



Alcohol Tax Annual Report, 2025

LaFrance Administration

April 1, 2026

Purpose of Alcohol Tax

In 2020, Anchorage voters approved Proposition 13 to establish a 5% sales tax on alcoholic beverages in the Municipality of Anchorage. The funding from the tax is restricted and dedicated to the following purposes:



1.

Improving public safety



2.

Preventing child abuse, sexual assault, and domestic violence



3a.

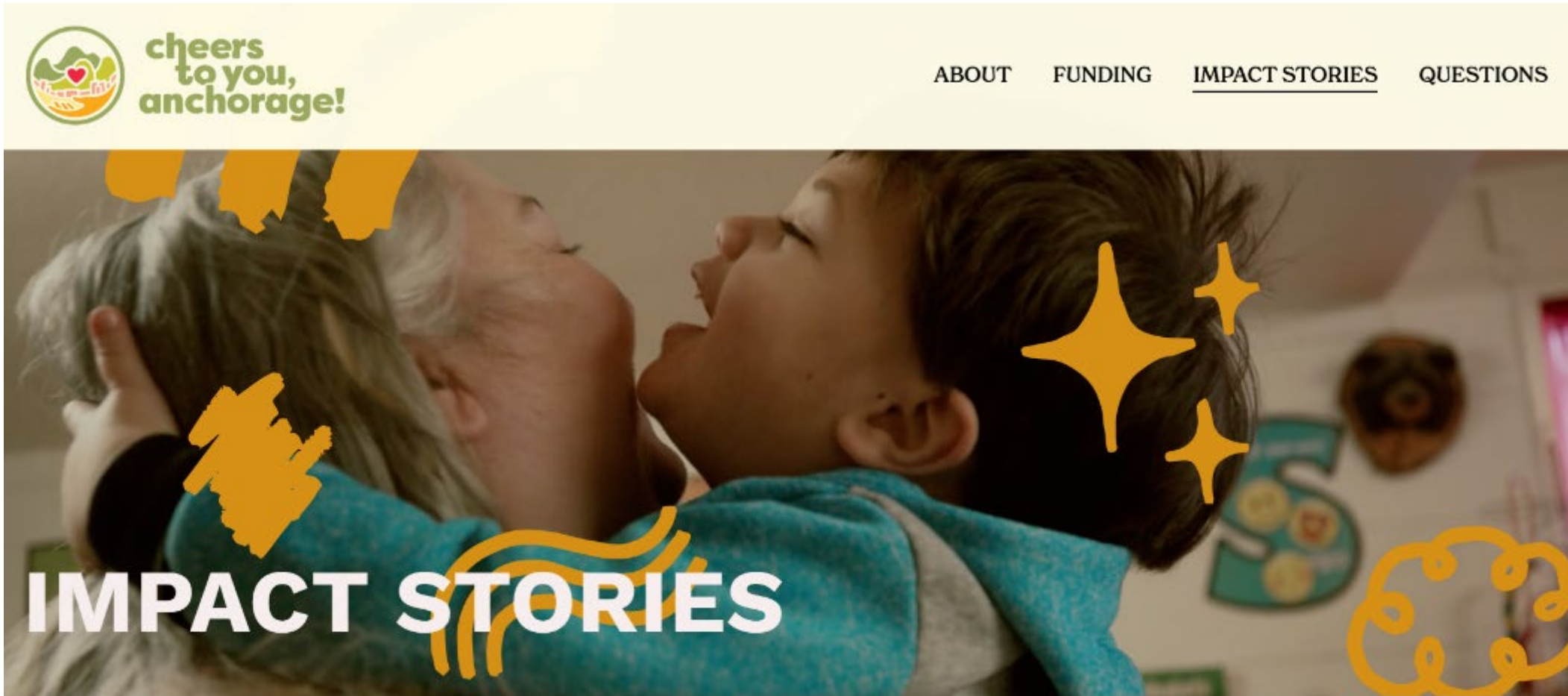
Treating substance misuse, promoting mental health



3b.

Addressing homelessness

Impact of Alcohol Tax



[Cheers to you Anchorage](#) is a website supported by the Municipality of Anchorage to provide public information about the Alcohol Tax and to track spending.

Public Opinion on Alcohol Tax

A public opinion poll on the alcohol tax in January 2024 found:

- Without being told how the tax is being used, 67% of respondents support the alcohol tax (including 78% of those with a household income of \$0-60K and 73% aged 18-34); when informed about where the funding is going, support grew by over 10%.
- Addressing child abuse and domestic violence is especially popular, with nearly every demographic group naming it as their top priority for use of alcohol tax funds.

Alcohol Tax Strategic Plan - Documents

- The [Alcohol Tax Strategic Plan](#) was adopted by Assembly in Sept 2024.
- A [Policy Guidance document](#) gives Municipal decision makers a tool to use to set priorities and budget.
- [AO 2024-126, As Amended](#) creates a requirement for annual report to the public – this report! This report identifies goals, objectives, measures from the Roadmap for expenditures, where applicable.

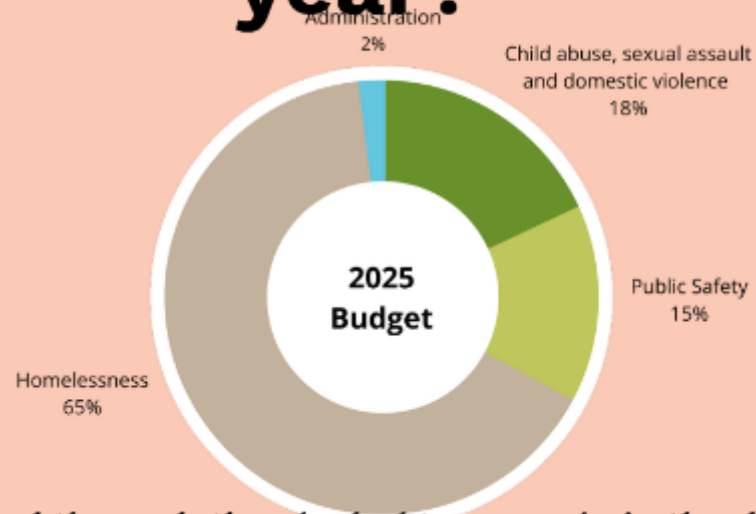
Roadmap for Safety and Wellbeing

Anchorage Strategic Investment Plan for Alcohol Tax Revenue,
2024-2029



Annual Report, 2025

How will alcohol tax funds be spent this year?



Funds collected through the alcohol tax remain in the dedicated fund until spent.

