generation to L’48 is increasing due to more competitive out of state markets, i.e. cost of living, housing, health care - **increasing**
- Increasingly diverse business community - **increasing**
- Baby boomers are retiring, lack of replacements - **increasing**
- Growing opportunity for engagement of young professionals in business and community at-large - **continuing**
- Anchorage is an increasingly diverse community - **increasing**
- New: Declining civic pride and engagement
- Population growth rate higher in Mat-Su - **continuing**
- New: Increasing crime rate, fear in community
- New: Aging of population

Technology

- Increasing use of JobsEQ, Datamyne & Prospector software - **increasing**

Political/Economic

- Anchorage’s competitiveness declining relative to L’48 due to multiple factors, i.e. housing, cost of living, growing national economy, health care costs, university and Alaska recession - **increasing**
- Underdeveloped workforce - **continuing**
- Continued rise in angel investment, venture capital and crowd funding - **continuing**
- State fiscal crisis - **increasing**
- Shrinking government employment – **increasing**
- Polarized State and Municipal election year - **continuing**
- Increased interest of the Municipality in community and economic development - **increasing**
- New marijuana industry – **increasing**
- New: decreased charitable donations
- New: Disconnect between UAA and business community
- New: Lack of accessible/transferable University research

Opportunities/Threats

- Fee for service research
- Research and marketing for investment proposal creation
- Declining L.W.P. momentum
- Continuing recession may curtail new investors in AEDC
- Continuing recession may reduce existing investment in AEDC
- Recession creates opportunity for recruiting new investment, e.g. real estate and available workforce
- Assistance to existing businesses
- Lack of L.W.P. progress is diminishing Partner interest
- Lack of skilled/technical workforce in key industries
- Political and fiscal uncertainty retards investment
- Targeted workforce development

Potential Strategic Initiatives

- Assistance to existing businesses



2018 Vision Navigation Strategic Plan

2017 Strategic Assessment Survey of Board Members and Investor Council Members

The following are the results of a survey performed by Professional Growth Systems distributed to all members of the Board of Directors and members of the Investors Council. The survey purpose was to generate individual feedback and observations from those surveyed on the staff strategic assessment or SWOT analysis that is a foundational element in development of the proposed strategic projects proposed by staff for 2018.

AEDC Strategic Assessment Review by Board of Directors and Investors Council

The following analysis was created by the AEDC staff during the first portion of the strategic assessment phase of their Vision Navigation® strategic planning process. The strategic assessment begins with identification of the trends in the competitive landscape of the AEDC. Out of this analysis, strategic initiatives will be developed to best address and capitalize on the trends in order to grow the organization.

To complete the analysis, the AEDC staff reviewed the trends identified in their 2016 assessment, determined their movement in 2017 (increasing, static or decreasing), and looked for new trends in 5 core areas: Competitive Assets, Customers, Competitors, Culture/Demographics and Economics/Politics.

The results were submitted via survey to the AEDC Board of Directors and Investors Council, asking for their expertise and unique perspective on the trends and ideas identified by staff. Thirty-eight board and council members responded to some or all of the questions on the survey. The staff assessment and feedback from the Board of Directors and Investors Council are on the following pages.

Competitive Assets Assessment

Competitive Assets are the strategic assets of the AEDC: the expertise or knowledge, tangible assets and key processes internal to the AEDC which set it apart, create the most value for the customer and/or can be leveraged to grow the organization. For the assessment, staff looked at each competitive asset and its demand, value or strength in the marketplace in helping the AEDC to grow.

The assessment below includes 4 questions asked of the Board of Directors and Investors Council. The first two include competitive assets identified in the 2016 assessment that are either increasing in demand, value and/or strength, or are remaining static in 2017. Question 3 includes assets identified by staff, but not deemed as competitive and therefore not being considered for development into a strategic project. For each group, the board and council members indicated their level of agreement with the assessment as written and included recommended changes. The last question asked the board and council to add any additional competitive assets they felt were missed.

1. Competitive assets that are increasing in demand, value or strength from 2017:
 - In-house research capacity
 - In-depth and growing knowledge of local business trends, barriers/challenges, statistics
 - Growing network of Anchorage business and community leaders, e.g. members, CEDS and LWP supporters
 - Engagement of site selectors and company real estate executives through site selection newsletter and airport contract



Number of Board and council members who: *Agree - 32* *Disagree - 5*

Recommended revisions from the Board of Directors and Investors Council:

- I realize that developing opportunities and relationships with site selectors takes time. Do we really see opportunity in continuing to focus in this area?
 - I'd need to see proof data to affirm positive progress in the LWP initiative. 2. It seems that research services already exist within Anchorage. This is a duplication of service to B2B clients.
 - Yes to all, but have slight concerns over In-House Research Capacity given current work load and the loss of VP.
 - Not sure if the comment fits here, but I think we need a more comprehensive view of what companies require to locate in Anchorage. I like what you are doing with Amazon exercise. I don't think we focus on technology as a key enabler.
 - My impression is that the network of businesses in AEDC is not growing. I could be wrong, but would like to see the data.
 - I don't agree that research capacity is a value. If requests are increasing, what are they? There are many competing resources for this service available. Provide more specifics defining what research is done and creates value.
 - To effect real change think we need to engage more strongly with local and state political groups to more effectively influence economic environment.
 - Add: Capacity to introduce potential investors to opportunities in Anchorage.
 - How is AEDC measuring the value of these competitive assets? If successful, will they grow members, provide research that results in new business?
 - Need to review engagement and benefit of site selector engagement.
2. Competitive assets that are remaining static in demand, value or strength from 2017:
- Access to local and national media
 - Engagement of nationally-recognized thought leaders made available to Anchorage
 - Capacity to introduce potential investors to opportunities in Anchorage
 - Live.Work.Play. initiative – Established as pioneer and leader among EDO's in comprehensive approach to economic development – now undergoing retooling
 - Collective knowledge, experience, industry diversity and credibility of AEDC Board of Directors & Investors Council
 - Publications: Economic Forecast Reports, Employee Reports, and Research Reports

Number of Board and council members who: *Agree - 35* *Disagree - 2*

Recommended revisions from the Board of Directors and Investors Council:

- I'm not sure if Live Work Play continues to resonate with the community
- I think with the Board and Investor Council, we don't leverage individuals' talents to the best extent possible based on their areas of expertise.



- More focus, narrow the number of assets
- #3 AEDC has been ineffective in bringing new investors/industry to Anchorage and as a result, has turned its efforts to less tangible endeavors, i.e., a business climate reporting resource and LWP firm.
- I agree only in that LWP is retooled. I don't agree that the current state is currently adding value.
- I would argue that the access to local and national media needs to increase in its importance and effectiveness in order to be of value to the membership and business community in Anchorage.
- I believe the other need which is growing is to have a visual pic as an example of a thriving downtown which Anchorage is trying to achieve. I believe this remains important to help the public see the vision of the goal.
- Yes, to the above, but need to interject more excitement/innovation.
- I am a bit challenged by the (perhaps lack of) correlation between #1 and #2: If we've grown research capacity, why are these competitive assets static? If we've grown the value, demand, strength of members, why is our collective knowledge, etc. static? Is it because these competitive assets were already considered high performance? So, static is possibly good?

3. Assets of the AEDC identified by staff, but not deemed a competitive asset that can be utilized as a strategic project to grow the organization:

- Comprehensive e-mail list with a high open and click rate
- Established social media presence
- Public speaking/leadership ability of CEO and others on staff
- Website – sought after platform for accessing information
- External communications expertise – not currently being marketed as a service to investors
- AEDC brand – dominant in Alaska economic development marketplace
- Diverse award recognition of AEDC products, programs and people
- Datamyne/JobsEQ/Anchorage Prospector research tools
- Alaska AeroNexus® Alliance

Number of Board and council members who: *Agree* - 26 *Disagree* - 11

Recommended revisions from the Board of Directors and Investors Council:

- I think AEDC needs to be very careful before entering areas that are already services provided by the private sector. For instance, I think AEDC does have expertise in social media, external communications, but so do many other companies and it is not unique to AEDC.
- Bill's ability to speak at length and with authority on issues facing the ED outlook for Alaska and Anchorage is of prime importance to AEDC, and should be both celebrated, as well as leveraged to maximum effect.



- Depends what the mission is, but it seems to me that many of the items listed would be important for any communication to the community or other audiences.
- The AEDC brand has been successfully implemented and is associated with high quality research and information upon which businesses and industries rely - especially in light of recent economic issues of the state. I recommend that the brand be considered as a competitive asset.
- I recommend not losing focus on marketing the expertise and availability of the AEDC. AEDC is heavily dependent on its perceived effectiveness as an advocate and source of information. If the AEDC slowly loses exposure due to a drop in visibility or loses the ability to draw a crowd for events/publications, the value of AEDC to corporate sponsors will be greatly reduced.
- I agree they have value -- not sure about the definition of "assets" as presented in this survey. Some of these items seem to be competitive that could be used to grow the organization -- AEDC brand, social media, contacts, public speaking from CEO/staff.
- Generally yes. However, I do think the public speaking / leadership ability and presence of CEO/staff and AEDC brand are or should be competitive assets.
- I agree, however the public speaking and leadership ability of CEO could be considered more valuable.
- I believe the AEDC brand as well as social media presence could and should be leveraged for strategic projects to the extent they make sense and are possible.
- All opportunities for public speaking by the CEO and staff should be taken advantage of. Spreading the word about AEDC in person is a competitive advantage.
- Keeping AEDC visible in media and through speaking engagements of CEO and staff is important and should be considered a competitive asset.
- I think the above is strategic and per number 2 more investment/focus is needed here. If we are working to stimulate the Anchorage business environment, communications and effective public engagement are key.
- Marketing is king and a number of these tools would be useful to that purpose. Leadership includes aligning and motivating the community, in addition to the information already distributed.
- The fact that AEDC is able to engage so many stakeholders is not only valuable, I think it should be considered for a strategic project as you leverage access to broader relationship networks that could drive business. You have a greater advantage with a warm introduction on behalf of an engaged stakeholder.
- All agreed with the exception of the award recognitions. I think in this field resources are limited.....winning unsolicited awards is good, using resources to apply for awards is likely not a good use of resources. Just my opinion.



