

The increase in minority population also is reflected in the Anchorage School District (ASD). From 1991 to 2000, the minority population in ASD increased by 55 percent, or 6,573 students. As a result, minority students in the Anchorage School District increased in total in the district from 27- 38 percent.<sup>3</sup>

Anchorage holds 41.5 percent of the State of Alaska’s population share; because Anchorage is diversified the Municipality holds the vast majority of the state-population share of minorities as well.<sup>4</sup>

- African American 69 percent
- Asian and Pacific Islander 58 percent
- Native American 22 percent

#### *Population Growth*

According to the Alaska Department of Labor in 2002, Anchorage had a population growth rate of 1.5 percent.<sup>5</sup>

#### *Age*

The median age in Anchorage is 32.4, slightly younger than the median age of people in the continental United States (35.3). The percent of people over the age of 18 is 70.3. There are 14,242 Anchorage citizens that are 65 or older, which composes 18.3 percent of the Anchorage population.<sup>5</sup>

#### *Labor Force*

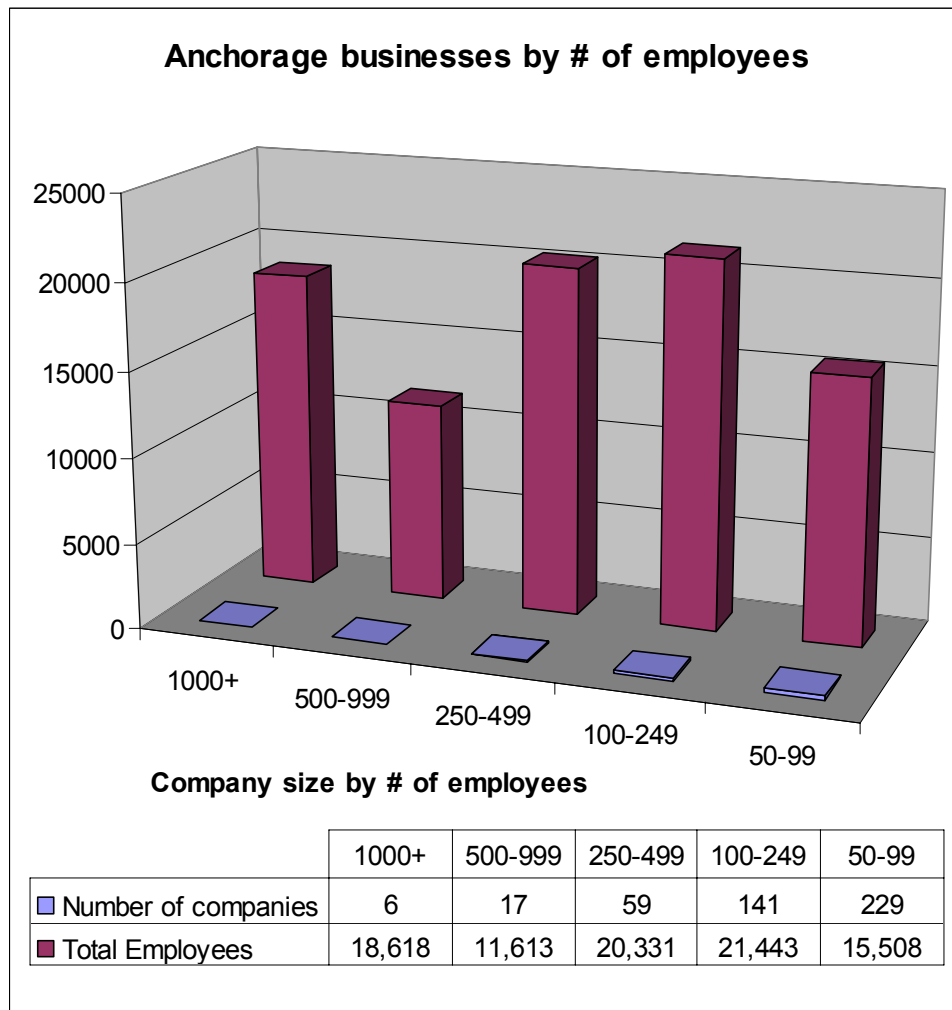
Total labor force in Anchorage is 152,141 (people that are ready and able to work) and the number of people employed is 144,412. This puts the Anchorage unemployment rate at 5.1 percent, which is less than the national unemployment rate of 5.6 percent published in February 2004,<sup>6</sup> by the Alaska Department of Labor and Workforce Development.

*Education Attainment*

The population of Anchorage is well-educated compared to other metropolitan areas; more than 90 percent of Anchorage residents have a high school diploma. An estimated 65 percent of residents have completed at least one-year of college; almost 29 percent of residents have a bachelor’s degree or higher.<sup>7</sup>

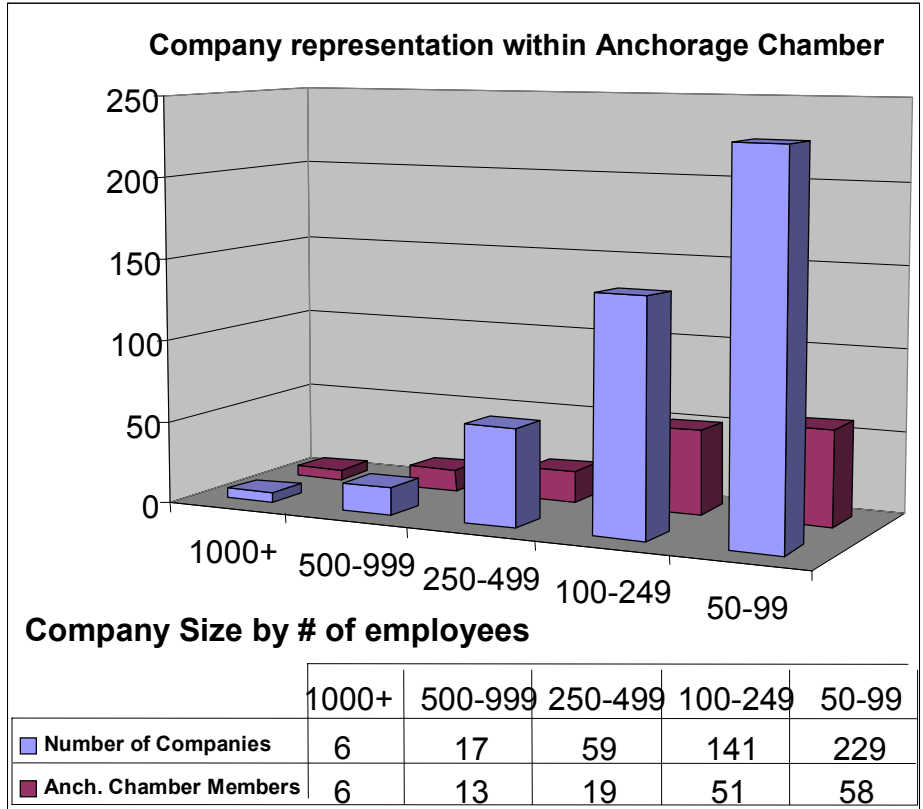
*Business Representation/Member Demographics*

The following graph shows the number of Anchorage businesses sorted by the number of employees each business employs. Five business size categories are represented, they are: greater than 1000, 500-999, 250-499, 100-249, and 50-99 employees. Within these groups the total number of people employed by the companies is shown. The sector that employs the most people in Anchorage is businesses employing 100-249 employees. This group employs more than 21,000 employees. The corporations that employ the fewest number of workers is large businesses employing 500-999 workers.



