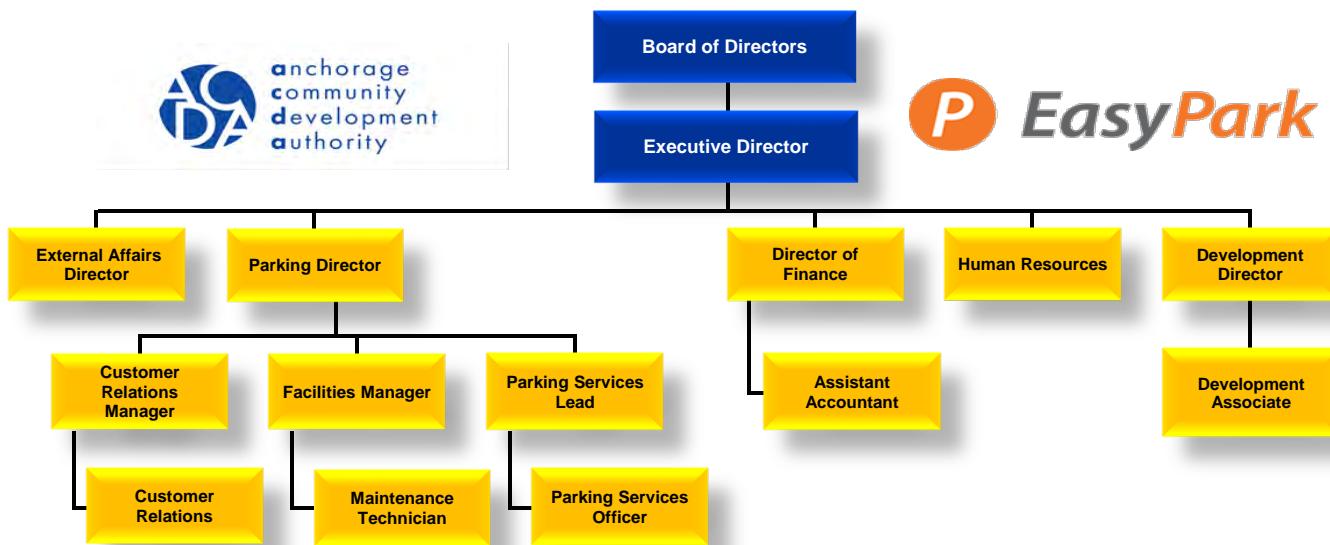


Anchorage Community Development Authority and EasyPark



Executive Director's Message

Friday, June 20, 2025

As we enter our 40th year, the Anchorage Community Development Authority reflects on a legacy of partnership, innovation, and service. From our origins as the Anchorage Parking Authority to our evolution into a full-spectrum development agency, ACDA has consistently transformed underutilized land into opportunity—advancing the goals and objectives of the Municipality.

In 2025, we made major strides. We moved forward on transformative projects like the Denali View RV Resort and the Fireweed Housing Project, launched the Anchorage Neighborhood Redevelopment Initiative (ANRI) to tackle vacant and abandoned properties, and acquired the JCP Garage to unlock new housing potential downtown. We also saw the tangible impact of a 2024 policy victory: new municipal legislation enabling 100% property tax abatements began reshaping Anchorage's development landscape by accelerating housing starts and incentivizing investment.

One of our boldest goals is to contribute 250 new housing units in 2026—through both direct development and our strategic participation in private sector-led projects. This is just one part of our broader mission to catalyze development that meets the real needs of our community.

Looking ahead to 2026, our focus is bold yet clear: deliver catalytic development, advocate for expanded incentives, and reinforce our financial foundation—all while honoring the journey that brought us here. Projects like Block 102, the D Street District, and neighborhood revitalization across Anchorage embody our commitment to a vibrant, resilient future.

We remain a reliable public partner for private innovation. Thank you to the Mayor, the Assembly, our Board, and the Anchorage community for your continued support.

Sincerely,

Mike W. Robbins
Executive Director, ACDA



Anchorage Community Development Authority

2026 Business Plan & Budget Overview

Prepared: July 2025

I. Executive Summary

The Anchorage Community Development Authority (ACDA) enters 2026 with a clear mandate to serve as a catalyst for economic development and urban revitalization. As we celebrate our 40th anniversary, this business plan outlines our strategic goals, financial projections, capital initiatives, and organizational priorities. In alignment with our mission and the Municipality of Anchorage's "10,000 Homes in Ten Years" initiative, we will continue to deliver transformative projects, invest in modern parking infrastructure, and enhance community vibrancy.

