

# 2021 ANNUAL REPORT



anchorage  
community  
development  
authority

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## MESSAGE FROM THE EXECUTIVE DIRECTOR

The Anchorage Community Development Authority was originally founded in 1984 as the Anchorage Parking Authority, to manage street, surface, and garage parking in the downtown core. In 2005, the Authority became the Anchorage Community Development Authority (ACDA). Shortly after the name change, the parking division of ACDA rebranded to EasyPark, which today manages over 6,000 on-street, garage, and surface lot parking spaces downtown as well as managing a discounted employee and tour bus parking programs. Since then the Authority has been involved in a variety of development projects around the city with its primary focus later being development downtown.

2021 was a transitional year for the Anchorage Community Development Authority. As the city and state came out of the fog of Covid, a new Mayor was elected and a new Executive Director was appointed. These factors combined, contributed to a very positive year for the Authority. After re-establishing operations that had suffered as a result of Covid, the corporation began work to meet the charge given it by the new Mayor to become a catalyst for economic development and look for development opportunities across the entire Municipality.

The staff rebuilt operations by challenging established norms while working hard to maintain the outstanding culture that ACDA is known for. Ways were found to streamline operations and put new systems into place that saw a reduction in costs, increases in productivity, and an expansion of the incredible culture inside the company.

Some of the highlights for 2021 were...

- Opened online customer service portal at the EasyPark website
- Online payment ability for permit holders
- Reduced maintenance costs
- Retrofitted all facilities with energy-efficient led lights
- Lower security encounters inside the parking garages
- Grew from 17 to 26 employees
- Finalized ground lease and development agreement for the new 6th Avenue hotel
- 1st Annual City of a Million Lights

2021 was a good year financially for the Authority, as parkers began to return downtown. The wind is at our back and 2022 promises to be a good year. Staff will continue to focus on expense control, searching to increase efficiencies, provide better customer service to our customers, and be known as a great place to work!



*Mike Robbins*

Sincerely,  
Mike Robbins



BOARD OF DIRECTORS

BOARD OF DIRECTORS



**Mike Mills**  
Dorsey Whitney  
*Chair*



**Jonathon Taylor**  
Yuit Communications



**Mark Filipenko**  
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**Travis Frisk**  
Municipality of Anchorage



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Anchorage Assembly



**Evelyn Rousso**  
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*Vice Chair*



**Adam Trombley**  
Municipality of Anchorage



**Matt Hemry**  
Anchorage School District  
*(Vice Chair & Operations Chair)*



**Christopher Constant**  
Anchorage Assembly

## HISTORY OF THE ACDA



The predecessor of ACDA, the Anchorage Parking Authority, was originally created as the first 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 in a position to influence 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 within the Central Business District (CBD). Total parking spaces operated by the Anchorage Parking Authority was approximately 5,800. Revenues from parking operations were used to help pay debt service on the parking garages built in the 1980’s.



In 2004, the Municipality began considering creation of a community development authority that could aid in developing public lands identified for their development potential and redevelopment of deteriorated or demised areas or properties, as well as affording housing projects. On January 18, 2005, the assembly adopted an amendment to the Anchorage Parking Authority ordinance that created the Anchorage Community Development Authority (ACDA).



ACDA strives towards a vibrant and prosperous Municipality of Anchorage facilitated by innovative development and public parking. By developing (or redeveloping) our various properties in Anchorage, we aim to contribute to our community’s prosperity, not just by erecting buildings, but also by creating buzz and generating interest in Anchorage’s unique spaces and assets. We hope to build a platform for prosperity.

## MISSION AND VISION STATEMENTS



### Mission

Serve as a catalyst for economic development by delivering quality private/public projects and innovative parking mobility services within the Municipality of Anchorage.

### Vision

A vibrant and prosperous Municipality of Anchorage experiencing economic growth, robust development, and cutting edge parking mobility services.



**Anchorage Economic Revitalization & Diversification Advisory Committee**

The Anchorage Economic Revitalization and Diversification Advisory Committee (AERDAC), established July 2021 by the Municipality of Anchorage’s Mayor Dave Bronson, was established to develop a blueprint to achieve a vibrant local economy. AERDAC is chaired by the Executive Director of the Anchorage Community Development Authority and is comprised of local business leaders. By the end of the year, the AERDAC committee, presented 10 top recommendations to the Mayor to jump-start the Anchorage economy. Highlights were to support the Elmore-Bragaw Road extension, use project facilitators and third-party commercial plan reviewers for large projects in planning and zoning, improve the People Mover transit system, establish a JBER team, and support the 2014 Ship Creek Waterfront plan. A special committee also forwarded recommendations for childcare challenges.