The next graph demonstrates the representation of companies broken up by number of employees and their membership in the Anchorage Chamber of Commerce. According to Anchorage Chamber of Commerce statistics in June of 2004, there is not much

representation in the sector of companies that employ the greatest number of people, companies that employ from 100-249 people. The Anchorage Chamber of Commerce has only 32 percent of members from the total of 59 companies in that segment. Large organizations that employ more than 1,000 people in Anchorage are all members.



*Military*

There are two military installations in the Municipality of Anchorage: Fort Richardson, a United States Army Post and Elmendorf Air Force Base. According to Alaska Command (ALCOM) in 2003, there were more than 25,000 military personal and family stationed at these installations.<sup>8</sup>

***Emerging Trends***

The minority population has been increasing steadily during the past decade in Anchorage and shows no signs of slowing, making Anchorage more diverse than many other United States cities. According to the 2000 United States Census, Anchorage is already rated third in the nation for the highest percentage of each of the following: multi-racial, Native Americans, and Hawaiians or Pacific Islanders.<sup>2</sup>

***Issues***

The growing minority population presents an opportunity for the Municipality of Anchorage to address: with the increased diverse populations, are new residents being served by the current programs and services or does this need to be further addressed?

### ***Hazards***

A hazard for the Municipality of Anchorage is the availability of useable land. As the population of Anchorage continues to steadily grow there is not much available land left to build on. Anchorage is surrounded by water and mountains, making expansion beyond these natural boundaries virtually impossible. However, according to Vision Anchorage, a group of civic leaders from varied backgrounds, there is still developable land within the city,<sup>9</sup> it just has to be utilized properly. An example of this may be to ‘build up’ (construct buildings taller). Correcting this problem will ensure that the population of Anchorage keeps expanding.

### ***Opportunities***

Past success in the areas of attracting business and tourism to the city and the start of many new businesses and organizations have the possibility to turn the Municipality of Anchorage into a cultural hub. An opportunity the Anchorage Chamber of Commerce may wish to explore is to initiate a chapter that focuses on diverse members of the business community. Another opportunity worth exploring is to start a modified “Brown Bag Lunch” program that focuses on minority issues and includes relevant speakers and topics. This can help connect attendees with other minority businesspeople and through their Anchorage Chamber of Commerce membership, enhance networking opportunities.

- <sup>1</sup> Municipality of Anchorage, (n.d.). Anchorage Quick Stats. Retrieved May 28, 2004, from Municipality of Anchorage Web site:  
<http://www.muni.org/homepage/quickstats.cfm#mapson>.
- <sup>2</sup> Social Science Data Analysis Network, (n.d.). Percent multi-racial ranking. Retrieved May 28, 2004, from Census Scope Web site:  
[http://www.censusscope.org/us/metro\\_rank\\_multi.html](http://www.censusscope.org/us/metro_rank_multi.html).
- <sup>3</sup> Anchorage School District, (n.d.). Ethnicity Report. Retrieved May 20, 2004, from Anchorage School District Online Web site:  
<http://www.asd.k12.ak.us/depts/demographics/ethnicity>.
- <sup>4</sup> Goldsmith, S., & Frazier, R. (2001, Nov 19). Racial and Ethnic Diversity in Anchorage. Retrieved June 1, 2004, from  
<http://www.alaskaneconomy.uaa.alaska.edu/Publications/RacialEthnicDiversityFnllogo.pdf>.
- <sup>5</sup> Anchorage Economic and Development Corporation, (2003). Anchorage Economic Profile. Retrieved May 20, 2004, from Anchorage Economic Development Corporation Web site:  
[http://www.aedcweb.com/content/subpages/employment\\_data](http://www.aedcweb.com/content/subpages/employment_data).
- <sup>6</sup> Alaska Department of Labor and Workforce Development, (n.d.). Workforce info. Retrieved May 24, 2004, from Anchorage Municipality Profile Web site:  
<http://almis.labor.state.ak.us/cgi/databrowsing/localAreaProfileQSMOREResult.asp?menuChoice=localAreaPro&criteria=Unemployment+Rate&categoryType=empl>

oyment&geogArea=0204000020&area=Anchorage+Municipality&series=Unempl  
oyment+RateTimeSeries.

<sup>7</sup> Anchorage Economic Development Corporation, (n.d.). Labor. Retrieved May 24, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_labor](http://www.aedcweb.com/content/subpages/doing_labor).

<sup>8</sup> ALCOM, (2004). Military demographics in Alaska. Retrieved June 1, 2004, from ALCOM Web site: <http://www.elmendorf.af.mil/ALCOM/AKMilDemo.htm>.

<sup>9</sup> Chabin Concepts, (2002). Call to action. *Vision Anchorage*, 1-87

## ***Economic Factors***

Anchorage is a city full of economic opportunities. According to the Anchorage Economic Development Corporation (AEDC), in 2004 Anchorage is estimated to again outperform the US job market, gaining 1,900 jobs throughout the Municipality. All new jobs are forecasted to be in the service producing sector, one of the three main sectors of employment in Anchorage. The other two sectors are: goods producing and government. The smaller, goods producing sector is not expected to see any changes; the government sector is expected to lose 100 jobs.<sup>1</sup>

### *Commerce*

The Municipality is being marketed as a hub for international exchange as it is within just nine flying hours of 95 percent of the industrialized world.<sup>2</sup> This offers a distinct advantage over other metropolitan areas in the lower 48 states. In 2000, the Ted Stevens Anchorage International Airport took in a total of \$16.764 billion in imports, that weighed an estimated 13.6 billion pounds including everything from office and data processing machines to organic chemicals, clothing, scientific and controlling instruments, etc.<sup>3</sup>