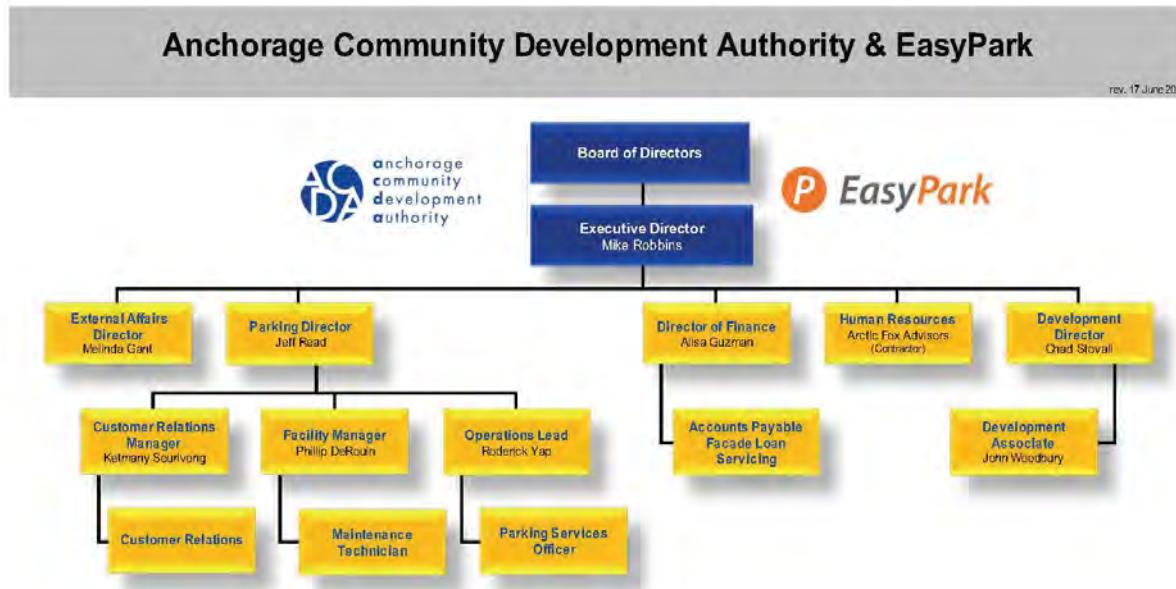
In 2026, ACDA will advance several major redevelopment initiatives, including the acquisition and repositioning of the JCP Garage to support mixed-use housing development in the downtown core. We will also launch the Anchorage Neighborhood Redevelopment Initiative (ANRI), targeting at least ten (10) vacant or abandoned properties for redevelopment. Additionally, the Fireweed Housing Project, a 40-unit mixed-income development in Midtown, will break ground in spring 2026. ACDA has also set a goal of contributing 250 housing units in 2026 through both direct development and strategic partnerships that enable private sector housing delivery.

II. Organizational Overview

ACDA is a public corporation of the Municipality of Anchorage, governed by a nine-member board appointed by the Mayor and confirmed by the Assembly, with two Assembly members serving in an Ex-officio capacity. The Executive Director reports to the Board and is appointed by the Mayor.

ACDA consists of two (2) departments and operates with a staff of 25 full-time employees:

1. Development: responsible for real estate acquisitions, redevelopment projects, and public-private partnerships.
2. Parking Services (EasyPark): manages over 5,800 parking spaces, garages, surface lots, meters, and enforcement programs.



III. Mission, Vision, and Core Values

| | | |
|---|--------------------|--|
|  | Mission | Serve as a catalyst for development. |
|  | Vision | A vibrant and prosperous Anchorage. |
|  | Core Values | <ul style="list-style-type: none"> • Innovation • Collaboration • Transparency • Community Focus |

IV. Strategic Priorities (2025–2027)

1. Staffing Expansion
 - To meet increased project volume and deliver on our expanded housing and redevelopment initiatives, the Development Department will add two new positions in 2026.
 - This staffing increase will enhance our capacity to manage multiple projects concurrently and maintain strong coordination with public and private sector partners.
2. Development That Delivers
 - Launch targeted housing projects and activate underutilized properties.
 - Redevelop the 6th Avenue Garage mall.
 - Initiate planning for housing-focused redevelopment of the newly acquired JCP Garage site.
3. Housing as Infrastructure
 - Contribute 250 new housing units annually toward the Municipality's housing goal, including both direct ACDA development and support for private sector housing partners.
 - Begin construction of the Fireweed Housing Project in spring 2026.
 - Implement the ANRI program to redevelop ten (10) vacant and abandoned properties in 2026.
4. Strong Financial Stewardship
 - Maintain current ratio > 1.5 and debt service coverage ratio > 1.35.
 - Leverage land and leasehold revenue for reinvestment.
5. Organizational Excellence
 - Invest in staff development and modern tools for project management.
6. Amplified Community Impact
 - Expand support for local events, public spaces, and neighborhood initiatives.