Pursuant to AO 2024-126 (passed on January 7, 2025) AMC 6.40.17 requires “within the first quarter of each year, the mayor shall provide an annual progress report on the uses of the dedicated alcoholic beverages retail sales tax funds for the prior year. The report shall include **a financial report, a summary of the results achieved** as a result of alcohol tax funding, and **a list of all recipients** of alcohol tax funds with **the total amount expended** and a **summary of metrics and activities performed by each recipient**, for municipal departments and agencies, and persons or entities awarded grants or contracts.”

Total Alcohol Tax Revenues, 2025

Municipality of Anchorage Alcoholic Beverages Retail Sales Tax Fund (206000)
2025 Budget to Actuals
Function Cost through December 31, as of February 9, 2026

Department / Agency	Category and Description	2025 Approved Budget	2025 Revised Budget Changes	Transfers and Supplementals	2025 Total Budget	Pre-Encs	Encs	Expenditures	Total Encs + Expenditures	(Over) / Under Budget	% of Budget Spent & Encumbered
Child Abuse, Sexual Assault, and Domestic Violence											
Health	Evidence-based grants to providers	2,000,000	-	(160,232)	1,839,768	-	-	1,788,988	1,788,988	50,779	97%
Health	Evidence-based grant to Abused Women's Aid in Crisis (AWAIC)	225,000	-	-	225,000	-	-	225,000	225,000	-	100%
Health	Evidence-based grant to Standing Together Against Rape	225,000	-	-	225,000	-	-	225,000	225,000	-	100%
Health	Evidence-based grant to Victims for Justice	225,000	-	-	225,000	-	-	225,000	225,000	-	100%
Health	Evidence-based grant to Women, Infants, & Children (WIC)	-	-	160,232	160,232	-	-	141,728	141,728	18,505	88%
Health	Program operations	67,675	1,778	-	69,453	-	-	229	229	69,224	0%
Health	Ekklesia Afterschool Program	100,000	-	-	100,000	-	-	100,000	100,000	-	100%
Library	Early Literacy program operations	117,263	(3,518)	-	113,745	-	-	88,751	88,751	24,994	78%
Library	Best Beginnings	125,000	-	-	125,000	-	-	125,000	125,000	-	100%
		3,084,938	(1,740)	(0)	3,083,198	-	-	2,919,696	2,919,696	163,502	95%
First Responders											
Fire	MCT 24/7 Operations	1,396,640	53,760	-	1,450,400	-	23,539	631,838	655,377	795,023	45%
Municipal Attorney	Program operations	294,356	9,227	-	303,583	-	-	205,399	205,399	98,184	68%
Police	Program operations	732,692	3,947	-	736,639	-	-	778,578	778,578	(41,939)	106%
		2,423,688	66,934	-	2,490,622	-	23,539	1,615,815	1,639,354	851,268	66%
Homelessness											
Assembly	Housing Initiatives	-	-	13,560	13,560	-	-	12,904	12,904	656	95%
Health	Program operations	670,401	5,538	-	675,939	-	-	544,778	544,778	131,161	81%
Health	Catholic Social Services Complex Care	1,647,000	-	-	1,647,000	-	-	1,641,271	1,641,271	5,729	100%
Health	Christian Health Association	495,000	-	59,480	554,480	-	-	554,480	554,480	-	100%
Health	Brother Francis Shelter	603,000	-	-	603,000	-	-	603,000	603,000	-	100%
Health	Anchorage Coalition to End Homelessness	630,000	-	-	630,000	-	232,969	397,031	630,000	-	100%
Health	ACEH Anchored Home Next Step Init Pilot	-	-	294,550	294,550	-	-	-	-	294,550	0%
Health	Covenant House	657,000	-	-	657,000	-	-	657,000	657,000	-	100%
Health	Non-congregate winter	4,552,288	-	-	4,552,288	-	-	4,552,288	4,552,288	-	100%
Health	In Our Backyard	-	-	491,516	491,516	-	130,122	18,323	148,445	343,071	30%
Parks & Recreation	Healthy Spaces homeless camp abatement	748,186	46,367	-	794,553	-	-	747,073	747,073	47,480	94%
		10,002,875	51,905	859,105	10,913,885	-	363,091	9,728,149	10,091,240	822,646	92%
Administration, Collection, and Audits to the Municipality											
Finance	Alcohol Tax enforcement, including tax collection software costs	312,763	292,912	-	605,675	-	-	277,474	277,474	328,201	46%
Mayor	Alcohol Tax education and outreach	25,000	-	-	25,000	-	-	-	-	25,000	0%
		337,763	292,912	-	630,675	-	-	277,474	277,474	353,201	44%
		\$ 15,849,264	\$ 410,011	\$ 859,105	\$ 17,118,380	\$ -	\$ 386,630	\$ 14,541,134	\$ 14,927,763	\$ 2,190,617	87%

Function Costs include Direct Costs (salaries and benefits, supplies, travel, contractual/other services, equipment furnishing, and debt service) and allocated Intragovernmental Charges. This report pulls from the SAP system; anything not posted into the system, including transfers and supplementals, will not be reported.

Alcohol Tax Related Transfers & Supplementals

\$	13,560	A	AR 2024-412 Alcohol Tax 2024 Fund Balance to Assembly for continued work on the Housing Initiatives Project (1/21/25)
	845,545	B	AR 2025-47 Alcohol Tax 2024 Fund Balance, to the Anchorage Health Dept as a grant to In Our Backyard to the pilot program for modular units as transitional shelter (\$491,516), as a grant to the Anchorage Coalition to End Homelessness (ACEH) to continue the Anchored Home, Next Step Initiative pilot program (\$294,550), as a grant to the Christian Health Associates to continue the family sheltering program (\$59,481), (02/11/25)
\$	859,105		

Allocation of Alcohol Tax Revenues, 2025

The following municipal departments and agencies managed Alcohol Tax revenues in 2025:

- Anchorage Health Department
- Anchorage Public Library
- Municipal Attorney
- Anchorage Police Department
- Anchorage Fire Department
- Parks and Recreation
- Finance
- Anchorage Assembly