- Not real clear on what is meant by "external communications expertise". Also, I believe the Public speaking/leadership ability of CEO and staff should continue to be leveraged to add value to the community...and to help attract new investors.

4. Additional Competitive Assets included by the Board of Directors and Investors Council:

- Videos that can sell the advantages of bringing businesses to Anchorage; selling by visual pictures and graphs.
- Promote unique mountain resort assets in the Live/Work/Play and other initiatives. No other city in the US has them within city boundary.
- Overall presence as a forum for business in Anchorage. Encompassed in many aspects above, but we could easily grow the "roundtable" reputation with the new Investors Council.
- Why isn't there an Alaska AquaNexus Alliance?

Customer Assessment

The Customer Assessment focuses on all aspects of the customers' experience with AEDC and how well the organization is meeting its customers' needs and wants. The AEDC staff noted 8 primary customer groups. Each is listed below with the specific needs and wants of that customer group. Those that were identified during the 2016 strategic assessment are indicated by a note as to whether that need or want is increasing in demand, decreasing or remaining static in 2017.

The Board of Directors and Investors Council were asked to indicate if they agreed or disagreed with the assessment as written for each customer group, and note recommended changes. In question 9, they were asked to identify any opportunities or additional customer groups they felt were missing from the analysis.

1. Investors:

- Offering opportunities for investors to have influence/engagement on AEDC policy/direction through committees, CEDS and L.W.P. – *increasing since 2016*
- Offering investors opportunities through AEDC external communications - *static demand from 2016*
- Opportunity to access investor events - *static demand from 2016*

Number of Board and council members who: *Agree - 30 Disagree - 4*

Recommended revisions from the Board of Directors and Investors Council:

- Access to AEDC research, data and publications.
- The new board/council format is potentially more favorable. Yet to be seen. If either the board or council is not as engaged as we had hoped, one should ask, is it us or them?



- Other ideas: Offering opportunity to work through AEDC to improve Anchorage business climate. Offering opportunity for investors to network with like-minded business professionals.
- I believe we have increased our participation in AEDC events as a company. We have done this as we see value in AEDC bringing the business community together for key economic updates.
- I would see the following as static: Offering opportunities for investors to have influence/engagement on AEDC policy/direction through committees, CEDS and L.W.P
- Perhaps more visibility related to committee openings on L.W.P. areas of focus
- I agree with the Offering opportunities to have influence through LWP committee, but not the other two items. Limited value.

2. Business Community:

- Improved access to business resources and assistance - *increasing since 2016*
- Access to AEDC research, publications and presentations - *increasing since 2016*
- Trusted source for business intelligence - *increasing since 2016*
- Unmet need for assistance to existing businesses – *increasing since 2016*
- Demand for micro-loans and other non-traditional financing – *increasing since 2016*
- Lack of business-friendly policies – *increasing since 2016*
- Interest in airport-related investment - *increasing since 2016*
- Connection to broader business community – *static since 2016*

Number of Board and council members who: *Agree - 29 Disagree - 5*

Recommended revisions from the Board of Directors and Investors Council:

- Charter flights from China to Anchorage are happening right now, and I'm not convinced that AEDC was the driving factor. If AEDC was responsible, I'm not aware of it. Industry made it happen.
- I believe lack of business-friendly policies is static, not increasing since 2016.
- Is demand for micro-loans really something for which businesses reach out to AEDC? If so, leave it in - but it seems odd to me.
- Without understanding the reasoning, I would not agree with the various "increasing" classifications for the business community.
- Think B2B connectivity demand is increasing in our current challenged economy and we heard the desire to support more strongly in our last meeting.
- Wise support of key business-impacting initiatives.
- State legislative influence for business community via AEDC.
- I agree in general, but question the airport related investment. AEDC does not seem to be doing much in that area.



- Considering AEDC is a trusted source for business intelligence...and the Exec. Director's solid reputation as a trusted advisor, there should probably be a greater effort put into business community outreach, speaking engagements, etc... Not that there isn't already an effort in this regard. But more...if possible, would be better.
- Is AEDC doing micro-loans?

3. Municipality of Anchorage:

- Continuing the original 1987 MOA intent for AEDC to grow and diversify the economy of Anchorage - *increasing since 2016*
- Promotion and marketing of key municipal infrastructure to community and business interests - *static since 2016*
- Providing economic development services to the Anchorage business community at-large - *static since 2016*
- Strategic initiative and policy guidance re. community and economic development – *static since 2016*
- Quality control feedback and troubleshooting between Municipality and business community - *static since 2016*
- Assistance in raising awareness of Municipal policy initiatives within business community, e.g. AEDC luncheons, e-news, social media, print publications, web-site - *declining since 2016*

Number of Board and council members who: *Agree - 29 Disagree - 5*

Recommended revisions from the Board of Directors and Investors Council:

- #1 Please quantify with a list of how AEDC has increased the 1987 intent.
- I believe the municipality needs to be far more user-friendly to developers and businesses wanting to invest in the community. They should be of the mindset "red carpet brigade" and not "patriot missile", making every step of the way complicated and unpredictable. I have spoken to multiple developers who say that our muni is the hardest and most cumbersome to get through (permitting, evaluators, assessor, etc).
- Regularly scheduled time with the Mayor's office to ensure understanding and accurate dissemination of policies, intent and expected outcomes.
- There is a lack of engagement from the municipality. That needs to be addressed.
- I realize the list is bulleted and not numbered, but I don't see AEDC doing #2, #5, and #6.
- AEDC needs to solicit and attract new businesses to Anchorage.