**Block 96 (8th & K Street)**

February 2021, ACDA announced a private public partnership with Debenham Properties to construct Block 96 Flats a new downtown housing complex. The development project brings the first 100% market rate apartment community to the Park Strip North district of downtown Anchorage in over 40 years. Located at the corner of 8th Avenue and K Street, Block 96 Flats will host 44 units of studio and one bedroom units. The total cost of the project will be \$6.2 million with ACDA investing \$1.8 million for the construction of structured parking. The development will create sixty construction jobs and two full time positions when it is completed. Construction began during 2022 and is expected to be completed during 2023.



**6th Avenue Parking Mall Revelopment Project (6th & H)**

May 2021, ACDA signed a development agreement with a local development team, 6th Avenue Center, LLC. During that year, the local development team successfully signed a labor peace agreement for the hotel portion of the project. The ground lease was introduced to the Anchorage Assembly and approved January 2022 paving the way for redevelopment of the 6th Avenue Parking Mall into a multi-use property consisting of a hotel, residential apartments, restaurant, and retail spaces. The project is estimated to bring \$60 to \$65 million dollars of investment into Anchorage, create up to 160 jobs during the construction phase, and generate millions in new bed and property tax revenues. This project is expected to begin during 2023.



## PARKING HIGHLIGHTS



### Shuttle Service Loading Zone

EasyPark expanded the tour bus loading zone program to include a shuttle service in downtown Anchorage due to the increased demand for this mobility service. The new loading zone was established on 4th Avenue next to Visit Anchorage’s visitor center and Petrovich Park, to support the tourism market and enhance safety for pedestrians.



### Digital Parking Permits

A newly created electronic parking permit, during 2021, eliminated the need for paper permits for monthly parking permit customers in parking lots and on-street. The new option, created in real-time, has no wait, and no requirement to pick up the paper permit.

### Meters vs. Citations

Parking meter and citation revenue substantially decreased in 2020 as covid impacted business. Previous years showed a pattern of revenue increases despite citation revenue decreases. We take this as indication that our marketing and enforcement efforts effectively discourage illegal parking. We hope to see this pattern return.

# 2021

Citation Revenue **\$288K**

Meter Revenue **\$1.25M**

Total Revenue **\$1.54M**

## COMMUNITY HIGHLIGHTS

### Free curbside pickup space supports downtown businesses in need

EasyPark provided community support to Anchorage’s downtown businesses by offering one curbside pickup space for free due to the overwhelming participation and need due to the slow opening of downtown businesses. The dedicated parking spaces, encourage customers to continue shopping in downtown Anchorage. EasyPark provided \$4,000 in in-kind support for this service.



### EasyPark Offers Discounted Parking Option to Assist 4th Avenue Businesses During Construction Project

EasyPark provided discounted parking at their 3rd Avenue parking lots at Coho and Sockeye due to the construction impact on 4th Avenue from A Street to E Street during the summer and fall of 2021. Both parking lots hourly price was reduced to .50 cents per hour until the construction project was complete. 4th Avenue businesses were impacted and EasyPark offered a parking option that was affordable and close proximity to mitigate the economic impact downtown.



### City of a Million Lights

Anchorage Community Development Authority (ACDA), along with EasyPark, took the steps to encourage residents to brighten Anchorage with holiday cheer with lights during the month of November and December. City of a Million Lights brought the entire City together to celebrate the holidays. The Dimond Center, downtown restaurants thru Anchorage Downtown Partnership, and EasyPark provided prizes for weekly drawings for pictures of homes that were decorated showcasing the holiday season.



COMMUNITY HIGHLIGHTS

Since 2002, we have been giving back to our community and believe that our investments add value to the City of Anchorage.

**\$4.3 million**  
Our 19-year commitment total

**\$255,161.22**  
Our total contribution for 2021



COMMUNITY HIGHLIGHTS



Downtown Employee Discount Program

**2,269**  
Total Participants since 2016

**\$456,365**  
in-kind donation

For those who work downtown and make less than \$35k per year, EasyPark offers a 70% parking discount for their monthly permit parking for lots and garages.

This program was part of ACDA's contribution back to the community. For 2021, EasyPark donated **\$133,479** to support downtown workers reduced monthly parking permits.