### *Cost of Living*

The cost of living in Anchorage is slightly higher than the United States national average, which is represented on a scale using 100 as the average numeral. Using that scale, the cost of living in Anchorage is 106.7 for all items. The cost of taxation in Anchorage is 79.4. For housing, the cost is higher at 116.2, primarily a result of the limited land available due to the natural boundaries that surround Anchorage. Cost of transportation is slightly higher than the national average 108.4. For miscellaneous goods and services, the prices are similar to the lower 48 states at 101.9.<sup>4</sup>

### *Income/housing*

The median family income in Anchorage is \$60,500. According to AEDC, per capita income in Anchorage is above the state of Alaska's and at the top of US counties. The average cost of a family home in Anchorage is \$203,985.<sup>5</sup>

### *Sales Tax*

One factor that makes the Municipality of Anchorage unique from other metropolitan cities is the fact there is no sales tax. Although the cost of living may be higher in Anchorage, with no sales tax on items purchased, the result of savings is substantial particularly in everyday expenses such as groceries. If an average Anchorage family spends \$100 per week on groceries they spend only \$100. Conversely, if a family spends \$100 per week on groceries living in a city with a 6.5 percent sales tax they spend \$106.50 per week. In the course of one year (52 weeks) the Anchorage family saves \$338.

Another example of savings is on a big purchase, i.e. a car. If an Anchorage resident buys a car for \$10,000 the total price is \$10,000. However, if a resident in a city with 5-percent sales tax buys a car, the total price is \$10,500.

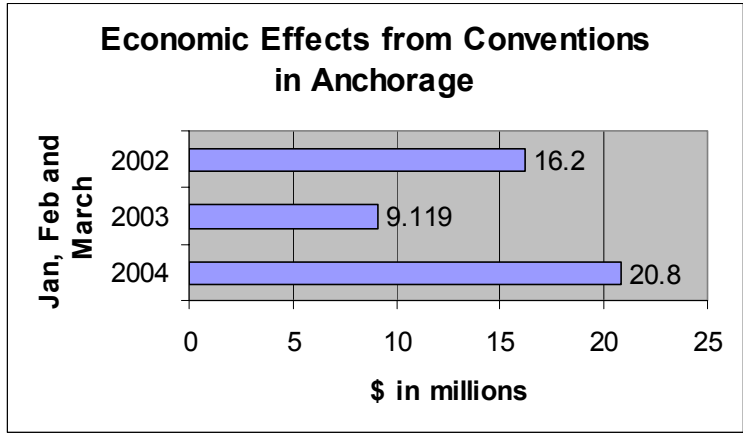
#### *Constitutional Budget Reserve*

The Alaska Constitutional Budget Reserve (CBR) was established to fund the general budget of the Alaska state government in years when expenditures exceed revenues. The CBR is funded by tax and revenue dispute settlements from oil companies. The CBR is theorized to keep expanding as the Alaska state government general fund is supposed to replenish the CBR in years when oil revenues are high. This has not happened recently because declining oil prices and high government expenditures have created an unequal balance. According to the Institute of Social and Economic Research at the end of fiscal year 2002, the balance of the CBR was \$2.4 billion.<sup>6</sup>

#### *Tourism and Convention*

The Tourism and Convention industry plays a substantial role in Anchorage's economy. Tourism brings an estimated 1 million people to Anchorage each year. According to AEDC, in the first quarter of 2004, conventions were held in Anchorage at a record breaking pace. International conventions were up from previous years by 147 percent and national conventions were up 179 percent. The Egan Convention Center is the main convention center in Anchorage.

The graph below demonstrates the economic impact of the convention industry during January, February and March of 2002-2004. Also important to note, this is during a time of a nationally slow economy according to the AEDC.<sup>7</sup>



*Military*

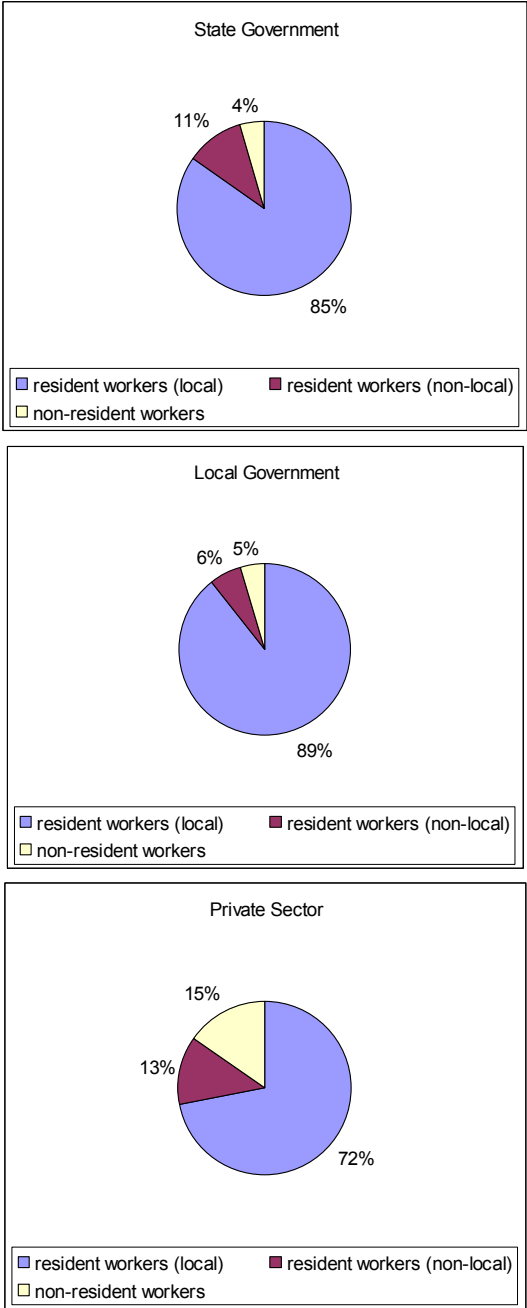
According to Alaska Command (ALCOM), in 2003 there were 25,717 military personnel in Anchorage (including family members) with military payroll totaling \$573.6 million.<sup>8</sup>

*Non-Resident Workers*

Non-resident workers migrate to Anchorage, keeping jobs from local citizens. In 2002, Anchorage jobs that required an associate’s degree or less had 17,379 non-resident workers filling these jobs earning an average wage of \$13,180. For jobs requiring at least a bachelors degree, there were 2,908 non-resident workers filling them, earning an average wage of \$48,627.<sup>9</sup>