4. Research Customers:

- Opportunity to meet research needs of companies, for-purpose and agencies - *increasing since 2016*

Number of Board and council members who: *Agree - 31 Disagree - 2*

Recommended revisions from the Board of Directors and Investors Council:

- This area has always been a bit ill-defined for me regarding when services become a for fee service, rather than provided at no charge. Perhaps I am just not aware of the guidelines.
- We have more than enough data. We need to leverage that data into activity.
- I actually can't comment on this as we've not engaged at that level with AEDC.
- Though I checked "yes", I don't really know what AEDC is doing to meet research needs of companies other than the Business Confidence surveys. Perhaps I need more information.

5. Media

- Story leads and connections – *increasing since 2016*
- Direct content (interviews, quotes) – *increasing since 2016*
- Research requests – *static, but continued high demand, since 2016*

Number of Board and council members who: *Agree - 32 Disagree - 2*

Recommended revisions from the Board of Directors and Investors Council:

- This is a good and positive role for AEDC to play in the business community as it supports its investors.
- Our Media is so busy telling the story of the doom, gloom, crime and drugs that the positive stories are overshadowed/ overlooked/ not heard.
- As noted above, the more visible AEDC can be throughout the community on key issues, the better.

6. Entrepreneurs

- Increasing start-up activity statewide - *increasing since 2016*
- Seeking guidance and assistance to access financing, e.g. Kiva Zip, crowd funding, angel funding, traditional financing - *increasing since 2016*
- Opportunity to marry established business needs with new start up capabilities - *static since 2016*

Number of Board and council members who: *Agree - 30 Disagree - 4*

Recommended revisions from the Board of Directors and Investors Council:

- Plenty of role models to foster innovation and entrepreneurship. Launch KC.
- Need to see more evidence of tangible results.



- Seeking opportunities to increase youth awareness of business and development of talents to retain for future state growth.
- Need to add an innovation component.
- I believe that demand for guidance relating to financing options and marrying established business with startup's will continue to grow into the near future. AEDC needs to be THE GO TO entity for guidance and facilitation in regard to these things.
- Not clear on guidance and assistance to access financing.

7. L.W.P. Partners

- Services being delivered currently: *(all are static since 2016)*
 - Connect – public, private and non-profit sectors coming together on each area of focus
 - Cajole – advocating for agreed upon strategies and policy positions
 - Convene – logistics support and framework to bring groups together as needed
 - Cheerlead – marketing and promotion to create community and stakeholder awareness/support

Number of Board and council members who: *Agree - 30 Disagree - 4*

Recommended revisions from the Board of Directors and Investors Council:

- I would want to discuss "cajole". I am not sure how this fits. Others seem accurate.
- I agree the above is complete and accurate, however, I have great question as to the effectiveness of the LWP initiative. It is a distraction to the core business of the org., bringing and growing companies to Anchorage.
- Need more public/private connectivity that creates visible results other than gatherings and social media events.
- Think LWP demand should be increasing when we compare Anchorage to Oklahoma City and actions delivered there to support development and growth.
- I feel like we need to find a way to relaunch LWP using some of its success. The environment is ripe for getting some "potted plants" and "sideliners" involved.
- I believe that Moira has done....and will continue to do a great job related to cheerlead for the L.W.P.
- I applaud AEDC's investment in this initiative. Staff have been supportive and willing to advocate when appropriate. I do wonder how to engage the right members in some of the initiatives. I get the impression members like LWP, but don't seem willing to dedicate time to truly participate at the ground level. Yet I believe the topics are of interest and relevant to their business. It is working, but non-AEDC members are enthusiastic grass roots participants. So what's missing?



8. Ted Stevens Anchorage International Airport

- Increasing demand for airport business development – *static since 2016*
- Opportunity for increased collaboration and strategic alignment – *static since 2016*

Number of Board and council members who: *Agree - 28 Disagree - 5*

Recommended revisions from the Board and council:

- I believe demand for airport business development is increasing since 2016.
 - Support for expansion efforts that may require land restriction changes.
 - Continuing to find a way to establish Anchorage as a gateway to the United States from Asia should be a focus.
 - The Aero Nexus initiative SHOULD increase opportunities for collaboration and strategic alignments with various stakeholders within ANC.
 - Static or declining.
9. Additional customer groups and/or trends included by the Board of Directors and Investors Council:
- Educational Institutions (ASD, UAA, APU)
 - Engagement of customer groups at the High School and University level should receive some consideration.
 - Where is the interest in the Port of Anchorage, which has a 60% availability rate, as compared to all the excitement about the airport?