Anchorage Health Department

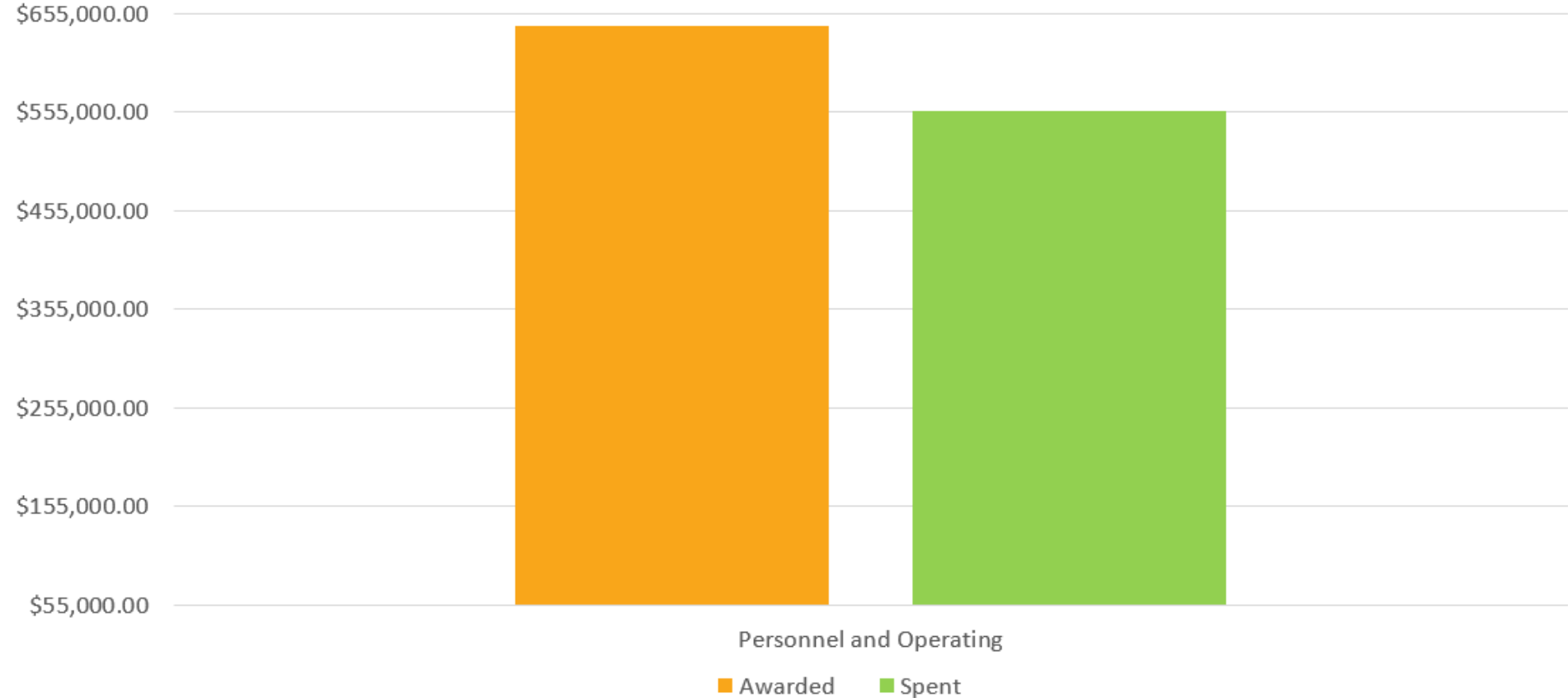


Presenters:

- Kimberly Rash, AHD Director
- Leila Taylor, Housing Services Division Manager

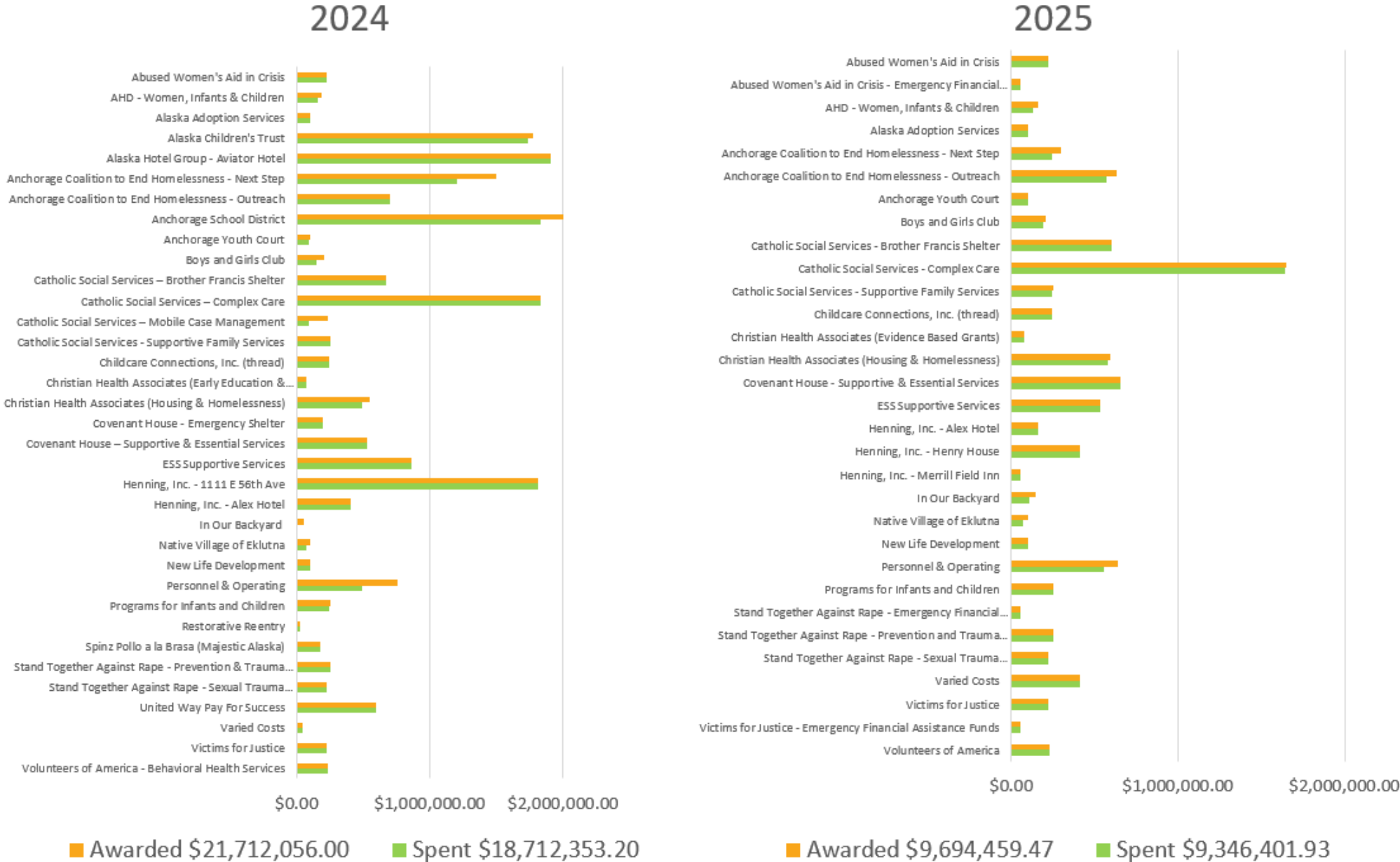
AHD Personnel + Operating Costs

Personnel and Operating Costs \$641,939.00	Services	Departments
\$555,480.88 spent – Total amount not spent due to position vacancies and employee emergency leave	<ul style="list-style-type: none"> Personnel, indirect, supplies, equipment and other costs 	<ul style="list-style-type: none"> Grants and Contracts Fiscal Housing and Homelessness Services