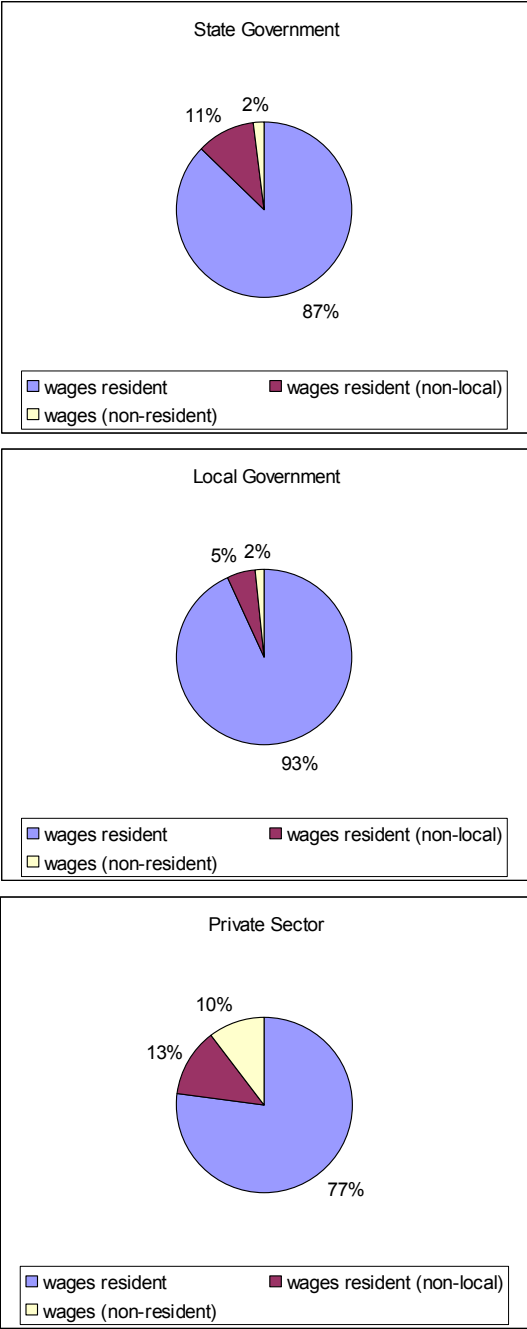
The series of graphs below demonstrate the number of people who do not live in Anchorage and/or Alaska but who are coming to Anchorage to work in state or local government or private sector jobs. In the private sector, 28-percent of Anchorage employees are not residents of the Municipality. “Non-resident” generally is defined as a person does not pay property taxes and does not spend the majority of his/her money in the Municipality. The local resident is defined as someone living within the Municipality of Anchorage, while the non-local resident is an Alaskan resident. The non-resident is a person who is not a resident of Anchorage or Alaska.

Percentage of resident (local and non-local) and non-resident workers



The following graphs demonstrate the wages that residents from Anchorage make compared to other non-Anchorage residents (Alaskan or non-Alaskan). According to Alaska Economic Trends, an average of 14.3 percent of wages in Anchorage are paid to non-resident workers.<sup>9</sup>

Percent of resident (local and non-local) and non-resident wage



***Emerging Trends***

The number of conventions being held in Anchorage is growing to the point that there is movement toward building a new convention center. The Egan Civic and Convention Center, currently the main large scale convention center in Anchorage, is increasingly becoming unable to handle the conventions that are coming to the city.

Another trend is the push by the tourism industry to bring tourists to Anchorage year round. Marketing efforts are underway to encourage the public to visit during popular

Alaskan winter events such as: the Iditarod dog sled race and to see the Aurora Borealis.<sup>10</sup>

Another trend is marketing Anchorage as a cargo connecting hub. Since Anchorage is only nine hours, flying time, from 95 percent of the industrialized world, the city has a major competitive advantage from other cities in the United States because of its unique location.<sup>2</sup>

### ***Issues***

An emerging issue is the Municipality of Anchorage is losing money for providing services, which stems from the non-resident worker predicament. Non-resident workers come to Anchorage for employment; instead of staying in Anchorage to invest back into the economy, they leave, taking the money with them. This has an impact on the Municipality of Anchorage because it still has the responsibility to provide services for residents and non-residents alike including: roads, police, and fire services even though non-residents do not contribute to the funding of the Municipality.

### ***Hazards***

An economic hazard Anchorage faces is related to the Constitutional Budget Reserve (CBR) of Alaska. In the past few years, oil prices have decreased and money has not fully replenished back into the reserve. As a result, the state government will soon no longer be able to maintain its level of services under the existing finance structure. The state thrives off money from the CBR, but if oil prices keep dropping the CBR will drop as well, as it is generated from the oil industry.<sup>6</sup>

### ***Opportunities***

With its location near the Cook Inlet and between the Chugach and Alaska mountain ranges, Anchorage is a city with many economic opportunities. Tourism and conventions help support Anchorage. The convention industry provides continued support to the community even in otherwise shaky economic times.<sup>7</sup>

The ability to expand waterfront property is another economic opportunity. This is currently happening at Ship Creek, where development plans total \$250 million, including construction of a \$6 million hotel, a salmon viewing platform, and a footbridge.<sup>7</sup>

The January 16, 2004 issue of CNN money magazine<sup>11</sup> placed Anchorage on the “Hottest Towns” list. Criteria for selected cities included the following: college education, working professionals, well above average income and access to art and cultural resources. This positive media exposure is another great economic opportunity for more residents and businesses to move to a progressive, nationally renowned Municipality.<sup>12</sup>

<sup>1</sup> Anchorage Economic Development Corporation, (n.d.). 2004 Economic Forecast. Retrieved May 28, 2004, from Anchorage Economic Development Corporation Web site: <http://www.aedcweb.com/content/docs/Forecast2004.pdf>.