Competitor Assessment

The Competitor assessment focuses on the strategy and unique positions of the AEDC's various competitors, as well as identifying opportunities for the organization to differentiate and distance itself from competition. The AEDC staff noted 3 primary competitors for the organization. They are listed below, each with their specific strategies and unique positions. Those that are continuing strategies identified by staff during the 2016 strategic assessment are indicated by a note as to whether that strategy or position increased, decreased or remained static in 2017.

The Board of Directors and Investors Council were asked to indicate if they agreed or disagreed with the assessment as written for each competitor group, and note recommended changes. In question 4, they were asked to identify any opportunities or additional competitor groups they felt were missing from the analysis.

1. Anchorage Chamber of Commerce:

- Competing for sponsorship of events - *increasing since 2016*
- Focused on policy advocacy and networking – *static since 2016*
- Focus on young professionals - *static since 2016*
- Lower cost of entry/access - *static since 2016*
- Larger membership base - *decreasing from 2016*



Number of Board and council members who: *Agree - 28 Disagree - 6*

Recommended revisions from the Board of Directors and Investors Council:

- I don't see the Anchorage Chamber as competition.
- Add financially stable and sustainable.
- I would see how you could combine resources.
- I would rate "focus on young professionals" as increasing.
- Is there an opportunity here to work more closely and collectively?
- Troublesome to see that the Chamber is seen as a competitor vs. an opportunity for synergy. The focus on what is missed through sponsorships vs. maximizing access to interested, engaged community.
- Members is off. Need to look at this as an opportunity not a road block.
- We should consider alignment.
- AEDC has a competitive advantage through LWP and economic focus to be successful at policy development and advocacy. Members likely don't know what differentiates AEDC from the Chamber.
- #2 and #4 seem to be decreasing, not static. Also, we need to note the value of ACoC to the media when it comes to information about the economy and local business. AEDC and ACoC compete in this area too.
- Membership increased in 2017 over 2016. Greater investment in YPG.

2. Small Business Development Center (UAA):

- Increased activity in the business community - *increasing since 2016*
- Increased focus on entrepreneurship - *increasing since 2016*
- Increasing visibility, including statewide - *increasing since 2016*
- Well-funded and staffed, access to University resources - *static since 2016*
- Hungry, aggressively seeking other funding - *static since 2016*

Number of Board and council members who: *Agree - 29 Disagree - 4*

Recommended revisions from the Board of Directors and Investors Council:

- Complete but not accurate. UAA has failed to appropriately fund and staff critical departments as they relate to workforce development. Overworked staff and administrators have left in numbers due to poor management, communication and involvement in specific areas.
- I don't follow why the SBDC is a competitor. It is focused on very small/start up businesses and helps with development of business plans. Also, as the University faces cuts I would believe the SBDC would be one of the first things to be cut - could be completely wrong on this. So, where does SBDC overlap with AEDC?
- Again, in this climate, we should be working to de-duplicate services.



- I still don't see this as competition. If you quit worrying about how things are funded (which sounds very self-serving) and start thinking about how these entities can work together, you will have a far broader opportunity ahead of you.
- I can't really comment on this as I have no interface whatsoever with the UAA's SBD. From my perspective, they are not competition.
- AEDC may not have the capacity to compete with UAA. Perhaps there is a collaborative model that would bring the best of both entities to this opportunity.

3. State of Alaska:

- Completed first-ever statewide economic strategy plan - *added in 2017 assessment*
- Historically focused on resource extraction industries vs. value-added businesses - *added in 2017 assessment*

Number of Board and council members who: *Agree – 30 Disagree - 4*

Recommended revisions from the Board of Directors and Investors Council:

- Say what?
- I am not certain why the state is a competitor - where is the overlap?
- AEDC has the opportunity to challenge the state regarding research in the cost of health care services.
- Also has detailed information on their website on starting up a business and putting finance packages together for new businesses.
- Again, not a competitor in my mind. Synergy opportunity.
- Too early to tell what, if any impact they'll have from a competitive perspective to AEDC. Hard to see where/why we would consider the State a competitor.

4. Additional competitors included by the Board of Directors and Investors Council:

- World Trade Center, Alaska State Chamber
- LWP is competing with other NGOs for "Do Gooder" time and expertise.
- Alaska Chamber of Commerce/Resource Development Council/Consumer Energy Alliance
- World Trade Center?
- I believe AEDC fills a very important/unique/high profile niche in the ANC business community.
- Mat-Su and Kenai Peninsula Burroughs, and the Alaska Railroad, all who would steal port-related business from Anchorage in a heartbeat.
- ACDA and ADP.



Culture and Demographic Assessment

Below are the results of the Culture and Demographic Assessment. Culture and Demographics focuses on the way of life, customs, traditions, heritage, values, etc. of the population that AEDC serves, and the “statistics” of that population, i.e. size, density, distribution, and vital statistics. Included would be standard of living, trends in leisure time and activities, ethnic or population shifts, unemployment statistics, family size and make-up, age of population, educational level, mobility, income, etc.

The assessment below includes 4 questions asked of the Board of Directors and Investors Council. The first two include trends identified in the 2016 assessment that are either increasing in demand, value and/or strength, or are remaining static. The 3rd question lists new trends identified in 2017. For each group, the board and council members indicated their level of agreement with the assessment as written and included recommended changes. The last question asked the group to add any additional trends in Culture and Demographics they felt were missed.

