

ANCHORAGE, ALASKA

AR No. 2025-159

A RESOLUTION OF THE ANCHORAGE MUNICIPAL ASSEMBLY ADOPTING THE ANCHORAGE ECONOMIC DEVELOPMENT FRAMEWORK - CORE PRINCIPLES AS A GUIDING APPROACH TO STRATEGIC INVESTMENT, LOCAL RESILIENCE, AND FAIR OPPORTUNITY FOR ALL RESIDENTS.

WHEREAS, the Municipality of Anchorage must address growing concerns about economic sustainability, rising costs of living, infrastructure strain, and the increasing burden placed on limited public resources; and

WHEREAS, Alaska's economic history has been shaped by dependence on outside capital, federal subsidies, and resource extraction, resulting in a built environment and service model that is not always supported by the local tax base or private sector capacity; and

WHEREAS, Anchorage's economy has, at times, experienced fragmented or uncoordinated public investment, limiting long-term returns and reducing the efficiency of government spending; and

WHEREAS, an effective economic development strategy must prioritize outcomes that create jobs, support small businesses, strengthen neighborhoods, and ensure that public dollars deliver maximum return to the community; and

WHEREAS, the Municipality recognizes that not all residents have had the same access to opportunity or economic mobility, and that fair access to education, employment, and housing contributes to a stronger and more resilient city; and

WHEREAS, the Anchorage Economic Development Framework - Core Principles offers a responsible and forward-looking structure for guiding future policy decisions, based on four foundational elements:

1. Economic Truth - a clear-eyed understanding of Anchorage's fiscal and economic position, including the need to grow local capacity and reduce dependency on unpredictable revenue sources;
2. Stackable Return on Investment (ROI) Model - a principle that every public investment should yield multiple, reinforcing benefits, such as job creation, infrastructure durability, and cost savings over time;
3. Preemptive Emergency Development & Resiliency - a practical acknowledgment that Anchorage must prepare for disruptions by strengthening systems and processes now, rather than relying on reactive or externally driven responses;
4. Equity and Opportunity – A commitment to ensuring that all residents, across

neighborhoods and income levels, have fair access to housing, employment, education, and civic resources, recognizing that broad participation strengthens long-term stability and growth;

NOW, THEREFORE, THE ANCHORAGE ASSEMBLY RESOLVES:

Section 1. The Anchorage Assembly adopts the Anchorage Economic Development Framework - Core Principles as a foundation for guiding future municipal investment, strategic planning, and budget prioritization.

Section 2. Municipal departments and partner agencies are encouraged to apply these principles when evaluating new initiatives, ensuring that projects demonstrate fiscal responsibility, long-term impact, and benefit to a broad cross-section of Anchorage residents.

Section 3. Efforts should be made to ensure that residents across all neighborhoods, including working families, seniors, veterans, and those facing economic hardship, can fairly access the opportunities and outcomes generated by public investments.

Section 4. The Office of Economic and Community Development, in consultation with the Office of Management and Budget, the Office of Equity and Justice, and the Anchorage Economic Development Corporation, are strongly encouraged to incorporate this framework into future updates to the Anchorage Comprehensive Plan, Capital Improvement Plan (CIP), and relevant economic development efforts.

Section 5. This resolution shall be effective immediately upon passage and approval by the Assembly.

PASSED AND APPROVED by the Anchorage Assembly this 10th day of June, 2025.

Christopher Constant

Chair

ATTEST:

Jenii King

Municipal Clerk



MUNICIPALITY OF ANCHORAGE
Assembly Information Memorandum

No. AIM 110-2025

Meeting Date: May 6, 2025

1 **From: ASSEMBLY MEMBER MARTINEZ**

2
3 **Subject: AR 2025-159 - A RESOLUTION OF THE ANCHORAGE**
4 **MUNICIPAL ASSEMBLY ADOPTING THE ANCHORAGE ECONOMIC**
5 **DEVELOPMENT FRAMEWORK - CORE PRINCIPLES AS A GUIDING**
6 **APPROACH TO STRATEGIC INVESTMENT, LOCAL RESILIENCE, AND FAIR**
7 **OPPORTUNITY FOR ALL RESIDENTS.**

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9 For the Assembly's consideration; please see the attached Anchorage Economic
10 Development Framework Presentation from May 1, 2025 and Alaska Public Media
11 article *Economic forum identifies federal spending as key to Alaska job growth*,
12 published on May 2, 2025.