- <sup>2</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Ted Stevens Anchorage International Airport. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site:  
[http://www.aedcweb.com/content/subpages/doing\\_ted](http://www.aedcweb.com/content/subpages/doing_ted).
- <sup>3</sup> University of Alaska, Anchorage, (n.d.). Imports through Ted Stevens Anchorage International Airport, 2004. Retrieved May 18, 2004, from Imports through Ted Stevens Anchorage International Airport, 2004 Web site:  
[www.alaskaneconomy.uaa.alaska.edu/Publications/aircargosummary.xls](http://www.alaskaneconomy.uaa.alaska.edu/Publications/aircargosummary.xls) .
- <sup>4</sup> Anchorage Economic Development Corporation, (n.d.). Quality of Life: Cost of Living. Retrieved May 20, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/quality\\_cost](http://www.aedcweb.com/content/subpages/quality_cost).
- <sup>5</sup> Anchorage Economic Development Corporation, (n.d.). Quality of Life: Housing. Retrieved May 20, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/quality\\_housing](http://www.aedcweb.com/content/subpages/quality_housing).
- <sup>6</sup> Institute of Social and Economic Research, (2003). The Alaska citizens guide to the budget. Retrieved June 3, 2004, from The Alaska Citizens guide to the budget Web site:  
[http://citizensguide.uaa.alaska.edu/1.BUDGET\\_PIES/1.2.2.0.ConstBudRes\\_Draw.htm](http://citizensguide.uaa.alaska.edu/1.BUDGET_PIES/1.2.2.0.ConstBudRes_Draw.htm).
- <sup>7</sup> Anchorage Economic Development Corporation, (n.d.). Target industries: Tourism. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/target\\_tourism](http://www.aedcweb.com/content/subpages/target_tourism).
- <sup>8</sup> ALCOM, (2004). Military demographics in Alaska. Retrieved June 1, 2004, from ALCOM Web site: <http://www.elmendorf.af.mil/ALCOM/AKMilDemo.htm>.
- <sup>9</sup> Hadland, J. (2004). Nonresidents Working in Alaska - 2002. *Alaska Economic Trends*, 24(2), 03-21.
- <sup>10</sup> Anchorage Convention and Visitor's Bureau, (n.d.). Tourism and conventions. Retrieved May 18, 2004, from Anchorage Convention and Visitor's Bureau Web site: <http://www.anchorage.net/1002.cfm>.
- <sup>11</sup> CNN Money, (2004). Money magazine's hottest towns. Retrieved May 28, 2004, from CNN Money Web site: [http://money.cnn.com/best/bplive/cities\\_table/#analysis](http://money.cnn.com/best/bplive/cities_table/#analysis)
- <sup>12</sup> Anchorage Economic Development Corporation, (n.d.). Anchorage named one of CNN Money Magazine's "Hottest Towns". Retrieved May 28, 2004, from Anchorage Economic Development Corporation Web site:  
[http://www.aedcweb.com/content/front\\_page](http://www.aedcweb.com/content/front_page).

## ***Social Factors***

### *Recreation*

In the Municipality of Anchorage there are 235 parks, 47 baseball fields, 27 softball fields, 33 soccer fields, two football/rugby fields, two horseshoe pits, 52 tennis courts, five golf courses, one archery/biathlon range, six public swimming pools, 29 sport fishing lakes, 24 picnic shelter areas, six cross country ski parks, 120-trail-miles (30-miles

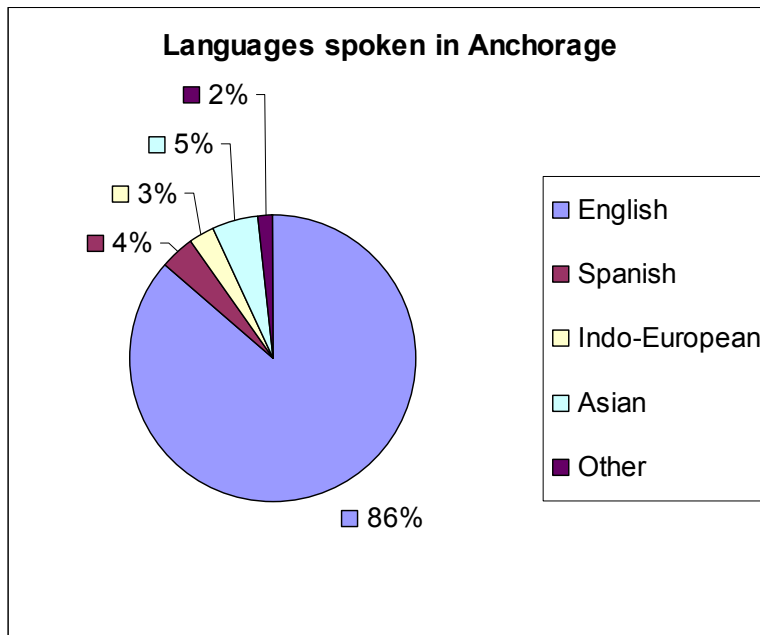
lighted, 22-miles of jogging trails), eight sledding hills, 11 outdoor skating areas and six indoor ice rinks, and 90-miles of hiking trails. <sup>1</sup>

*Climate*

The average temperature for Anchorage in January is 20 degrees. The average temperature for July is 65 degrees. The record high is 84 degrees and the record low is 20 below zero. The average precipitation is 15.9 inches and average snowfall is 69.3 inches. Average hours of daylight in the summer are 19.3 and in the winter 5.8. The average number of days of sunshine each year is 154, or 42 percent. <sup>1</sup>

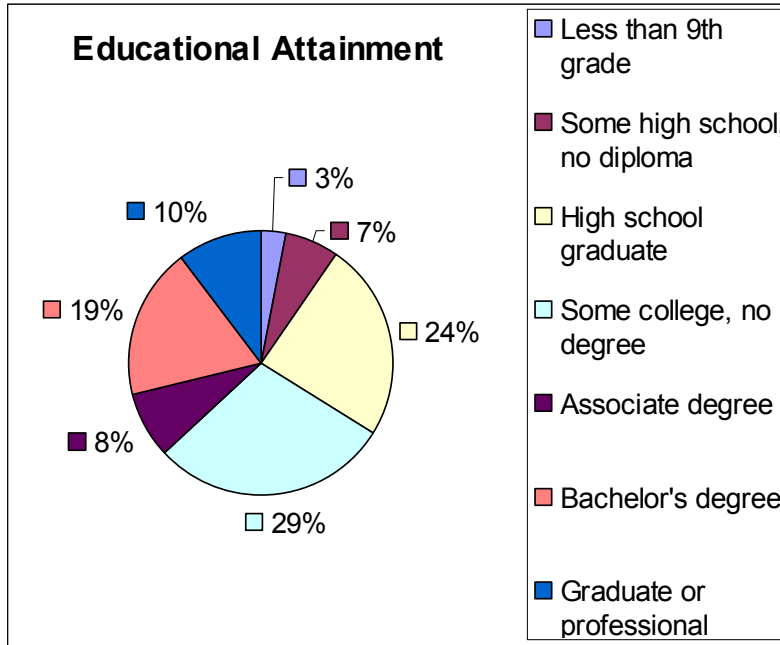
*Languages*

The following graph demonstrates the languages spoken in households in Anchorage, according to the 2000 census.<sup>3</sup> The graph below illustrates that Anchorage is becoming a more diverse city with 14-percent of the population speaking a language other than English. It is logical to presume from this that the non-English speakers are keeping their culture by speaking their native language.