1. Culture and Demographics trends that are increasing since 2016:

- Brain drain of young generation to L’48 due to more competitive out of state markets, i.e. cost of living, housing, health care
- Increasingly diverse business community
- Baby boomers retiring with a lack of replacements
- Anchorage is an increasingly diverse community

Number of Board and council members who: *Agree* - 28 *Disagree* - 3

Recommended revisions from the Board of Directors and Investors Council:

- Not sure I entirely agree with these statements. Anchorage is becoming more culturally diverse though.
- Put definition to some of the words above. Diversity in which regards, retiring and staying in Anchorage or leaving the state?
- I wouldn't bank on an increasingly diverse business community in regards to a significant increase in the number or types of industries/professionals present in Anchorage during the next 5 years.
- I would need to see stats that show an increasing 'brain drain'. Until the recent decline in oil prices, I thought that a higher % was staying in AK.
- Cost of health care services will drive people out of the state unless on public programs. Retirees will not be able to afford to reside in the state.
- Not sure where to include, but crime issue needs to be captured as well.
- Add increased concern about taxation and/or loss of PFD.
- Need to have an AK Native component.



2. Culture and Demographic trends that have remained static since 2016:

- “It can’t be done here” is declining and entrepreneurship is on the rise
- Growing opportunity for engagement of young professionals in business and community at-large
- Population growth rate higher in Mat-Su

Number of Board and council members who: *Agree - 29 Disagree - 3*

Recommended revisions from the Board of Directors and Investors Council:

- The "it can't be done here" still seems to be an issue - not convinced it is declining - is there data to support the suggestion?
- "It can't be done..." is growing. Think Shell, Pebble, etc.
- Young professional growth will likely be targeted to those wishing to gain access to government sector jobs.
- #1 #2 and #3 are all increasing!

3. Culture and Demographic trends that were first identified in this year's assessment:

- Declining civic pride and engagement
- Increasing crime rate, fear in community
- Aging of population

Number of Board and council members who: *Agree - 30 Disagree - 2*

Recommended revisions from the Board of Directors and Investors Council:

- We are in a serious mess
- Increase in drug and alcohol abuse, leading to major medical and social issues in Anchorage especially, but all over the state.
- Consider adding persistence of homelessness.
- State budgetary instability and uncertainty.
- Lack of sense of community.
- Increasing homeless populations - primarily homeless families. This could challenge Anchorage's short housing supply, add inexperienced workforce and add burden to our schools and social services.
- I disagree only with the declining civic pride comment.
- Is there a better way to articulate #3? Every population is aging, but are we saying that there is an alarming number of old people living in Anchorage...? That not enough babies are being born...? #3 needs more work.



4. Additional Culture and Demographic trends included by the Board of Directors and Investors Council:

- Increasing homeless population, Opioid crisis.
- The uncertainty of our State budget continues to negatively impact business decisions.

Political and Economic Assessment

This assessment focuses on the local, state, national and international economic and political changes that could impact the AEDC. For example, this area includes projected economic trends and changes in the local economy, in real estate markets, in the strength of the dollar, and interest rates. Also, any legislation, programs, funding, policy, taxes and regulations, that are under the jurisdiction of local, state or federal government; shifts in power and influence (unions, govt. agencies, etc.).

The assessment below includes 4 questions asked of the Board of Directors and Investors Council. The first two include trends identified in the 2016 assessment that are either increasing in demand, value and/or strength, or are remaining static. The 3rd question lists new trends identified in 2017. For each group, the board and council members indicated their level of agreement with the assessment as written and included recommended changes. The last question asked the group to add any additional trends in politics or the economy they felt were missed.

1. Political and Economic trends that are increasing since 2016:

- Anchorage's competitiveness declining relative to L'48 due to multiple factors, i.e. housing, cost of living, growing national economy, health care costs, university and Alaska recession
- State fiscal crisis
- Shrinking government employment
- Increased interest of the Municipality in community and economic development

Number of Board and council members who: *Agree - 31 Disagree - 3*

Recommended revisions from the Board of Directors and Investors Council:

- I am not fully convinced that the MOA' interest in those items is increasing.
- I would not lump the areas of decline with the areas increased.
- Static oil business and strong drift toward cost, away from Alaska content.
- Do NOT make short sighted decisions based on temporary economic decisions.
- Not convinced of the Muni interest in economic development.
- Do not agree that the Municipality has an increased interest in community and economic development



- Additionally, business and/or their employees are investing/relocating/expanding outside of Alaska to offset the decline in work. The expectation that costs will decline because opportunities are fewer will not be the outcome because the field of competitors is shrinking. The recent hurricanes will likely result in higher cost of materials exacerbating the need for economic investment.

2. Political and Economic trends that have remained static since 2016:

- Underdeveloped workforce
- Continued rise in angel investment, venture capital and crowd funding
- Polarized State and Municipal election year

Number of Board and council members who: *Agree* - 32 *Disagree* - 2

Recommended revisions from the Board of Directors and Investors Council:

- You have the works "remain static" in the same questions as "Continued Rise" this is confusing.
- Divide on how to solve the economic crisis.
- I think political challenges and polarity continue to increase and are creating bigger challenges to overcome
- As the State invests less in rural communities, there will be flight to urban centers where there are services and potential for jobs likely contributing to the underdeveloped workforce, schools, etc.

