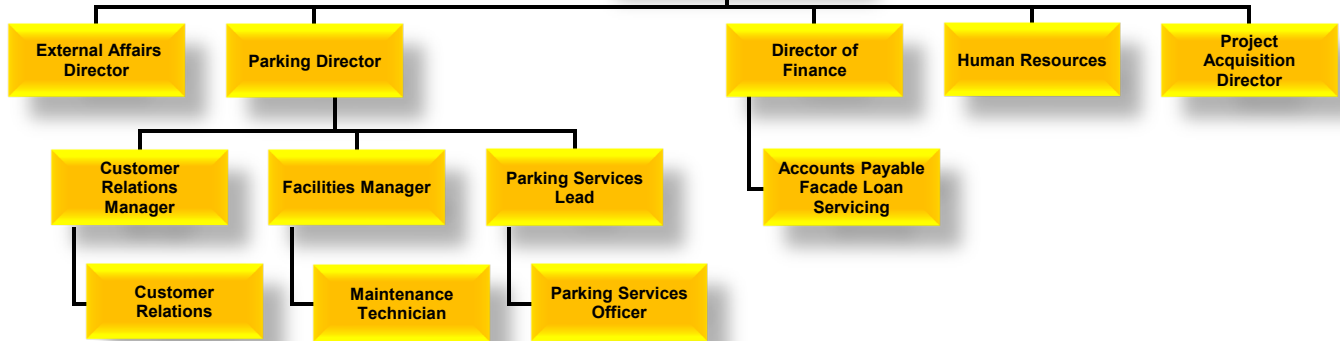


# Anchorage Community Development Authority and EasyPark



## Executive Director's Message

ACDA's mission is to "Serve as the catalyst for economic development by delivering quality private/public projects and innovative parking mobility services within the Municipality of Anchorage." To that end, 2025 promises to be a banner year for the organization. The 2025 budget will be an important tool for the staff to aid in guiding the corporation in meeting its goals.

### Reflecting on 2024

2024 was a transformative year for the ACDA. Notable achievements included:

- 1) Replacement of on-street parking infrastructure through installation of 1400 new parking meters.
- 2) Initiation of a rate increase at the surface lots and garages.
- 3) The passage of SB179 gives the Assembly the authority to create important incentives for building much-needed housing.
- 4) Continued collaboration with the administration and the Assembly to work towards housing solutions
- 5) Stabilizing the Authority's financial position.
- 6) For the first time, ACDA has applied for federal grants to support housing projects in 2025.

Most importantly, ACDA will carry the same commitment and enthusiasm forward, ensuring the achievement of the Authority's goals in 2025.

### Key Projects and Initiatives for 2025

#### **Development Projects**

- **Block 102 Mixed-Use Development:** This significant project will create new housing and commercial opportunities in downtown Anchorage.
- **6<sup>th</sup> Avenue Hotel Project:** Starting construction on this \$70 million initiative will boost tourism and provide essential infrastructure.
- **The Anchorage Neighborhood Revitalization Initiative:** A program that could see as many as 2,000 additional housing units constructed in Anchorage while cleaning up our blighted and abandoned property.

#### **Legislative Activities**

- We are assembling a team of professionals who can guide ACDA in advocating for more reform at the state level, which will allow our assembly to formulate increased developer tools at the local level.

#### **Partnerships and Economic Development**

- **Great Streets Façade Loan Program:** ACDA will continue aiding small businesses by offering these low-interest loans in partnership with The Alaska Small Business Development Center.
- **D Street Area Wide Plan:** Engagement with downtown stakeholders and developers will ensure the plan, which, when implemented, will drive housing and economic growth moves forward.
- **Downtown:** EasyPark will continue to work with downtown events and the Anchorage Downtown Partnership to make our downtown vibrant and active.

**Financial Outlook**

Despite the anticipated reduction in cash flow for 2025, ACDA is projecting positive revenue growth from all sources. We will utilize predevelopment funds to initiate new projects and ensure that we begin and end the year with ample cash reserves to meet any arising demands. Cash reserves will adhere to required levels; overall, the outlook for 2025 is positive.