*Educational Attainment*

According to the 2000 census, the following table was generated to demonstrate the overall education attainment of Anchorage residents (respondents are 25 years or older):<sup>4</sup> The graph below demonstrates Anchorage is a well educated city with 90 percent of the residents (over age 25) having a high school diploma. It is notable that almost 30 percent of Anchorage residents also have a bachelor's degree or higher.



### Crime

The following table displays all of the crime indexed with the Anchorage police from 1998-2003 according to the Office of National Drug Control Policy.<sup>6</sup> The proceeding table demonstrates that since 1998 homicide has commonly dropped. Concurrently rape has generally increased. Other crime totals have fluctuated but not notably changed.

Crime indexed	1998	1999	2000	2001	2002	2003
<b>Homicide</b>	22	21	14	11	19	19
<b>Rape</b>	184	161	195	210	254	244
<b>Robbery</b>	373	398	346	384	382	340
<b>Aggravated Assault</b>	1,056	1,106	973	1,144	1,067	1,143
<b>Burglary</b>	1,617	1,543	1,533	1,606	1,521	1,418
<b>Theft</b>	8,834	8,471	8,799	8,648	9,255	9,091
<b>Motor Vehicle Theft</b>	1,281	1,251	1,010	1,212	1,173	1,197
<b>Total</b>	<b>13,367</b>	<b>12,951</b>	<b>12,870</b>	<b>13,215</b>	<b>13,671</b>	<b>13,452</b>

### Drugs and Alcohol

In Anchorage in 2002, 48.7 percent of adult males and 27.7 percent of adult females arrested tested positive for marijuana at the time of arrest.

An estimated 64 percent of adult male arrestees and 73 percent of adult female arrestees who committed violent crimes tested positive for drugs.

The following table demonstrates drug and alcohol offenses recorded in Anchorage from 1998-2002.<sup>5</sup> The table below demonstrates that drug sale/manufacturing and drug possession/use has decreased noticeably since 1998. The alcohol infractions have not noticeably changed.

	1998	1999	2000	2001	2002
<b>Drug Sale/Manufacturing</b>	254	143	108	74	87
<b>Drug Possession/Use</b>	733	543	499	412	509
<b>Driving Under Influence</b>	1,768	1,797	1,700	1,695	1,851
<b>Liquor laws</b>	139	252	181	193	240

### *Military*

The two military installations within the Municipality of Anchorage, Elmendorf Air Force Base and Fort Richardson Army Post (USA), provide many services for the Municipality of Anchorage. From mutual assistance offered by police and fire departments to Medical Assistance and Transportation to outlying areas (MAST), public safety training for communities, drug intervention, airport and maritime security, marine fisheries enforcement, anti-terrorism support, and disaster coordination and assistance, the military is active in the Anchorage community. The military also is active with the youth of the Municipality through the Junior Reserve Officers Training Corps (JROTC), Reserve Officer Training Corps (ROTC), Youth corps, Troops to Teachers program, use of military sports facilities, sponsoring scouting and other youth programs, classroom visits, mentoring, and tours for school age children.<sup>6</sup>

### *Community attitudes toward Anchorage Chamber of Commerce*

In a recent questionnaire completed by 34 percent of the Anchorage Chamber of Commerce Board of Directors, 75 percent responded saying the Anchorage Chamber of Commerce represents the overall Anchorage community well. 85 percent of respondents thought that the Anchorage Chamber of Commerce was very involved in the broad-based community of Anchorage. Board members think the Anchorage Chamber of Commerce helps to strengthen the community and is “progressive” in actions toward the Municipality.<sup>7</sup>

### *Emerging Trends*

From the table presented in the Drugs and Alcohol section in this segment it is evident that the residents of the Municipality of Anchorage have decreased drug use. It is logical to presume this has occurred because of emergence of new city programs such as Reclaiming Futures Anchorage, which is targeted at delinquent youths who have been arrested at least two times. The program performs a substance abuse test and provides immediate referrals, sets youth up with a case worker, a mentor and a multi-disciplinary team. The court oversees each case.<sup>8</sup> Another new program intended to provide community prevention and intervention programs is SAFE. SAFE provides strategies and planning for people in the high risk areas of substance abuse, sexual assault, domestic

violence, child abuse and neglect, homelessness and emergency services for the publicly inebriated.<sup>9</sup>

Another logical presumption for the decrease in drug use may be a symptom of the shortage of police officers in the Municipality of Anchorage, as there may not be enough police officers to arrest more offenders. According to the Anchorage Police Department (APD), the police force is understaffed in all areas and also for a community with the population of Anchorage, APD is grossly understaffed according to the national average for a city with a population similar to that of Anchorage.<sup>11</sup>

### ***Issues***

Overall crime totals have fluctuated in Anchorage during the past six years, with the only exception being rape. The number of reported rapes increased by nine-percent in 2003, an average increase of 1.1 rapes per day. In 2001 Anchorage was ranked fifth nationally for cities with the highest rate of rape per 100,000 population. Only two years prior, 1999, Anchorage was ranked seventeenth. Soon Anchorage is expected to be ranked first in the nation for highest rape ranking.<sup>10</sup>

### ***Hazards***

One hazard emerging from the increased number of rapes reported is not having enough police to cover all cases. From January to June 2003 the Anchorage Police Department Special Victims Unit reviewed 374 rape cases. Only 67 percent of those cases were assigned due to low staffing levels. The remaining 124 cases are not being investigated. This understaffing of the Anchorage police force is occurring in all areas. Currently, the Anchorage Police Department averages 25 officers per shift, which according to the Anchorage Police Department is “much less” than the national average for a city with Anchorage’s population.<sup>11</sup>

### ***Opportunities***

The Municipality of Anchorage has opportunities to bring varying cultures to the forefront of Municipal life. This opportunity lies within the fact that almost 15 percent of Anchorage’s population speaks a language other than English. One opportunity an organization could look into is an ethnically sponsored picnic at one of the 235 parks in the Anchorage Municipality.

Another opportunity the Municipality of Anchorage of the Anchorage Chamber of Commerce could focus on is working with the military in community service activities to foster a more cohesive community feeling between military branches and the Municipality. Two examples of projects the community could originate are having open houses at the military bases or “meet the armed forces” days at local lakes or parks. At these events military personnel will have an opportunity to meet other members of the Anchorage community face-to-face and inform them of all the military does for the Municipality of Anchorage.