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20 Prepared by: Assembly Counsel's Office

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22 Respectfully submitted: George Martinez, Assembly Member
23 District 5, East Anchorage
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Economic forum identifies federal spending as key to Alaska job growth

Alaska Public Media | By **Ava White**

Published May 2, 2025 at 2:20 PM AKDT



Construction equipment on display at the groundbreaking ceremony for the new NorthLink Aviation terminal Wednesday, October 11, 2023 (Shiri Segal/Alaska Public Media)

Alaska is leading the nation in job growth, and federal funding is a primary reason. That was a key takeaway from a virtual forum Thursday with economists from University of Alaska Anchorage's Institute of Social and Economic Research.

Brett Watson is an assistant professor of economics at UAA. It took the economy longer to recover from the COVID pandemic, he said, but now, it's the opposite. Alaska has been leading the nation in employment growth since late 2022, growing at almost twice the national rate of 3.3%.

The two sectors in particular that've driven that growth, he said, are healthcare and construction.

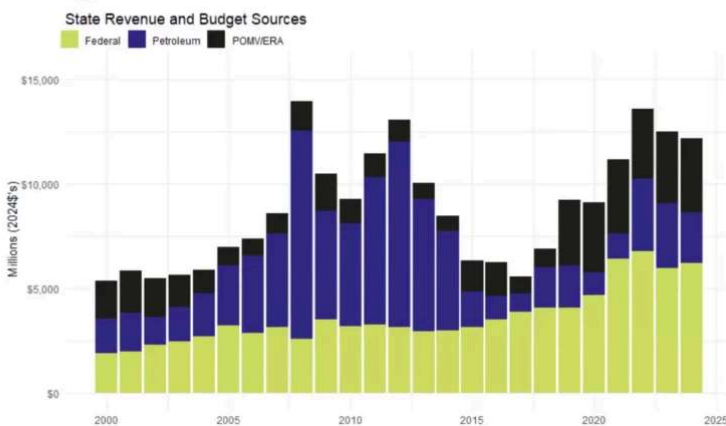
Alaska Public Media / KSKA
All Things Considered

“Both of these have kind of been the leading industries for growth now for a long time in the state. As we can imagine, that federal spending has been a large driver of the post pandemic recovery that we’ve seen in the state, through these two channels,” he said.

Alaska’s aging population is driving the demand for healthcare, he said, while construction is being steered by resource projects, like Willow and Pikka on the North Slope.

The state gets more federal funding per capita than almost all other states– over \$13 billion total annually, according to the presentation. That money supports things like [nonprofits](#) and [Medicaid](#), the government insurance program for low-income families, pregnant women and others.

State petroleum revenue falls, while federal spending increases



Brett Wastson / ISER

A graph from the forum shows oil revenues have declined, while federal dollars have increased. Federal spending in Alaska has accelerated over the last decade.

Oil used to be the primary revenue source for the state’s general fund, but Watson said it’s become less reliant, partially because Alaska North Slope production has declined. Instead, there’s been a growing dependency on federal funds.

“One of the really dramatic things that I see in this figure is just the persistent increase in federal spending that’s passed through our state’s budget,” Watson said. “That’s really been on the rise, and it’s kind of accelerated its trend in the last 10 years or so as well.”

About 15,000 Alaskans worked for the federal government when Trump took office in

impacted by sweeping federal cuts by the administration.

Correction: *This story has been corrected to note that job growth in Alaska has happened at almost twice the national rate, instead of more than twice.*

Economy



Ava White

Ava is the statewide morning news host and business reporter at Alaska Public Media. Reach Ava at awhite@alaskapublic.org or 907-550-8445.

[See stories by Ava White](#)

Energy

Anchorage Economic Development Framework

**A Strategic Foundation for a Stronger,
More Resilient, and Opportunity-Rich City**

**Presented by: Assembly Member Martinez
5/1/25**



Why We Need a Framework

- Economic uncertainty
- Pattern of Spaghetti Toss Development Schemes
- Infrastructure under pressure
- Declining population and workforce challenges
- Growing need for local resilience and efficiency
- Rubric of Focus

→ Anchorage needs a unified approach to investments and planning.

