

ACDA Strategic Plan 2025-2027

Mission

ACDA serves as a catalyst for development.

Vision

A vibrant and prosperous Anchorage.

Core Values

- Innovation in development approaches and parking management
- Collaboration with public and private partners
- Transparency in financial and operational decisions
- Community-focus in all initiatives

Strategic Priorities

1. Financial Capability and Risk Management
 - Establish clear financial parameters and risk tolerance guidelines with MOA
 - Develop structured evaluation criteria for project investments
 - Create transparent reporting mechanisms for financial decisions
 - Develop a competitive and sustainable grant strategy
2. Development Project Excellence
 - Complete Transit Center / 6th Avenue project implementation
 - Launch targeted housing development initiatives
 - Execute strategic removal of blighted properties
 - Identify and pursue short-term high impact projects
3. Organizational Effectiveness
 - Increase collaboration with MOA departments, Mayor's office, and Assembly via regular meetings and project partnerships
 - Enhance project management capabilities
 - Maintain operational and financial stability
 - Build comprehensive project tracking and reporting systems
4. Community Impact and Recognition
 - Improve public awareness of ACDA's role and value
 - Strengthen relationships with local developers and organizations
 - Expand community engagement in development planning
 - Document and communicate project successes

Success Metrics

- Project Completion: Successfully deliver two (2) development projects annually
- Financial Performance: Maintain strong financial health while achieving development goals
 - Strong financial health measured by a Current Ratio above 1.5, a Debt Service Coverage Ratio of greater than 1.35, and an Expense to Income ratio of 80% or lower
- Stakeholder Satisfaction: Achieve 85%+ satisfaction ratings from MOA, Board, and Staff
- Public Perception: Increase positive community recognition of ACDA's value and impact

Implementation Approach

- Quarterly review of strategic priorities and progress with Board
- Regular Board engagement through development-focused meetings
- Continuous stakeholder communication and feedback
- Annual strategic plan assessment and adjustment

Three-Year Outcomes

By 2027, ACDA will:

- Be recognized as Anchorage's premier development catalyst
- Have a proven track record of successful project delivery
- Maintain strong financial and operational stability
- Demonstrate measurable positive impact on community development
- Demonstrate stronger relationship with MOA departments, Mayor's office, and Assembly