- <sup>1</sup> Municipality of Anchorage, (n.d.). Anchorage Quick Stats. Retrieved May 28, 2004, from Municipality of Anchorage Web site:  
<http://www.muni.org/homepage/quickstats.cfm#mapson>.
- <sup>2</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Intrastate Air Transportation. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site:  
[http://www.aedcweb.com/content/subpages/doing\\_intrastate](http://www.aedcweb.com/content/subpages/doing_intrastate).
- <sup>3</sup> Social Science Data Analysis Network, (n.d.). Language. Retrieved May 28, 2004, from Census Scope Web site:  
[http://www.censusscope.org/us/m380/chart\\_language.html](http://www.censusscope.org/us/m380/chart_language.html).
- <sup>4</sup> Social Science Data Analysis Network, (n.d.). Educational attainment. Retrieved May 28, 2004, from Census Scope Web site:  
[http://www.censusscope.org/us/m380/chart\\_education.html](http://www.censusscope.org/us/m380/chart_education.html).
- <sup>5</sup> National Office of Drug Control and Policy, (2004). Anchorage, Alaska: Profile of Drug Indicators. Retrieved May 28, 2004, from Office of Drug Control and Policy Web site: <http://www.whitehousedrugpolicy.gov/statelocal/ak/akanchorage.pdf>
- <sup>6</sup> Anchorage and Fairbanks Chamber of Commerce, May 2002. Informational Brochure: Advantage to Alaskans.
- <sup>7</sup> Rohr, J. The Environmental Scan Questionnaire. May, 21 2004.
- <sup>8</sup> Municipality of Anchorage, (2002), Mayor responds to questions from March 10, 2004 meeting. Retrieved May 27, 2004, from Office of the Mayor Web site:  
<http://www.muni.org/Mayor/YouthVioMayorResp.cfm>
- <sup>9</sup> SAFE City Program, (2002). SAFE city program. Retrieved May 27, 2004, from Social Services Division Web site: <http://www.muni.org/healthssd/safe.cfm>.
- <sup>10</sup> SAFE City Program, (April 2003). Action plan for interpersonal violence prevention in Anchorage, Alaska.
- <sup>11</sup> Anchorage Police Department, (October 2003). 60 day management report to Mayor Mark Begich.

## ***Political Factors***

### *National*

Anchorage, Alaska is operated like most United States cities. In the national political scene Anchorage is represented by two United States Senators: Ted Stevens and Lisa Murkowski, both Republicans. Senior Senator Stevens is head of the Senate Appropriations committee. Republican Don Young is Congressman serving Alaska in the United States Congress.

### *State*

The Governor of Alaska is also Republican, Frank Murkowski. The Governor has the power to recommend and veto bills to the Senate and House of Representatives along with the power to appoint members on committees.

In the Alaska State Senate there are 20 seats: Anchorage holds eight. There are 40 seats in the House of Representatives: Anchorage has 16. This is a ratio of 2:5 representatives from Anchorage to the rest of the State. Of these 24 politicians representing Anchorage at the state level, 14 are Republican and 10 are Democratic.<sup>1</sup>

The main issue currently debated at the state level is the need for a long term fiscal plan. Revenue generated from petroleum comprises more than 75 percent of Alaska's general fund for the budget in 2000.<sup>2</sup> Fluctuating oil prices cause a problem because a solid economy can not be solely based on one source where a revenue is not guaranteed each fiscal year. With different ideas about how to solve this problem the state government has yet to act to put a long term fiscal plan into place.<sup>3</sup>

### *Local*

The Mayor of Anchorage is Democrat Mark Begich. Begich is a 20 year business owner. Begich campaigned on the premise of a strong economy, better schools and safe neighborhoods.<sup>4</sup> The mayor has the executive and administrative powers of Anchorage. He appoints all heads of Municipal departments and can participate in the Assembly.

The Assembly is the Municipality of Anchorage's legislative body. It is comprised of 11 elected members who create laws (ordinances). Each Assembly member serves three-year-terms and may serve three consecutive terms. Assembly members assume a non-partisan role in decision making.<sup>6</sup> The mayor holds veto power for any ordinances that the assembly creates.

### ***Infrastructure***

Anchorage's modern infrastructure makes the Municipality ideal to live and do business. Anchorage has a modern international airport, an international port, a cargo and passenger rail hauling system, cohesive highway systems, a strong utility structure, and modern telecommunication options.

### *Airports*

The Ted Stevens Anchorage International Airport is busy with more than 50 public and private airlines offering regular passenger and freight arrivals into the Municipality. Only nine flight hours away from 95 percent of the industrialized world, the airport continues to improve its infrastructure to keep pace with growing demands. The Ted Stevens Anchorage International Airport is owned and operated by the State of Alaska but is self-supported and run through rates and fees collected by the International Airports Revenue Fund. Ted Stevens Anchorage International Airport sits on approximately 5,000 acres that houses three major runways and two major terminals totaling more than 1.2-million-square-feet. During winter the airport stays active; it has not closed due to weather conditions in more than five years.<sup>1</sup>

Recently, the Ted Stevens Anchorage International Airport received a major runway grant, set a record in air cargo activity, and increased fuel activity by 50-percent in 2002 from 2001. A \$228 million concourse is currently being constructed to accommodate future passengers. Amenities include nine new gates, more than 56,000-feet of exterior

glass giving travelers views of the Chugach and Alaska Mountain Ranges and downtown Anchorage and the first moving sidewalk in Alaska that will move passengers more than 250-feet through the concourse.<sup>2</sup>

Aside from Ted Stevens Anchorage International Airport there are four other airbases in Anchorage including two dedicated to small aircrafts: Lake Hood and Merrill Airfield, and two dedicated for military operations: Bryant Field and Elmendorf Air Force Base.

Lake Hood is the largest and busiest seaplane base in the world handling more than 84,000 landings a year. Merrill Field has more than 252,000 landings annually, making it the busiest airfield in Alaska. More than half of Alaska's air operations occur at Merrill Field.<sup>3</sup>

### *The Port of Anchorage*

The Port of Anchorage serves more than 80 percent of Alaska's populated area, including military bases. The Port of Anchorage handles more than 90 percent of consumer goods sold in the railbelt of Alaska, consisting of communities along the railroad line. The Port also exports refined petroleum from Fairbanks, the Kenai Peninsula and Valdez. The Port gives employment opportunities to many sectors in Anchorage including: truckers, railroaders, construction workers, finance-insurance-real estate workers, export-related jobs in petroleum products, forest products, mining and manufacturing. The Port is tied with Ted Stevens Anchorage International Airport in getting supplies of jet fuel to Alaska and for competitive sea-air movement of cargo to rural Alaska. It also is a designated Port of Entry for cargo that comes in on ships and is active in the Foreign Trade Zone.