**Conclusion**

On behalf of the ACDA team, I am proud of our strides over the past year and excited about the opportunities that lie ahead. Together, we will continue to build a bright future for our city, fostering growth, innovation, and community well-being.

Sincerely,

Mike W. Robbins  
Executive Director



## **Anchorage Community Development Authority**

### **Organization**

Pursuant to Municipal Code, AMC 25.35.010(A), the Anchorage Community Development Authority (ACDA) is “an instrument of the Municipality, but exists independently of and separately from the Municipality.” ACDA is governed by a nine-member Board of Directors appointed by the Mayor and approved by the Anchorage Assembly (Assembly). Two of the nine members are executive employees of the Municipality. In addition, two Assembly members serve as ex officio members of the ACDA Board. The management team of the ACDA reports to the Board of Directors. The Executive Director is appointed by and serves at the pleasure of the Mayor.

ACDA consists of two departments: Development and Parking Services (branded EasyPark), with a total operational staff of 25 employees. These employees operate all municipal parking facilities, maintain and clean public garages and parking lots, maintain on-street parking meters, manage Anchorage Police Department’s parking citation system, plan and develop public projects, and manage property in ACDA’s inventory. ACDA’s planning and development staff work on projects and property transferred from the Municipality to the ACDA, along with other redevelopment projects, both in the public and private sectors.

### **History**

The predecessor of the ACDA, the Anchorage Parking Authority, was initially created as a separate public authority on February 28, 1984. That authority was created “to create an environment in the Anchorage area such that parking and parking policies are a position of influence for the community as a whole.” Within four years, the Anchorage Parking Authority operated three public garages (two of which were new), six surface lots, and on-street spaces within the Central Business District (CBD). Total parking operated by the Anchorage Parking Authority was approximately 5,800 spaces. Revenues from parking operations were used to help pay debt service on the parking garages built in the 1980s.

On January 18, 2005, the Assembly adopted an amendment to the Anchorage Parking Authority Ordinance that created the ACDA as an instrument of the Municipality, existing independently of and separately from the Municipality, replacing the former Anchorage Parking Authority. The powers of the ACDA were expanded to include responsibilities above and beyond the management of parking facilities, including the acquisition, operation, improvement, and leasing of property.

In 2008, the ACDA’s mission was formally defined to include the responsibility to “create and develop opportunities that forward municipal goals and objectives, using innovations, partnerships, sound planning, and incentives. Additionally in 2008, the Development Department was created at the ACDA, which would be responsible for acquiring and/or disposing of interests in real property, and constructing, improving, operating, managing, and controlling real property assets.

In June of 2011, the Assembly delegated the ACDA to enforce parking violations in the area bounded by Ship Creek on the north, Gambell Street on the east, 10th Avenue on the south, and M Street on the west. The Assembly amended Anchorage Municipal Code chapter 25.35.

In the fall of 2017, the ACDA Board of Directors held a planning session to determine the organization's strategy for the coming year. Those goals included improvements in organizational efficiencies through new parking technologies and cost containment, and a more aggressive approach to new developments in downtown Anchorage.

In 2022, the ACDA Board of Directors and staff attended a retreat to evaluate the Authority's past, present, and future contributions to the community. The following year, in 2023, the ACDA Board adopted a new Mission and Vision to guide that contribution into the future.

### **Mission & Vision**

ACDA's Mission Statement is: *"Serve as the catalyst for economic development by delivering quality private/public projects and innovative parking mobility services within the Municipality of Anchorage."*

ACDA's Vision Statement is: *"A vibrant and prosperous Municipality of Anchorage, experiencing economic growth, robust development, and cutting edge parking mobility services."*

Under Municipal code, the ACDA's mission is to:

- Provide sufficient, high-quality, customer-focused public parking by managing parking resources in a fair and efficient manner for the benefit of the residents of the Municipality.
- Create and develop opportunities that forward municipal goals and objectives, using innovation, partnerships, sound planning, and incentives.
- Engage in community and economic development opportunities, including but not limited to the acquisition of vacant or abandoned property and facilities, with a goal of encouraging economic growth, commercial development, safe and vibrant neighborhoods, and furthering the goals and objectives of municipal plans and policies.