Grantee Funding – 2024 and 2025 Overview

Alcohol Tax Funds 2024 v. 2025



Grantee Feedback

- **Funding**
 - Transparency regarding changes to funding
 - Improvements to grant execution and payment processes
 - Expand eligibility funding for emergency financial assistance fund
- **Transportation**
 - Assistance with bus passes for non clients
- **Shelter**
 - Additional warming center space
 - Not enough vacant beds to immediately place individuals
- **Staffing**
 - Challenges with staff turnover throughout multiple programs
 - Coordination efforts with Restorative Reentry Services have been successful

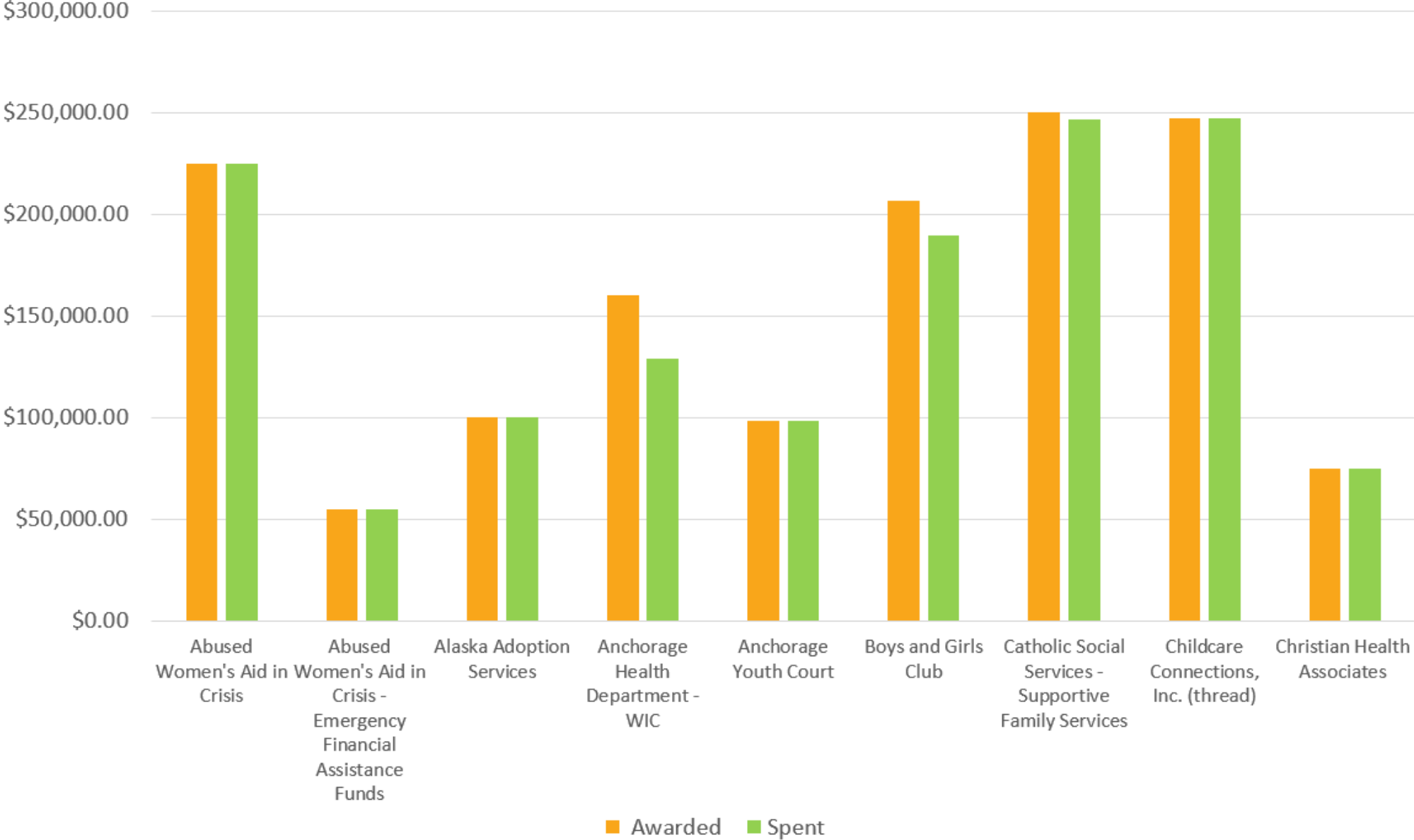
2. Preventing and addressing child abuse, sexual assault, domestic violence.