The facilities of the Port include a modern dock with a state-of-the-art freight handling system that moves more than 3-million-tons annually in peak years. The Port is open year-round, with four terminals that handle all standard types of vessels: container, roll-on roll-off, petroleum and dry bulk. There are also specialized carriers designated for automobiles, newsprint and cement.

Transportation infrastructure to and from the Port include a road system, and transshipment of freight through Ted Stevens Anchorage International Airport. The Alaska Railroad is also useful to the Port as the main yard is only one mile away and tracks go directly into the Port.

A modern pipeline system goes directly to the bulk petroleum terminals. The Port is capable of handling more than 22-million barrels of petroleum annually. The pipeline network directs the petroleum to the facilities near the port or pumps the fuel directly to airport and military bases.

Storage at the Anchorage Port includes a 130-acre industrial park that includes 27,000-square-feet of covered storage, and 16.55-acres of public transit yard for additional storage. Eighty-one acres of the port are currently under long-term leases to existing port users. There are 31 developed acres for storing marine cargo and up to 400-acres of additional developable tidelines to the north in Knik Arm.

The two main ocean carriers that serve the port are Horizon and Totem Ocean Trailer Express Inc. There also are two tug and barge lines: Alaska Cargo Transport and Northland Services. Many petroleum tankers and ships from Japan and Korea bring in pipes and construction materials.<sup>4</sup>

### *Alaska Railroad*

The Alaska Railroad Corporation is self sustained through revenues made from passengers, freight, and real-estate and a full-service railroad serving the ports and communities from the Gulf of Alaska to Fairbanks. The railroad is owned by the State and overseen by a board appointed by the governor. According to Alaska Railroad's web site, in 2003 it hauled more than 8-million-tons of freight on more than 525-miles of track.<sup>5</sup> The Alaska Railroad is equipped to haul heavy, hazardous, difficult, large, containerized, or unusual dimensioned freight, and has been doing so since 1914.<sup>6</sup>

### *Highways*

The highway system is well-kept and efficient. Several main branches access major business and industrial areas. Virtually all roads in Anchorage are paved. There have been key improvements in the highway system that include improved access to the Ted Steven's International Airport and around the Port of Anchorage area to ease traffic flow.<sup>7</sup>

### *Utilities*

Utilities in Anchorage keep the city moving. Electricity is provided by four different companies: Municipal Light and Power, Chugach Electric Association, Inc., Matanuska Electric Association, and ENSTAR Natural Gas. Water and sewage services are provided by Anchorage Water and Wastewater. Anchorage Refuse and Anchorage Solid Waste Services handle trash removal throughout Anchorage. Recycling services are provided by Anchorage Recycling Center.<sup>8</sup>

### *Telecommunication*

Telecommunication has advanced in Anchorage to the point that the city has the ability to attract and retain information-intensive industries such as Cellular One and Best Buy among others. In Anchorage, 89.7 percent of households are equipped with a computer, and 83.7 percent of those are connected to the Internet. The Anchorage area is served by at least two dozen Internet service providers and five cable and satellite television companies, more than a dozen cellular phone service providers, and many telecommunication technology services. In 1999, a fiber-optic cable was installed from the continental United States to Alaska, greatly increasing bandwidth and Alaska computer capabilities.<sup>9</sup>

### *Emerging trends*

Anchorage's technology is getting faster, stronger, and smarter. The airports and Port of Anchorage are being efficiently modernized to accommodate many types of cargo. The

Alaska Railroad system carries both freight and passengers. The road systems are being improved to hold greater amounts of traffic in a more efficient manner.

### ***Issues***

Although Anchorage is a modern city, it does take longer for new technology to reach the Municipality. For example, the most recent fiber-optic cable reached Alaska in 1999 which helped Internet and expanded technological possibilities for the city. Today cellular phones capable of taking pictures are accessible in the Municipality of Anchorage.<sup>10</sup> Wireless cable is starting to be marketed in Anchorage and according to infoplease.com, Anchorage is not far behind the continental United States in this respect as in 2001, only 4.5 percent of all Americans using the Internet were using wireless cable.<sup>11</sup>

### ***Hazards and Opportunities***

One Anchorage Chamber of Commerce Board Member verbally parallels Alaska's transportation infrastructure with a petri dish. Taking a macro view, there is only one main airport, highway system, and port into Anchorage, so all imports and exports can be carefully monitored. Other opportunities Anchorage is taking advantage of is marketing the city as a global port for commerce, highlighting such advantages as: the convenience of Anchorage's location to 95 percent of the industrialized world, the new addition to Ted Stevens Anchorage International Airport, the fiber-optic cable completed in 1999 and many transportation routes throughout the state of Alaska and the world.

- <sup>1</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Ted Stevens Anchorage International Airport. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_ted](http://www.aedcweb.com/content/subpages/doing_ted).
- <sup>2</sup> Ted Stevens Anchorage International Airport, (2004). Informational brochure: Concourse construction facts.
- <sup>3</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Intrastate Air Transportation. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_intrastate](http://www.aedcweb.com/content/subpages/doing_intrastate).
- <sup>4</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Port of Anchorage. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_port](http://www.aedcweb.com/content/subpages/doing_port).
- <sup>5</sup> Alaska Railroad, (2000). Freight services. Retrieved May 27, 2004, from Alaska Railroad Web site: <http://www.akrr.com/FREIGHT/index.html>.
- <sup>6</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Alaska Railroad. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_railroad](http://www.aedcweb.com/content/subpages/doing_railroad).
- <sup>7</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Highway System. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_highway](http://www.aedcweb.com/content/subpages/doing_highway).

- <sup>8</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Utilities. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_utilities](http://www.aedcweb.com/content/subpages/doing_utilities).
- <sup>9</sup> Anchorage Economic Development Corporation, (n.d.). Doing business: Telecommunications. Retrieved May 21, 2004, from Anchorage Economic Development Corporation Web site: [http://www.aedcweb.com/content/subpages/doing\\_telecommunications](http://www.aedcweb.com/content/subpages/doing_telecommunications).
- <sup>10</sup> Richtmyer, R. (2004). Alaska on the move. *Anchorage Daily News*,. Retrieved May 27, 2004, from <http://www.adn.com/business/story/5054176p-4981999c.html>
- <sup>11</sup> Infoplease, (n.d.). Internet and wireless internet users worldwide. Retrieved May 27, 2004, from Infoplease Web site: <http://www.infoplease.com/ipa/A0902420.html>.