We believe as an organization that everything we do, must serve our stakeholders by adding tangible value to the Municipality, ACDA, and the Anchorage Community.



## **Budget Assumptions**

### **Revenue 2025**

- The Authority's cash flow will be slightly in the red as the organization begins several important development projects.
- Garage daily and hourly parking revenue for 2025 will grow due to hourly rate increases.
- On-street parking revenue will see modest growth in 2025.
- Leasing revenues, having dipped in 2024, will begin to climb again in 2025 as additional ground leases contribute.
- Permit or contract parking revenue will grow in 2025 as new contracts come online.

### **Expenses 2025**

- Wages will increase to keep up with inflation.
- 2025 will see \$2.1 million in maintenance performed on garages.
- Continued support of the community with over \$250,000 in cash and in-kind donations.
- Security costs will rise again in 2025.
- Professional services budget will increase as a part of pre-development investment on upcoming projects.

## Anchorage Community Development Authority Statement of Revenues and Expenses

|                                                 | <b>2024</b>        | <b>2025</b>        |
|-------------------------------------------------|--------------------|--------------------|
|                                                 | <b>Approved</b>    | <b>Approved</b>    |
| <b>Operating Revenue</b>                        |                    |                    |
| Parking Revenue                                 | 6,517,931          | 6,874,900          |
| Leased Space Revenue                            | 315,000            | 461,626            |
| Other Non-Operating Revenue                     | 191,000            | 569,382            |
| Real Estate Sales - Development                 | -                  | -                  |
| <b>Total Operating Revenue</b>                  | <b>7,023,931</b>   | <b>7,905,908</b>   |
| <br><b>Operating Expense</b>                    |                    |                    |
| Labor                                           | 2,783,391          | 2,922,561          |
| Professional Fees                               | 315,000            | 542,500            |
| Contract Services                               | 1,094,000          | 1,224,000          |
| Information Services                            | 170,000            | 180,000            |
| Direct Maintenance Costs                        | 315,500            | 428,500            |
| Facility Maintenance Contract Services          | 284,500            | 360,400            |
| Utility Expenses                                | 316,500            | 358,500            |
| General Expenses                                | 623,000            | 794,150            |
| Municipal Enterprise Service Assessment (MESA)  | 450,000            | 472,500            |
| Office Expenses                                 | 41,000             | 38,000             |
| Employee Expenses                               | 37,000             | 57,000             |
| Interest Expense                                | 8,000              | 492,258            |
| Depreciation                                    | 1,643,000          | 1,500,000          |
| <b>Total Expenses</b>                           | <b>8,080,891</b>   | <b>9,370,369</b>   |
| <b>Net Income (Loss)</b>                        | <b>(1,056,960)</b> | <b>(1,464,461)</b> |
| <br><b>Appropriation</b>                        |                    |                    |
| <b>Total Expense</b>                            |                    |                    |
| Less: Non Cash Items                            |                    |                    |
| Depreciation                                    | (1,643,000)        | (1,500,000)        |
| <b>Amount to be Appropriated (Cash Expense)</b> | <b>6,437,891</b>   | <b>7,870,369</b>   |

## Anchorage Community Development Authority Capital Improvement Budget

(in Thousands)

| <b>Projects</b>                                                                                        | <b>2025<br/>Approved</b> |
|--------------------------------------------------------------------------------------------------------|--------------------------|
| 5th and 6th Deck Repairs                                                                               | 1,100,000                |
| Anchorage Neighborhood Redevelopment Initiative/Business Plan Fireweed parcel purchase and development | 500,000                  |
| Fireweed parcel purchase and development                                                               | 5,700,000                |
| RV Resort planning and preparation                                                                     | 1,000,000                |
| Other property acquisition                                                                             | 6,200,000                |
| 5th and 6th Stairwell Replacement                                                                      | 1,000,000                |
| Vehicle and equipment replacement                                                                      | 125,000                  |
| <b>Total</b>                                                                                           | <b>15,625,000</b>        |