V. Budget Overview

- a) 2026 Operating Budget Summary
 - o Total Operating Revenue: \$7.69 million
 - o Total Operating Expense: \$7.68 million
 - o Depreciation: \$1.10 million
 - o Net Income (before depreciation): \$8,324

Key Drivers:

- o Modest growth in metered parking (+\$89K)
- o Decline in retail lease revenue offset by new leases (+\$135K increase)
- o Parking garage revenues stable; 5th Ave decline (-\$294K) offset by growth at 7th Avenue (+\$45K)

- b) 2026 Capital Budget

- o Total Capital Expenditures: \$3.15 million
- o 5th & 6th Garage Stairwell Repairs: \$300,000
- o Anchorage Neighborhood Redevelopment Initiative (ANRI): \$500,000
- o Denali View RV Resort planning: \$250,000
- o Property Acquisition Reserve: \$1,000,000
- o Deferred Garage Maintenance: \$1,000,000
- o Equipment & Vehicle Replacement: \$100,000

VI. Community Engagement and Impact

In 2024, ACDA contributed over \$523,000 in support of community events, public safety initiatives, and cultural programming. In 2026, we will continue:

- o Hosting seasonal events at EasyPark facilities
- o Supporting Anchorage Downtown Partnership and community festivals
- o Promoting redevelopment of vacant and abandoned properties through ARNI and advancing new housing projects
- o Engaging with stakeholders on redevelopment of the JCP Garage and Fireweed Housing Project

VII. Conclusion

ACDA's 2026 Business Plan reinforces our commitment to long-term investment, partnership, and impact. We will leverage our unique position as a nimble, mission-driven municipal entity to unlock value for Anchorage residents through development and mobility solutions that reflect community priorities.

By fostering collaborative relationships with local organizations, businesses, and government bodies, ACDA aims to create a vibrant and sustainable urban environment. This includes prioritizing pedestrian-friendly infrastructure, enhancing public spaces, and ensuring equitable access to housing and essential services for all members of the community.



For more information, visit www.acda.net or contact the Executive Director's office at (907) 519-9191.

Anchorage Community Development Authority
Statement of Revenues and Expenses

| | 2025 Approved | 2026 Approved |
|--|---|--------------------|
| Operating Revenue | | |
| Parking Revenue | 6,874,900 | 6,776,024 |
| Leased Space Revenue | 461,626 | 596,834 |
| Other Non-Operating Revenue | 569,382 | 318,000 |
| Real Estate Sales - Development | - | - |
| | Total Operating Revenue | 7,905,908 |
| | 7,690,858 | |
| Operating Expense | | |
| Labor | 2,922,561 | 2,768,590 |
| Professional Fees | 542,500 | 576,650 |
| Contract Services | 1,224,000 | 1,574,080 |
| Information Services | 180,000 | 180,200 |
| Direct Maintenance Costs | 428,500 | 419,200 |
| Facility Maintenance Contract Services | 360,400 | 434,500 |
| Utility Expenses | 358,500 | 380,000 |
| General Expenses | 794,150 | 678,000 |
| Municipal Enterprise Service Assessment (MESA) | 472,500 | 472,500 |
| Office Expenses | 38,000 | 38,500 |
| Employee Expenses | 57,000 | 60,000 |
| Interest Expense | 492,258 | 100,314 |
| Depreciation | 1,500,000 | 1,097,153 |
| | Total Expenses | 9,370,369 |
| | Net Income (Loss) | (1,464,461) |
| | (1,088,829) | |
| Appropriation | | |
| Total Expense | | |
| Less: Non Cash Items | | |
| Depreciation | (1,500,000) | (1,097,153) |
| | Amount to be Appropriated (Cash Expense) | 7,870,369 |
| | 7,682,534 | |

Anchorage Community Development Authority
Capital Improvement Budget
(in Thousands)

| Projects | 2026 Approved |
|---|--------------------------|
| 5th & 6th Stairwell Repairs | 300,000 |
| Anchorage Neighborhood Redevelopment Initiative | 500,000 |
| RV Resort planning and preparation | 250,000 |
| Other property acquisition | 1,000,000 |
| Deferred Garage Maintenance | 1,000,000 |
| Vehicle and equipment replacement | 100,000 |
| Total | 3,150,000 |