3. Political and Economic trends that were first identified in this year's assessment:

- New marijuana industry
- Decreased charitable donations
- Disconnect between UAA and business community
- Lack of accessible/transferable University research

Number of Board and council members who: *Agree* - 31 *Disagree* - 3

Recommended revisions from the Board of Directors and Investors Council:

- The University and the business community have always had different goals that sometimes overlap and cause contention. That is not a new item, and it is not clear to me that it has increased. The University is under unprecedented fiscal pressure so will continue to look for solutions, not all of which will be popular.
- Healthy and increasing tourism industry.
- New Marijuana Industry is not a trend.
- I Would add: 1) NIMBY ("Not in my backyard") culture; destruction of Pebble before plan or permitting, 2) Increasing local regulation - why is Anchorage shrinking and the Valley growing? Title 21 and excessive property tax, 3) Tourism growing



- Concern about future rising interest rates and how this will affect lending and the business community.
- Do not agree with UAA disconnect with business community.

4. Additional Economic and Political trends included by the Board of Directors and Investors Council:

- Massive increase in crime and the perception of safety.
- Difficulty dealing with increases in crime.
- The private sector is being asked to do more to invest, support homeless, etc. What is their appetite to pay more through taxes, donations if there is no offset to their bottom line?





2018 Vision Navigation Strategic Plan

2018 Strategic Investor Council Strategic Planning Session Notes

The following are the notes from the Strategic Planning Session for Investor Council members and Board members held on October 12. 24 participants reviewed the staff strategic assessment, Board member and Investor Council member survey, and the 2018 strategic projects proposed by staff. These notes are a comprehensive recap of the questions, comments, proposals and observations that the group developed and that staff responded to during the planning session.

AEDC 2018 Investor Council Notes

Clarifying Questions

Instructions: Having reviewed the staff's Strategic Assessment, the results of the Investor Council Survey of relevant trends (p. 2), opportunities/threats (p. 7), and proposed Strategic Initiatives (p. 25) what questions do you have for the AEDC staff?

Relevant Trends

1. How many customers, what kind of research? *
2. Aeronexus status update? What does "at a cross roads" mean? Please explain what Aeronexus is. *
3. How do the current crime in Anchorage impact AEDC's ability to pursue the Live.Work.Play. (LWP) initiative? *
4. How does LWP address recruiting talent to Anchorage? *
5. Are the seven initiatives for LWP still the right initiatives? *
6. Are the LWP committees comprised of a healthy mix of industry/community members? *
7. What are the measurable outcomes of LWP? *
8. Please provide an update on the status of the CEDS; how does the Anchorage CEDS intersect with the State CEDS? Are they aligned? *
9. Is Port of Anchorage AEDC customer, or are they included in the Muni? *
10. Is the railroad considered a competitor because it's a state agency? *
11. Is there increase in paid research interests? How do we know this? Is this increase including the CEDS contract? *
12. How do we know how we stack up to competitively compared to other research firms? *
13. How has our in-house research capacity changed? How do we know? *
14. Why is the A3 asset labelled as unknown? *
15. Why is brand not tracking with public speaking in terms of trends? *

16. Where is the quantitative data for justifying the trends? *
17. How is AEDC engaging and moving forward? *
18. Are there any facts behind determinations made by staff?
19. Are we going in the right or wrong way in regards to our mission statement and core values?
20. What is the metric used to measure value for AreoNexus?
21. Are the initiatives identified by staff consistent with the mission statement and if so how?
22. Is satisfactory progress being made with LWP?
23. What exactly is the engagement/relationship with the Muni and State? Are there initiatives pursued by AEDC that are duplicated within the MoA?

Opportunities/Threats

1. How do we know which ones are opportunities and which are threats? *
2. How much time do we spend trying to drive synergies between different development agencies? (Chamber, AEDC, SBDC, etc.) Are efforts being duplicated? *
3. How can we leverage partnerships between the parties listed above? *
4. Does the Muni see AEDC as an independent entity or a true partner in economic development? Difference between AEDC's relationship between mayor's office, staff, and departments. *
5. How do different political administrations effect AEDC? *
6. Are there further opportunities to partner with the Muni to create greater change? *
7. Are there assembly members involved/engaged on AEDC's board? *
8. What can we do to make LWP more visible? *
9. LWP- Is the restructuring in alignment with what the community can support? *
10. LWP - How do we recruit for the areas of focus? *
11. How do we bring young people into LWP? *

12. LWP- Once the people are together, how do we focus the energy into policy measures? *
13. Does the reduction in funding to the dept of Commerce create an opportunity for AEDC?
14. Does the money the Muni contributes cover the amount of work AEDC does for them? Are we taking on more than what we are funded for?
15. What portion of our operating budget is supported through grants and contract vs. membership rev.?
16. How will the change in Airport Mgmt economically effect to AEDC?
17. How does crime, unemployment, etc, impact new businesses potentially interested coming to Anchorage? (Oklahoma City)
18. What role does AEDC play in bringing in a major opportunity? (ie Amazon-esque)
19. What successes has AEDC had at bringing new business to Anchorage post FedEx and UPS? If so who or why not?

