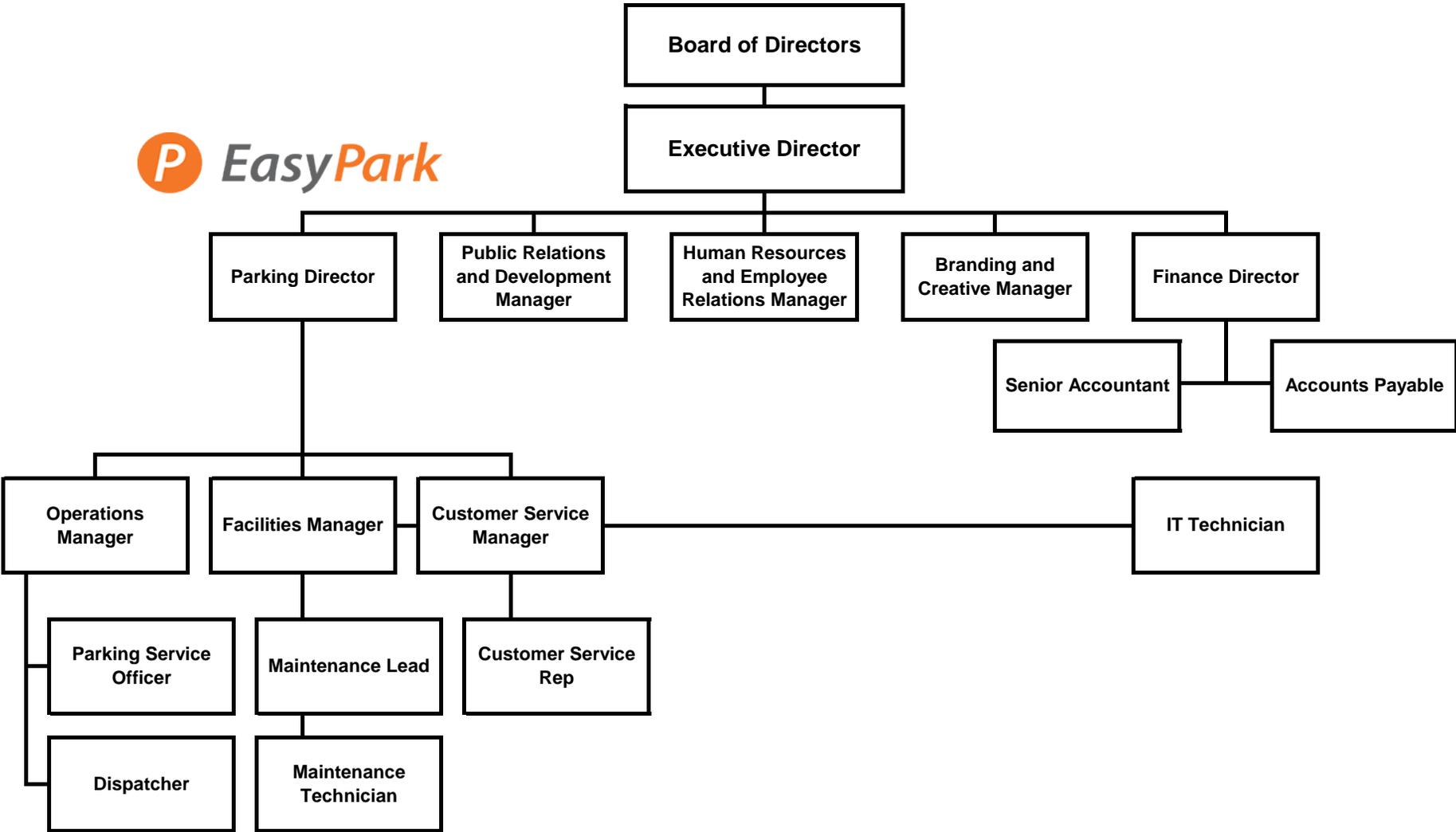


# Anchorage Community Development Authority and EasyPark





## The Anchorage Community Development Authority 2020

### 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 board. The management team of ACDA reports to the Board of Directors. The Executive Director is appointed by and serves at the pleasure of the Mayor.

The ACDA consists of two departments: Development and Parking Services (branded EasyPark), with a total operational staff of 48 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 the ACDA’s inventory. ACDA’s planning and development staff work on projects and property transferred from the Municipality to ACDA, along with other redevelopment projects, both in the public as well as the private sectors.

### History

The predecessor of ACDA, the Anchorage Parking Authority, was originally 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 the on-street spaces are 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 1980’s.

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 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 in ACDA, which would be responsible for acquiring or disposing of interests in real property, and constructing, improving, operating, managing, and controlling real property assets.

In June of 2011, the assembly delegated ACDA authority to enforce parking violations with 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 2018, the ACDA's Mission Statement was updated to more accurately reflect its focus on economic and community development work.

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.



## Mission & Vision

It is the mission of ACDA 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, and safe and vibrant neighborhoods, and furthering the goals and objectives of municipal plans and policies

The mission statement of ACDA as adopted is “***We deliver quality development and public parking services within the Municipality of Anchorage.***”

The vision of ACDA as adopted is to “***A vibrant and prosperous Municipality of Anchorage facilitated by innovative community development and public parking.***”

We believe as an organization that everything we do, must add a tangible value to our three critical stakeholders: the Municipality, ACDA, and the Anchorage Community.



### **Budget Assumptions**

The 5<sup>th</sup>, 6<sup>th</sup>, and 7<sup>th</sup> Avenue Garages along with JCPenney Garage have hourly public parking available on a 24/7 basis. Effective July 1, 2016 rates were adjusted to \$1.25 per hour from \$1.00 per hour.