Parking Space Transforms into Event Spaces

Parking lots and garage rooftops became active places to play during 2021 that drew thousands of people into downtown Anchorage

- Fur Rondy Carnival - Carnival
- New Year's Eve - Fireworks, Music, Food Trucks
- Backyard Barbecue - Music & Food Trucks
- Retro Rollers
- Step Class
- Yoga



## Independent Auditor's Report

The Board of Directors  
Anchorage Community Development Authority  
Anchorage, Alaska

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of Anchorage Community Development Authority (the Authority), a component unit of the Municipality of Anchorage, Alaska, as of and for the years ended December 31, 2021 and 2020, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as of December 31, 2021 and 2020 and the changes in financial position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Authority and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Authority's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Authority's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

#### Other Matters

#### Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 6-9 and the schedules of the Authority's proportionate share of the net pension and OPEB liability (asset) and contributions on pages 54-55 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required

# Anchorage Community Development Authority

## Statements of Net Position

December 31,	2021	2020
<b>Assets and Deferred Outflows of Resources</b>		
Current assets:		
Cash and investments	\$ 3,548,878	\$ 1,845,052
Restricted cash	454,456	-
Accounts receivable	398,971	345,142
Prepaid expenses	15,561	77,400
Land held for resale	58,850	58,850
Total current assets	4,476,716	2,326,444
Noncurrent assets:		
Capital assets, at cost:		
Land and land improvements	15,956,795	15,956,795
Other capital assets, net of accumulated depreciation	20,281,298	21,721,287
Capital assets, net of accumulated depreciation	36,238,093	37,678,082
Net other postemployment benefits asset	1,407,942	328,219
Total noncurrent assets	37,646,035	38,006,301
Total assets	42,122,751	40,332,745
Deferred outflows of resources:		
Pension related	92,681	270,573
Other postemployment benefits related	50,463	234,360
Total deferred outflows of resources	143,144	504,933
Total Assets and Deferred Outflows of Resources	\$ 42,265,895	\$ 40,837,678

*See accompanying notes to basic financial statements.*

supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Authority's basic financial statements. The accompanying schedules of revenues and expenses for the years ended December 31, 2021 and 2020 are presented for purpose of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedules of revenues and expenses are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

### **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated August 8, 2022 on our consideration of the Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Authority's internal control over financial reporting and compliance.

*BDO USA, LLP*

Anchorage, Alaska  
August 8, 2022

## Anchorage Community Development Authority

### Statements of Net Position, continued

December 31,	2021	2020
<b>Liabilities, Deferred Inflows of Resources and Net Position</b>		
<b>Liabilities</b>		
<b>Current liabilities:</b>		
Accounts payable	\$ 470,789	\$ 310,167
Accrued interest	300,823	321,713
Accrued expenses	82,907	65,908
Accrued leave	68,528	124,384
Unearned revenue	386,396	34,844
Deposits payable	12,001	10,226
Current portion of long-term debt	557,145	480,778
Due to Municipality of Anchorage	99,009	82,132
<b>Total current liabilities</b>	<b>1,977,598</b>	<b>1,430,152</b>
<b>Noncurrent liabilities:</b>		
Long-term debt	13,453,183	13,494,860
Net pension liability	1,935,304	3,990,202
Net other postemployment benefits liability	-	7,332
<b>Total noncurrent liabilities</b>	<b>15,388,487</b>	<b>17,492,394</b>
<b>Total liabilities</b>	<b>17,366,085</b>	<b>18,922,546</b>
<b>Deferred inflows of resources:</b>		
Pension related	925,980	-
Other postemployment benefits related	753,030	270,746
<b>Total deferred inflows of resources</b>	<b>1,679,010</b>	<b>270,746</b>
<b>Net Position</b>		
Net investment in capital assets	22,227,765	23,702,444
Unrestricted (deficit)	993,035	(2,058,058)
<b>Total net position</b>	<b>23,220,800</b>	<b>21,644,386</b>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<b>\$ 42,265,895</b>	<b>\$ 40,837,678</b>

See accompanying notes to basic financial statements.

