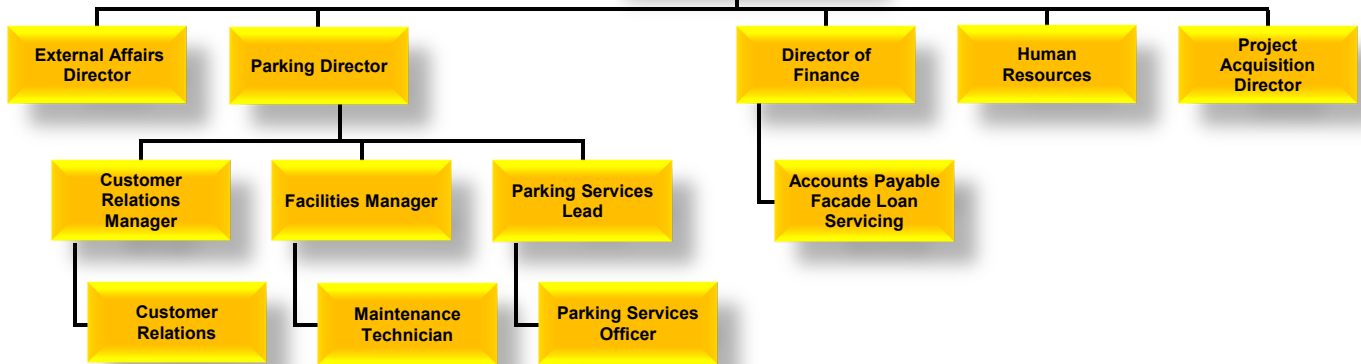


Anchorage Community Development Authority and EasyPark





The 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 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 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 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 private sectors.

History

The predecessor of ACDA, the Anchorage Parking Authority, was created initially 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 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 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 and staff attended a retreat to evaluate the Authority’s past, present, and future contributions to the community.

In 2023 the ACDA Board of Directors adopted a new Mission and Vision to guide that contribution into the future.

Mission & Vision

The mission statement of ACDA is “***Serve as the catalyst for economic development by delivering quality private/public projects and innovative parking mobility services within the Municipality of Anchorage.***”

The vision of ACDA is to promote “***A vibrant and prosperous Municipality of Anchorage, experiencing economic growth, robust development, and cutting edge parking mobility services.***”

Under Municipal code, 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, and 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 2024

- The corporation will be cash flow positive in 2024.
- Parking revenue both on and off street will grow.
- Leasing revenue will be below 2023 levels due to the sale of the 716 building to APD.
- Focus on development and redevelopment projects will bring new revenue sources.
- Management will continue to drive efficiency of operations adding to the bottom line profitability of the organization.

Expenses 2024

- Benefits from the implementation of improved internal processes will increase efficiency.
- New updated technology for back-end operations will result in cost savings.
- Diligence around the use of competitive bidding to maintain and lower costs.
- Better utilization of resources.
- Reorganization of departments for efficiency.
- Prioritization of deferred maintenance of facilities.
- \$350,000 in cash and in-kind contributions to the community.



Building Our City's Future

Executive Director's Message

As we look forward to 2024, it is important to consider one of the largest financial events that transpired in 2023. That event was the sale by ACDA of the 716 building to the municipality. This transaction was important, as it provided working capital for the corporation and returned the authorities' ability to issue bonds for development projects. While this event was positive overall for the corporation, it will affect our cash flow for 2024 by 1.7M. Management is confident it will overcome this reduction and deliver a balanced budget.

ACDA operates EasyPark providing both on-street and off-street parking services for the downtown area. With parking increases from 2023 expected to continue into 2024, management believes that both on and off-street parking revenue should be at or above 2019 levels by the end of 2024. The return of the workforce and the increased use of downtown as a hub for restaurants, shopping, and the arts will further drive that recovery.

Additional highlights that will influence the Corporation in 2024 include.

- Break ground on Block 102 mixed-use development.
- Legislative activity to increase tools for developers at the Assembly and State level.
- Continued development of relationships with HLB, Real estate Services and Building Services departments within the Municipality.
- The start of construction on the \$70 million 6th Avenue project.
- Continued focus on economic development, working with AEDC, Anchorage Chamber, and other stakeholder groups.
- Support for the Powder Ridge west development in Eagle River.
- Pursuit of economically feasible projects inside and outside the downtown corridor.
- EasyPark will continue to operate clean, safe, and value-added garages.
- Leveraging existing assets and relationships to bring affordable and market-rate housing online.
- Brownfield Grant Program partnership.
- Code update for EasyPark.
- Facade Improvement Loan Program.
- Emphasis on a Balanced budget.
- Continued pursuit of operational efficiencies that will hold down growth in expenses.
- Implementation of new branding for ACDA and EasyPark.

On behalf of the team at ACDA, we are proud of the work we have done over the last year, and we look forward to building our City's future together.

Mike Robbins

Mike W. Robbins
Executive Director



Anchorage Community Development Authority Statement of Revenues and Expenses

	2023 Approved	2024 Proposed
Operating Revenue		
Parking Revenue	6,350,012	6,517,931
Leased Space Revenue	1,998,620	315,000
Other Non-Operating Revenue	2,000	191,000
Real Estate Sales - Development	-	-
Total Operating Revenue	8,350,632	7,023,931
Operating Expense		
Labor	2,650,849	2,783,391
Professional Fees	428,500	315,000
Contract Services	1,135,200	1,094,000
Information Services	355,000	170,000
Direct Maintenance Costs	236,500	315,500
Facility Maintenance Contract Services	302,000	284,500
Utility Expenses	330,000	316,500
General Expenses	685,180	623,000
Municipal Enterprise Service Assessment (MESA)	700,000	450,000
Office Expenses	36,500	41,000
Employee Expenses	33,500	37,000
Interest Expense	705,328	8,000
Depreciation	1,965,340	1,643,000
Total Expenses	9,563,897	8,080,891
Net Income (Loss)	(1,213,265)	(1,056,960)
Appropriation		
Total Expense		
Less: Non Cash Items		
Depreciation	(1,965,340)	(1,643,000)
Amount to be Appropriated (Cash Expense)	7,598,557	6,437,891

**Anchorage Community Development Authority
2024 Capital Improvement Budget**

Project Title	Total
Exterior Structural Repair & Maintenance	-
Interior Health & Safety Structural Repair	1,100,000
Parking Meter Replacements	900,000
Total	2,000,000