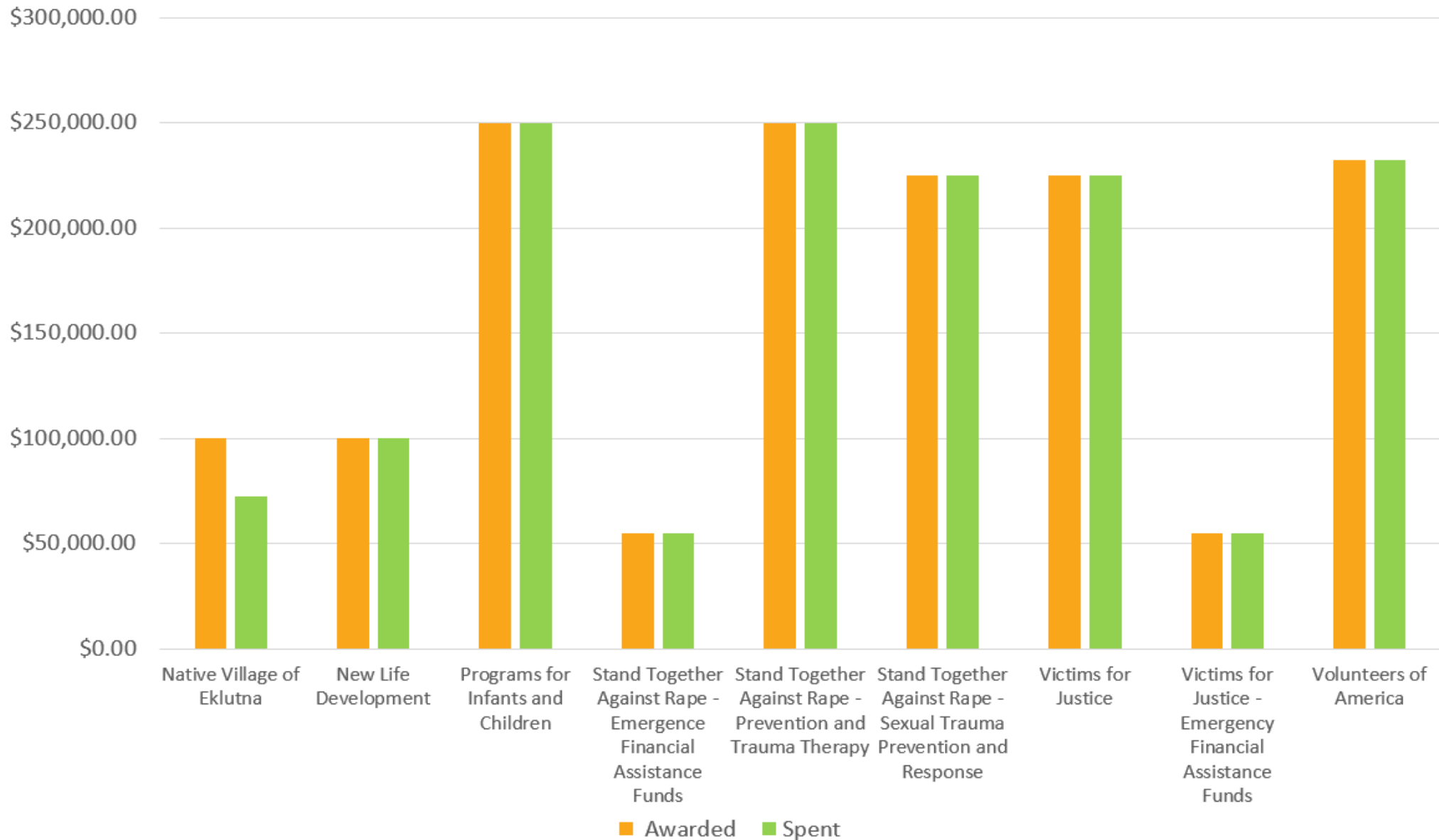
2.

**Preventing child
abuse, sexual
assault, and
domestic
violence**

Recipients, Expended + Activities, 2025

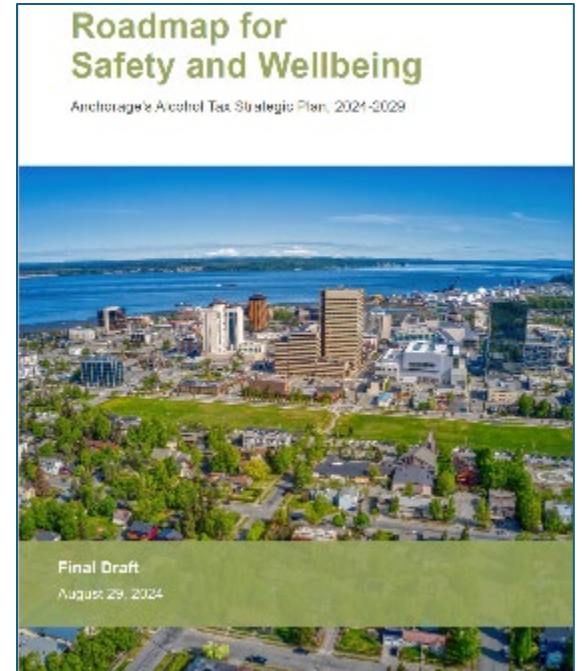


Recipients, Expended + Activities, 2025



Goals and Strategies Implemented

- **Goal 1 Strategy:** Increase supply of housing and rental assistance for low-income households, especially with young children.
 - Reduce percentage of households with female head with children under 5 living in poverty.
- **Goal 3 Strategy:** Promote prevention and early intervention with families at risk for maltreatment. Invest in culturally relevant, cohort models that support parents and children, building parenting skills, and connect with healthy peers and role models, and community resources.
 - Reduce the rate of repeated substantiated child maltreatment within last 12 months.
 - Increase number of households who are food secure.
- **Goal 5 Strategy:** Invest in victim advocacy and case management for victims of domestic violence, sexual assault, and child abuse and neglect.
 - Reduce the incidence of reported or attempted rape in Anchorage.



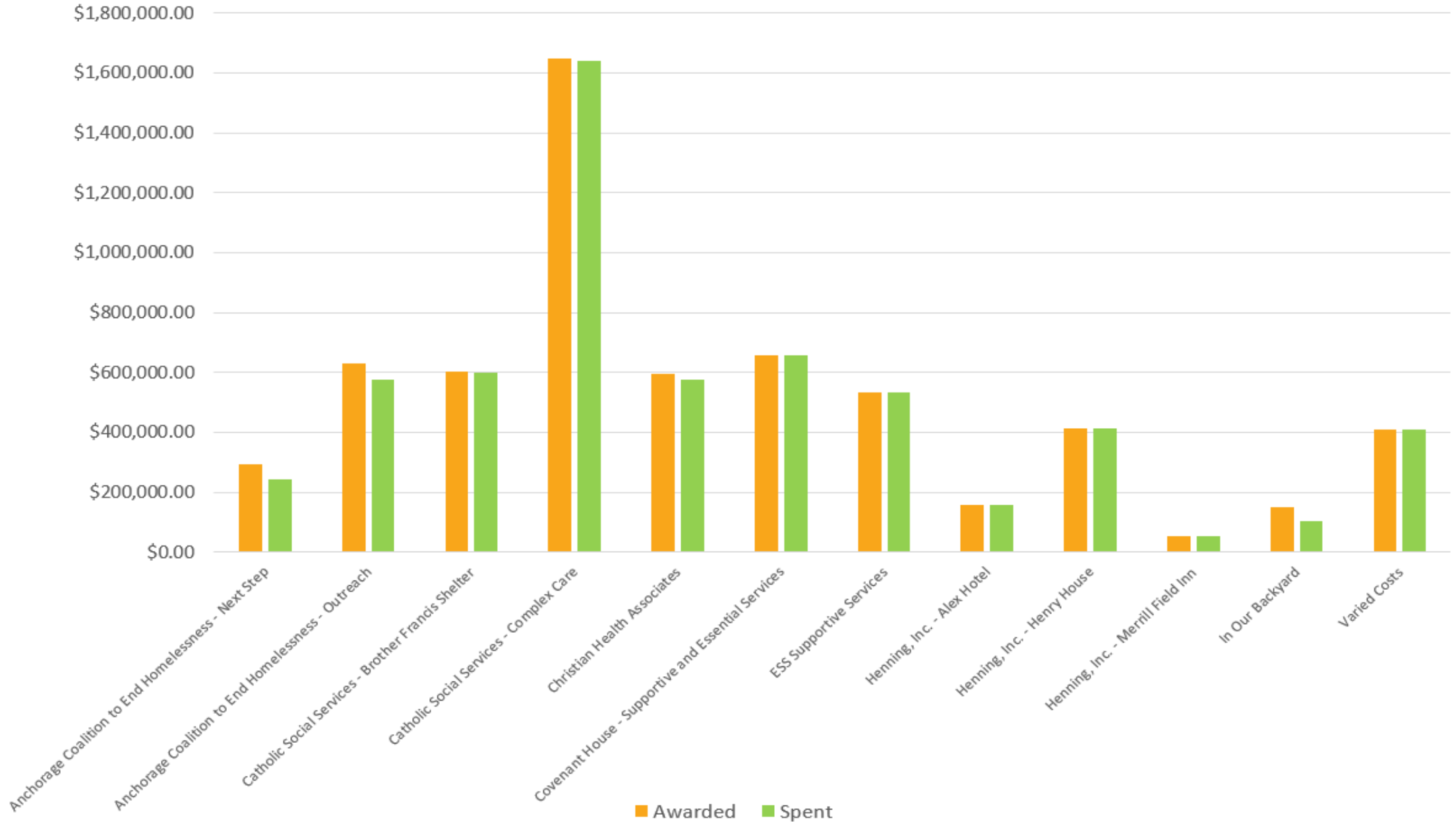
**3b. Preventing
and
addressing
homelessness.**