What This Framework Is

A set of four guiding principles to help us:

- Spend smarter
- Plan better
- Build stronger systems
- Create opportunity for all

“Hopefully” adopted by resolution [AR No. 2025-___] -

Pillar One – Economic Truth

- Acknowledges that Alaska's economy has relied on subsidies and outside capital
- Calls for building local economic strength and self-reliance
- Promotes transparency and accountability in our fiscal planning

Pillar Two – Stackable ROI

- Every investment should generate multiple benefits

→ Jobs, infrastructure, housing, and cost savings

- Public dollars should work harder and go further
- Encourages cross-departmental and community-wide impact

Pillar Three – Preemptive Resiliency

- Resilience isn't just a response—it's a mindset
- Prepare Anchorage to withstand future disruptions
- Build redundancy into systems now, not later

Pillar Four – Equity and Opportunity

- All residents deserve access to economic mobility
- Fairness in housing, education, jobs, and services
- Strong communities are inclusive communities

What This Means in Practice

Departments and agencies are encouraged to:

- Apply these principles in budgets and planning
- Evaluate programs based on long-term value
- Ensure outcomes reach across neighborhoods and populations
- Align with the Comprehensive Plan and CIP updates

Community Benefits

- More efficient use of tax dollars
- Better coordination across city functions
- Safer, more self-sufficient infrastructure
- Expanded opportunity for working families, veterans, and future generations

Conclusion

- This is about responsible stewardship and shared success.
- Anchorage must build smart, strong, and together—because no one else will do it for us.
- Let's lead with purpose, plan with discipline, and build a city that works for everyone.





MUNICIPALITY OF ANCHORAGE
Assembly Information Memorandum

No. AIM 123-2025

Meeting Date: June 10, 2025

1 **From: ASSEMBLY MEMBER MARTINEZ**

2
3 **Subject: AR 2025-159 - A RESOLUTION OF THE ANCHORAGE**
4 **MUNICIPAL ASSEMBLY ADOPTING THE ANCHORAGE**
5 **ECONOMIC DEVELOPMENT FRAMEWORK - CORE**
6 **PRINCIPLES AS A GUIDING APPROACH TO STRATEGIC**
7 **INVESTMENT, LOCAL RESILIENCE, AND FAIR OPPORTUNITY**
8 **FOR ALL RESIDENTS**
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10 For the Assembly's consideration, please see the attached one-page decision
11 guide to accompany the Anchorage Economic Development Framework - Core
12 Principles.
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20 Prepared by: Legislative Services Office

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22 Respectfully submitted: George Martinez, Assembly Member
23 District 5, East Anchorage
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VISION

The Municipality of Anchorage has an effective economic development strategy that prioritizes outcomes which *create jobs, support small businesses, strengthen neighborhoods, and ensure public dollars deliver maximum return to the community*. Efforts should be made to ensure all residents can fairly access the opportunities and outcomes generated by public investment.

FOUNDATIONAL ELEMENTS

- **Economic Truth**
- **Stackable Return on Investment**
- **Equity & Opportunity**
- **Preemptive Emergency Development & Resiliency**

GUIDING PRINCIPLES

A STRUCTURE FOR GUIDING FUTURE POLICY AND INVESTMENT DECISIONS

When making decisions of where to invest time, money and effort in economic development work, Assembly Members and Municipal staff can vet the policy, project or investment through this framework to ensure that it meets the Municipality's strategic goals for economic investment:

- **Economic Truth:** Is there a clear-eyed understanding of Anchorage's current fiscal and economic position? Does the policy or investment under consideration grow local capacity and reduce dependency on unpredictable revenue sources?
- **Stackable Return on Investment (ROI) Model:** Does this public investment yield multiple, reinforcing benefits, such as job creation, infrastructure durability, and/or cost savings over time?
- **Preemptive Emergency Development & Resiliency:** Does this policy/decision acknowledge the practical reality that Anchorage must prepare for disruptions by strengthening systems and processes now? What systems or processes are strengthened?
- **Equity and Opportunity:** Does this move the Municipality forward in our commitment to ensuring all residents, across neighborhoods and income levels, have fair access to housing, employment, education, and civic resources?