## Anchorage Community Development Authority

### Statements of Revenues, Expenses, and Changes in Net Position

Years Ended December 31,	2021	2020
<b>Operating revenues:</b>		
Parking violations	\$ 288,199	\$ 285,022
<b>Parking fees:</b>		
Garage and off-street lots	3,302,216	2,934,693
On-street meters	1,255,661	946,001
Grant for lost revenue	2,000,000	-
Lease rentals	1,966,160	1,968,829
<b>Total operating revenues</b>	<b>8,812,236</b>	<b>6,134,545</b>
<b>Operating expenses:</b>		
Wages and benefits	910,864	2,639,881
Professional fees	291,918	422,244
Contract services	741,534	916,189
Information services	353,953	393,904
Direct maintenance	337,689	235,994
Facility maintenance and contract services	166,774	244,648
Utilities	342,288	413,639
General expenses	1,207,233	1,240,184
Office expenses	15,879	21,076
Employee expenses	12,038	21,100
Depreciation	1,999,043	2,282,589
<b>Total operating expenses</b>	<b>6,379,213</b>	<b>8,831,448</b>
<b>Operating income (loss)</b>	<b>2,433,023</b>	<b>(2,696,903)</b>
<b>Nonoperating revenues (expenses):</b>		
Contribution of land	-	3,228,000
Gain on sale of capital assets	9,500	1,200
Interest income	288	67,994
PERS on behalf	(130,439)	207,375
Interest expense	(735,958)	(772,112)
<b>Total net nonoperating revenues (expenses)</b>	<b>(856,609)</b>	<b>2,732,457</b>
<b>Change in net position</b>	<b>1,576,414</b>	<b>35,554</b>
<b>Net Position, beginning of year</b>	<b>21,644,386</b>	<b>21,608,832</b>
<b>Net Position, end of year</b>	<b>\$ 23,220,800</b>	<b>\$ 21,644,386</b>

See accompanying notes to basic financial statements.

**Anchorage Community Development Authority**  
**Statements of Cash Flows**

Years Ended December 31,	2021	2020
<b>Cash Flows from (for) Operating Activities</b>		
Cash received from parking patrons and tenants	\$ 7,109,959	\$ 6,108,659
Cash received from operating grants	2,000,000	-
Cash paid to suppliers and service providers	(3,216,155)	(3,977,115)
Cash paid to employees	(2,464,098)	(2,674,386)
<b>Net cash from (for) operating activities</b>	<b>3,429,706</b>	<b>(542,842)</b>
<b>Cash Flows for Capital and Related Financing Activities</b>		
Purchase of capital assets	(559,054)	(501,356)
Principal payments on long-term debt	(502,610)	(456,362)
Proceeds from issuance of long-term debt	537,300	-
Proceeds from sale of assets	9,500	1,200
Cash paid for interest	(756,848)	(772,112)
<b>Net cash for capital and related financing activities</b>	<b>(1,271,712)</b>	<b>(1,728,630)</b>
<b>Cash Flows from Investing Activities</b>		
Interest received on investments	288	67,994
<b>Net increase (decrease) in cash and investments</b>	<b>2,158,282</b>	<b>(2,203,478)</b>
<b>Cash and Investments, beginning of year</b>	<b>1,845,052</b>	<b>4,048,530</b>
<b>Cash and Investments, end of year</b>	<b>\$ 4,003,334</b>	<b>\$ 1,845,052</b>
<b>Cash reconciliation to Statements of Net Position</b>		
Cash and investments	\$ 3,548,878	\$ 1,845,052
Restricted deposits	454,456	-
<b>Total Cash and Investments</b>	<b>\$ 4,003,334</b>	<b>\$ 1,845,052</b>

*See accompanying notes to basic financial statements.*

**Anchorage Community Development Authority**  
**Statements of Cash Flows, continued**

Years Ended December 31,	2021	2020
<b>Reconciliation of operating loss to net cash from (for) operating activities:</b>		
Operating income (loss)	\$ 2,433,023	\$ (2,696,903)
Adjustments to reconcile operating income (loss) to net cash from (for) operating activities:		
Depreciation	1,999,043	2,282,589
Noncash operating expense - PERS on behalf	(130,439)	207,375
(Increase) decrease in assets and deferred outflows of resources:		
Accounts receivable	(53,829)	919
Prepaid expenses	61,839	3,251
Due from the Municipality of Anchorage	-	2,438
Net other postemployment benefits asset	(1,079,723)	(303,262)
Deferred outflows of resources related to pensions	177,892	(7,237)
Deferred outflows of resources related to other postemployment benefits	183,897	(32,601)
Increase (decrease) in liabilities and deferred inflows of resources:		
Accounts payable	160,622	(53,589)
Accrued expenses	16,999	(95)
Accrued leave	(55,856)	1,743
Unearned revenue	351,552	(26,805)
Deposits payable	1,775	(13,973)
Due to Municipality of Anchorage	16,877	(27,364)
Net pension liability	(2,054,898)	398,229
Net other post employment benefits liability	(7,332)	(120,925)
Deferred inflows of resources related to pensions	925,980	(250,870)
Deferred inflows of resources related to other postemployment benefits	482,284	94,238
<b>Net Cash from (for) Operating Activities</b>	<b>\$ 3,429,706</b>	<b>\$ (542,842)</b>
<b>Noncash capital and related financing activities</b>		
Contribution of land included in capital assets	\$ -	\$ 3,228,000

*See accompanying notes to basic financial statements.*



City of a Million Lights. E Street

Building Our  
City's Future  
[WWW.ACDA.NET](http://WWW.ACDA.NET)