3b.

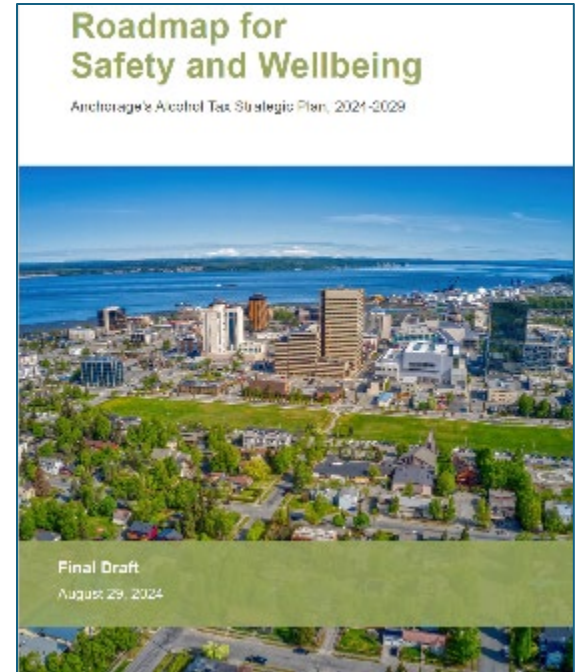
**Addressing
homelessness**

Recipients, Expended + Activities, 2025



Goals and Strategies Implemented

- **Goal 1 Strategy:** Ensure Anchorage has an adequate supply of emergency shelter year-round. Ensure shelters are small-scale (150 beds or less), accommodate special needs of individuals, provide navigation to housing to all occupants. Provide options for shelter that are secular.
 - Reduce number of unsheltered individuals
 - Reduce number of people who die outside.
 - Decrease returns to homelessness and corrections.
 - Increase number of people with regular access to primary care and behavioral health provider.



Housing & Homelessness Services Commitments

- **Transparency of Alcohol Tax spending for community**
 - Regular reporting for the assembly and public forums of the impacts of alcohol tax using data reporting that is submitted from grantees
 - Maintaining current Housing and Homelessness portals on public website keeping up to date information available for resources, community collaborations, and current census of shelters
- **Initiative of providing more professional services and collaboration with community partners to provide a service rich environment**
 - A new strategic process has been streamlined to ensure Memorandum of Agreement within the community that provides easier access to individuals and services in a collaborative partnership
 - Regular meetings with grantees/contractors and third-party oversight in a collaborative effort to stay informed and logistically sound with coordinated entry
 - The first 5 shelters were licensed with the Municipality of Anchorage

Anchorage Public Library



Presenters:

- Marjorie Harrison, Director

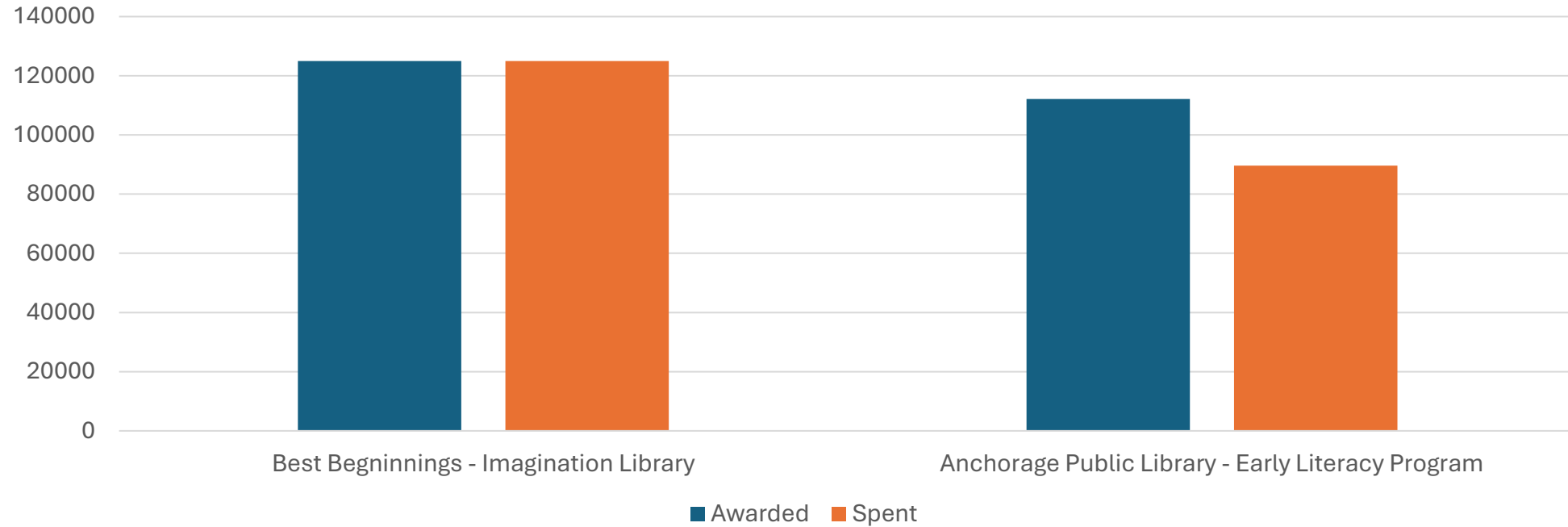
2. Preventing and addressing child abuse, sexual assault, domestic violence.