Strategic Initiatives

1. What is the comprehensive economic development strategy (CEDS)? *
2. How are we defining the term “community”? *
3. What are we doing outside of talking to investors? Who else are we talking to? *
4. What is the relationship between LWP and CEDS? How do they work together? Not mutually exclusive. *
5. What is the relationship between LWP, CEDS and Aeronexus? How do they work together? *
6. What other groups have started and become subject matter experts based off AEDC's LWP initiative? *
7. How is AEDC telling their story? *
8. CEDS – Are we targeting the right sectors for AEDS? *
9. CEDS- What is our response to the letter from the Chamber, AOGA, etc? How will this be incorporated into the final strategy? *

10. What are the expected result of all these initiatives? What is the tangible that is going to come out of these?
11. Clarify "CEDS," seems general, why does this need to be one of the three?
12. Who seeks us out? When people/businesses are moving to anchorage, how do people know to seek us out? What are we known for? What can we provide? How do people know what we can do for them?
13. Is AEDC serving as a bridge to public/private partnership?
14. Is the AEDC package more structured to incoming businesses rather than existing businesses?
15. Is there anything you BILL think we should be cut or adding to this plan?

Opportunities/Threats p.7

Instructions: Having reviewed the staff's list of opportunities/threats contained in the Strategic Assessment, what revision would you propose to this list?

Opportunities/Threats


- Opportunity: Fee for service research
- Opportunity: Research and marketing for investment proposal creation
- Threat: Declining L.W.P. momentum due to lack of education and marketing
- Continuing recession may curtail new investors in AEDC
- Continuing recession may reduce existing investment in AEDC
- Recession creates opportunity for recruiting new investment, e.g. real estate and available workforce
- Assistance to existing emerging and growing businesses
- Lack of L.W.P. progress is diminishing Partner interest
- Lack of skilled/technical workforce in key industries
- Political and fiscal uncertainty retards investment
- Targeted workforce development
- Flight of people from Anchorage to the Valley – not paying into the services they use in Anchorage
- Opportunity for AEDC to innovate at a policy level
- Opportunity to leverage relationships with transportation/logistics and create partnerships
- Opportunity: AEDC could develop a list of opportunities and identify gaps and market it to Anchorage
- Threat: Crime
- Threat: Lack of treatment facilities for drugs and alcohol
- Threat: Muni's Lack of interest in trying new things
- Opportunity: Relaunch LWP to refocus on good things going on and draw attention to it
- Opportunity: Brag about successes
- _____

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1. Fee for service research – What's the point chasing after it since most of it is low dollar. Should we continue?
 2. Should we take on some public advocacy? Related to the threat of losing support.
 3. Engaging younger generations – is this an opportunity that we're missing out on?
 4. Opportunity-clarifying our mission and how what we do is different from our sister organizations
 5. AEDC should have ownership of CEDS? Provides opportunity for a tangible win.
 6. Add focus on crime reduction
 7. Include "grants" to Fees/Grants for service research
 8. Combine bullets 4, 5 and 10
 9. Potential opportunity – incentive from the university or other trade schools/internships to offer breaks on loans if they stay in Alaska
 10. Workforce development – train high school students to fill seasonal service role (thousands of kids coming in from eastern Europe to fill these roles currently)
 11. Working with smaller nonprofits to assist them/ mentor them to be successful in their lane and specific role

Potential Strategic Initiatives

1. Assistance to existing businesses

Strategic Initiatives p. 25

Instructions: Having reviewed the staff's List of Next Year's Projects as well as the Why's and What's for those projects, would you recommend any changes to the projects being undertaken or the What's, ie. the scope of each project.



1. Aeronexus needs to be explained in a white paper document, explain the accomplishments, and make sure it aligns with AEDC's mission/vision. Perception of lack of progress.
2. Aeronexus effort is about business, not politics, why are politics what brought it to a halt?
3. If this is really Anchorage's best investment opportunity it needs to be front and center and needs more attention called to it. Yes! Cargo Hub.
4. How do we take advantage of the foreign trade zone designation at the airport?
5. What is the Aeronexus plan going forward?
6. Recalibrate and relaunch Aeronexus to improve momentum.
7. Should be called "completion and execution of economic development strategies" instead of "strategic initiatives".
8. Add "attract" and retain workforce to LWP.
9. Narrow the CEDS by picking a few specific initiatives that AEDC can impact. We can generate champions from the board and investor's council to help accomplish a WIN that is tangible that creates a positive economic impact and resonates with the whole community. EX. A placemaking plan to revitalize a part of Anchorage.
10. CEDS needs more clarification around AEDC's role and where the plan comes into play and how, too general.
11. Retooling of LWP will be integral to what AEDC's initiatives are and overall economic strategy. They need to be closely integrated. Need to redefine and relaunch. Loses credibility with the vision statement to become the "#1" city to LWP.
12. LWP could be primary focus. The framework of LWP should be the driver of the economic development strategies.
13. Direct Foreign investment opportunities