Salary for staff is budgeted to increase by 3% creating a pool to support pay for performance incentive plan. This plan is subject to any budget shortfalls.

Effective July 1, 2019 monthly parking permits range from \$95 to \$120 per month depending on facility. Also effective July 1, 2019 monthly parking permits in surface lots and on-street permit zones range from \$50 to \$85 per month depending on location. Parking meter rates increased July 1, 2016 (2 hour meters at \$1.75/hr. and 10 hour meters at \$1.25/hr.). There had been no meter increases in 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2017, and 2018.

Lease revenue is generated by retail spaces in 5<sup>th</sup> Avenue Garage and 716 West 4<sup>th</sup> Avenue building, which is leased to the Anchorage Police Department (APD). Revenue projections are based on current leases in effect.

### **Executive Director's Message**

In 2018, the ACDA continued its goal to transition into a more traditional development authority with a focus on acquiring new assets and redeveloping the assets the organization currently owns.

Highlights from 2018:

- Purchased 716 West 4<sup>th</sup> Avenue (the former Alaska State Legislative Information Office (LIO)) and successfully negotiated a lease to bring the Anchorage Police Headquarters downtown after a 35 year absence. The move will save time and money for APD by providing a more functional modern space for their detectives and improving efficiency by locating closer to courts, prosecutors, and partner law enforcement agencies.
- Successful RFP launched for housing on three city blocks owned by ACDA at 8<sup>th</sup> & K. The vision is at least 40 units of housing along with structured parking.
- Continued upgrade of parking facilities and introduction of new technology to ensure a better customer experience.
- Successful launch of new initiatives to develop federal and local development programs like opportunity zones and the recently adopted reinvestment focus areas.

Challenges from 2018:

- Parking revenues are beginning to rebound but are still below 2015 levels.
- Uncertainty in state finances and the future economy continued to have investors nervous.
- Continued challenges with downtown security costs due to homelessness, crime, and loitering in our facilities.
- High construction costs continued to hamper attractiveness of downtown development.

On behalf of the staff and management of ACDA and EasyPark, we are proud of our progress but realize there is a lot more work to do. The changing economy and new pressures will demand ACDA be creative, innovative, and mindful with our limited resources in order to continue accomplishing our mission.

Andrew Halcro

## Anchorage Community Development Authority Statement of Revenues and Expenses

	2019 Approved Budget	2020 Proposed Budget
<b>Operating Revenue</b>		
Parking Revenue	8,026,119	7,722,308
Leased Space Revenue	2,006,166	1,823,820
Other Operating Revenue	132,000	162,000
Real Estate Sales - Development	-	-
<b>Total Operating Revenue</b>	<b>10,164,285</b>	<b>9,708,128</b>
<b>Operating Expense</b>		
Labor	3,690,000	3,740,000
Professional Fees	197,000	268,500
Contract Services	1,208,900	1,183,200
Information Services	478,800	498,700
Direct Maintenance Costs	167,300	215,500
Facility Maint. Contract Services	401,700	426,700
Utility Expenses	527,600	529,000
General Expenses	594,300	617,603
Transfers (Municipal Enterprise Service Assessment (MESA))	685,000	730,000
Office Expenses	71,500	67,000
Employee Expenses	70,000	85,000
Real Estate Costs - Northpointe	-	-
Interest Expense	802,500	772,112
Depreciation	3,150,000	3,150,000
<b>Total Operating Expense</b>	<b>12,044,600</b>	<b>12,283,315</b>
<b>Net Income (Loss)</b>	<b>(1,880,315)</b>	<b>(2,575,187)</b>
<b>Appropriation</b>		
<b>Total Expense</b>	12,044,600	12,283,315
Less: Non-Cash Items		
Depreciation	(3,150,000)	(3,150,000)
<b>Amount to be Appropriated (Cash Expense)</b>	<b>8,894,600</b>	<b>9,133,315</b>

**Anchorage Community Development Authority  
2020 Capital Improvement Budget**

<b>Project Title</b>	<b>Total</b>
Accounting Upgrades	12,000
Elevators in the 6 <sup>th</sup> Avenue Garage	50,000
Garage Equipment Upgrade	400,000
Garage Structural Improvements	180,000
General Development/Tenant Improvements	50,000
Information Technology Upgrades	75,000
Vehicles	32,000
<b>Total</b>	<b>799,000</b>

**Anchorage Community Development Authority  
Statement of Cash Sources and Uses**

	2018 Actuals	2019 Proforma	2020 Proposed Budget
<b>Sources of Cash Funds</b>			
Parking Revenue	6,730,387	6,708,806	6,865,100
Other Parking Operating Revenue	608,255	841,767	857,208
Leased Space Revenue	700,444	1,086,736	1,823,820
Development Services	-	-	-
Other Non-Operating Revenue	5,771	150,631	162,000
<b>Total Sources of Cash Funds</b>	<b>8,044,857</b>	<b>8,787,940</b>	<b>9,708,128</b>
<b>Uses of Cash Funds</b>			
Parking Operations	7,621,682	8,209,600	7,604,315
Development Operations	-	-	-
Payment in Lieu of Taxes (MESA)	483,846	700,000	730,000
Capital Investment-Parking Operations	14,824,680	330,000	749,000
Capital Investment-Development Operations	44,355	50,000	50,000
Other Uses of Cash Funds	-	-	-
<b>Total Uses of Cash Funds</b>	<b>22,974,563</b>	<b>9,289,600</b>	<b>9,133,315</b>
Net Increase (Decrease) In Cash Funds	(14,929,706)	(501,660)	574,813
Cash Balance January 1,	4,331,066	(10,598,640)	(11,100,300)
<b>Cash Balance December 31</b>	<b>(10,598,640)</b>	<b>(11,100,300)</b>	<b>(10,525,487)</b>