2.

**Preventing child
abuse, sexual
assault, and
domestic
violence**

Recipients, Awarded + Activities 2025



Early Literacy Program – underspent due to vacancy.

Impacts + Metrics – Early Literacy Program

Goal 4 Strategy: Increase access to free or affordable childcare and culturally relevant early education, and home visiting programs, quality programs for out-of-school times, especially with the change in school start times in 2024.

- Increase readiness for Kindergarten and provide culturally relevant early education

Metrics

- **Number of outreach visits**
 - 40 outreach story time visits to childcare centers, Head Starts, shelters for women and children, and local recreation centers reaching 668 people.
 - 9 outreach tabling events speaking to 1,379 people about library services, library cards, future outreach opportunities, etc.
- **Countdown to Kindergarten events**
 - Hosted 10 Countdown to Kindergarten events across different library locations to provide hands-on kindergarten-preparedness activities for children and their families for 211 people.
- **Number of Welcome Baby bags distributed through library locations**
 - 176 Welcome Baby bags given out across all library locations.

Impacts + Metrics – Best Beginnings

Goal 4 Strategy: Increase access to free or affordable childcare and culturally relevant early education, and home visiting programs, quality programs for out-of-school times, especially with the change in school start times in 2024.

- Increase readiness for Kindergarten

Metrics

- Percent of eligible children enrolled in Imagination Library Program in targeted zip codes
 - 26.9% or 1,931 children enrolled
 - 12.4% in 2024
 - 0% in 2023

Program overview

- Children enrolled in the program received a high-quality book delivered to their mailbox each month from Dolly Parton’s Imagination Library, and invitations to family engagement events.
- Weekly parent e-newsletters with early literacy tips and information on local resources to support their child’s development.

Targeted Zip Code	# of eligible children	# of children enrolled at the start of the grant period (1/1/2025)	# of children enrolled at the end of the grant period (12/31/2025)	% of eligible children currently enrolled
99567	606	109	129	21.3%
99577	1927	251	595	30.8%
99505	821	92	195	23.8%
99506	1238	155	300	24.2%
99515	1576	179	404	25.6%
99516	1008	105	308	30.6%
Subtotal	7,176	891	1,931	26.9%
Anchorage	20,457	5,338	5,879	28.7%

*** We now have 26.9% of all eligible children in these targeted zip codes enrolled, as compared to the end of 2024 when only 12.4% of eligible children in these targeted zip codes were enrolled and 0% at the start of 2023.*

Municipal Attorney



Presenters:

- Eva Gardner, Municipal Attorney
- Dennis Wheeler, Municipal Prosecutor

Municipal Attorney



- The Criminal Division prosecutes misdemeanors in Anchorage, including:
 - domestic violence
 - operating under the influence
 - child abuse and neglect
- Alcohol Tax funds support 2 employees:
 - 1 prosecutor (attorney)
 - 1 legal clerk
- Broadened access to therapeutic courts helps address root causes and promotes prevention
- The Criminal Division's work addresses multiple Alcohol Tax goals and strategies:

1 Public safety

2 Child abuse and neglect, sexual assault and domestic violence

3a Mental health and substance misuse

Budgeted and Utilization, 2025

2025 Alcohol Tax funds budgeted: \$302,484

Position	Utilization in 2025
Prosecutor	66.7%
Legal clerk	100%

Both alcohol-tax funded positions are currently filled.

Anchorage Police Department



Presenters:

- Chief Sean Case
- Jason Hotch, Finance Manager

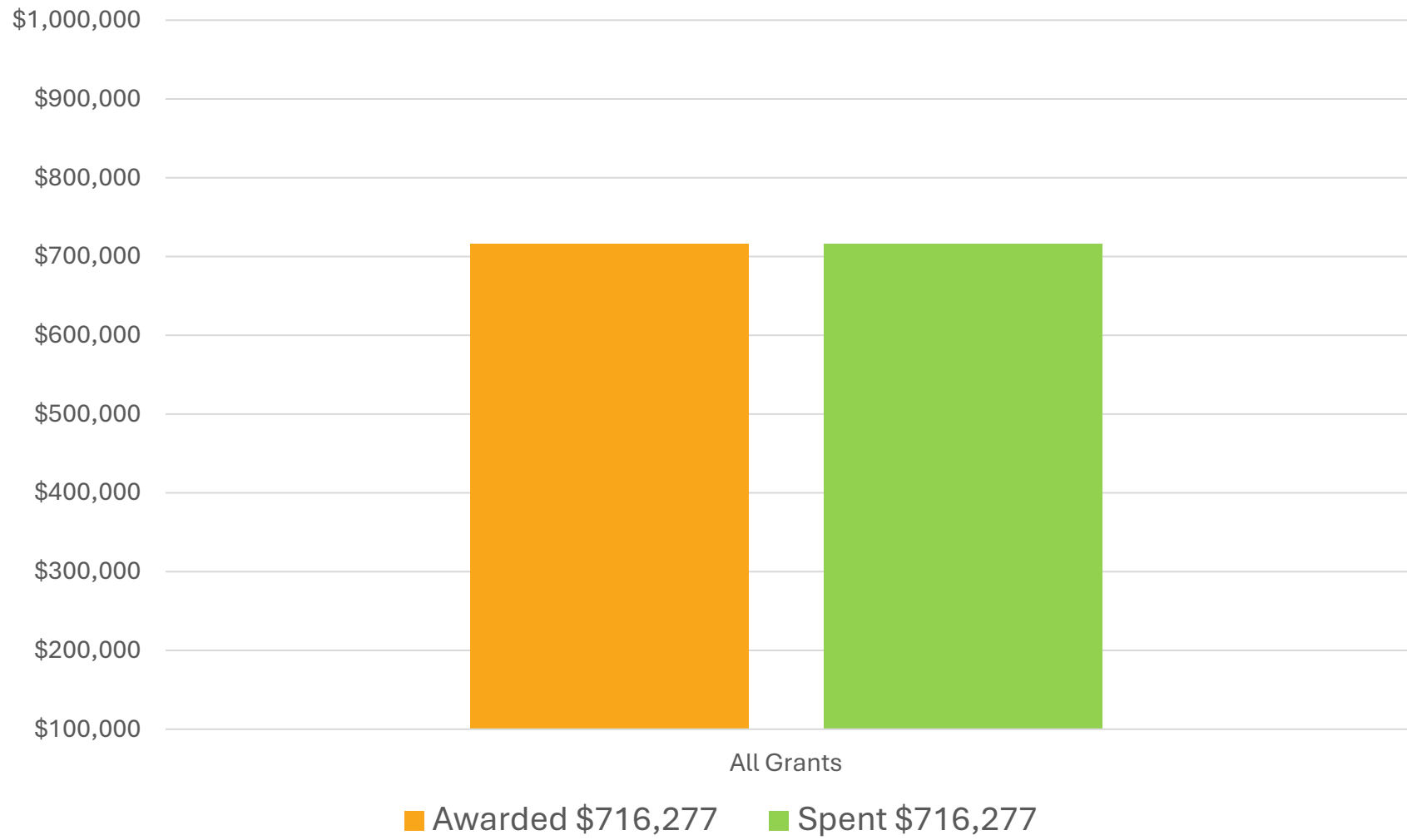
1: First Responders, Public Safety



1.

**Improving public
safety**

Alcohol Tax Funds Awarded and Expended, 2025



Recipients, Expended + Activities

Personnel-Crime Analysis staff, Crime Lab Identification Tech, Dispatcher \$716,277	Strategies	Measures
<p>Total Award Spent</p>	<ul style="list-style-type: none"> • Crime Analyst <ul style="list-style-type: none"> ➤ Leverage departmental data to identify crime trends, enabling proactive deployments and strengthening community partnerships through transparent information sharing. ➤ Targeted Intelligence: Task the analyst with generating regular reports and calls mapping hotspots, mental health incidents, and repeat locations for substance-related calls for service. ➤ Data-Driven Community Policing: Feed this targeted intelligence directly into Communication Led Policing initiatives. This ensures neighborhood deployments are based on neutral data and allows the department to share localized insights with the public and health partners. • Crime Lab Identification Technician <ul style="list-style-type: none"> ➤ Goal: Accelerate the investigative process of violent crimes by expediting evidence processing. ➤ Prioritized Workflow: Dedicate a specific percentage of operational time to processing evidence top clear backlogged cases. Additional dispatcher to reduce 911 call wait times. ➤ Objective Case Resolution: Utilize this position to ensure the investigative process remains strictly neutral, relying on swift, scientific evidence processing to move cases forward without delay. 	<ul style="list-style-type: none"> ➤ Number of actionable intelligence reports generated specifically regarding alcohol-related crime trends. ➤ Frequency of collaborative data-sharing sessions with community health partners that successfully closes the loop on neighborhood safety interventions. ➤ Measurable reduction in calls for service at identified alcohol-related hotspots following data-directed patrol or community interventions. ➤ Average turnaround time for processing evidence in backlogged cases. ➤ Increase the processing of evidence from previous years.

Recipients, Expended + Activities

Personnel-Crime Analysis staff, Crime Lab Identification Tech, Dispatcher \$716,277	Services Provided	Impacts
<p>Total Award Spent</p>	<ul style="list-style-type: none"> • Police Dispatcher <ul style="list-style-type: none"> ➤ Goal: Reduce emergency call wait time, and enhance the triage, and initial response to substance-related and behavioral health calls, ensuring individuals are swiftly connected to the most appropriate public safety or health resources. ➤ Reduce Emergency Wait Time: More personnel to answer incoming 9-1-1 calls. ➤ Specialized Call-Triage: Train this dispatcher to specifically identify the alcohol or substance-abuse nexus in incoming calls, allowing them to give a voice to callers in crisis while accurately assessing the threat level. ➤ Alternative Routing: Create protocols to divert non-violent, strictly behavioral/substance calls to the 9-8-8 CARES Line or mobile crisis teams when applicable, reserving sworn officers for safety threats. 	<ul style="list-style-type: none"> ➤ Average call answer time of 11.5 seconds. ➤ Percentage of total calls accurately flagged with an alcohol/substance-related nexus. ➤ Number of calls successfully diverted to 9-8-8 CARES line.

Anchorage Fire Department



Presenters:

- Chief Doug Schrage
- Assistant Chief Ben Lewis

**1: First
Responders,
Public Safety**



1.

**Improving public
safety**

**3a: Treating
substance
misuse,
promoting
mental
health**



3a.

**Treating substance
misuse, promoting
mental health**

Mobile Crisis Assertive Outreach Pilot Program(MCT2)

June 15 – December 31, 2025

In 2025, the Anchorage Fire Department was awarded \$1,450,400 in Alcoholic Beverage Retail Sales Tax funding to support the Mobile Crisis Team (MCT) program. Actual expenditures for 2025 totaled \$669,339.74. The difference between the awarded amount and expenditures is due to clinical staff not being employed for the full year, resulting in lower personnel costs than originally projected.

Purpose: Expand behavioral health crisis response through assertive outreach.

MCT1: Responds to dispatched behavioral health calls and conducts follow up.

MCT2: Proactive assertive outreach, follow-up, and respond to additional dispatched behavioral health calls

Goal: Assertive outreach to prevent 911 calls, connect individuals to resources, and expand call capacity.

Impacts + Metrics - MCT2

Days Active	125
Total interactions for MCT2 only	1,163 (about 9.3 a day)
Crisis Calls	775 (67%)
*Outreach Contacts	285(24.5%)
Follow-ups	90 (8%)

*Outreach contacts includes a group of people or an individual

Response Disposition	# Individuals	Type of Referrals	# of Referrals
Stayed in Community	969 (83.3%)	Back to current provider	525
Transported by MCT	81 (7%)	Housing / Food	113
Transported by EMS	83 (7%)	Primary Care	25
Transported by ASP	12 (1%)	Mental Health	21
Transported by APD	18 (1.5%)	Substance Treatment	22

**This data is only for MCT2 and does not include MCT1*

Impacts + Metrics - MCT2

The MCT2 pilot program strengthened Anchorage's behavioral-health crisis response through proactive outreach, early intervention, and collaborative field response. The team:

- Expanded AFD's crisis response capacity, successfully prevented 911 calls through assertive outreach.
- Expanded MCT's capacity to respond to a greater number of calls and operational requests with improved efficiency.
- Improved clinician well-being through effective workload management.
- Fostered trust with community members and connected individuals to resources.

Parks and Recreation

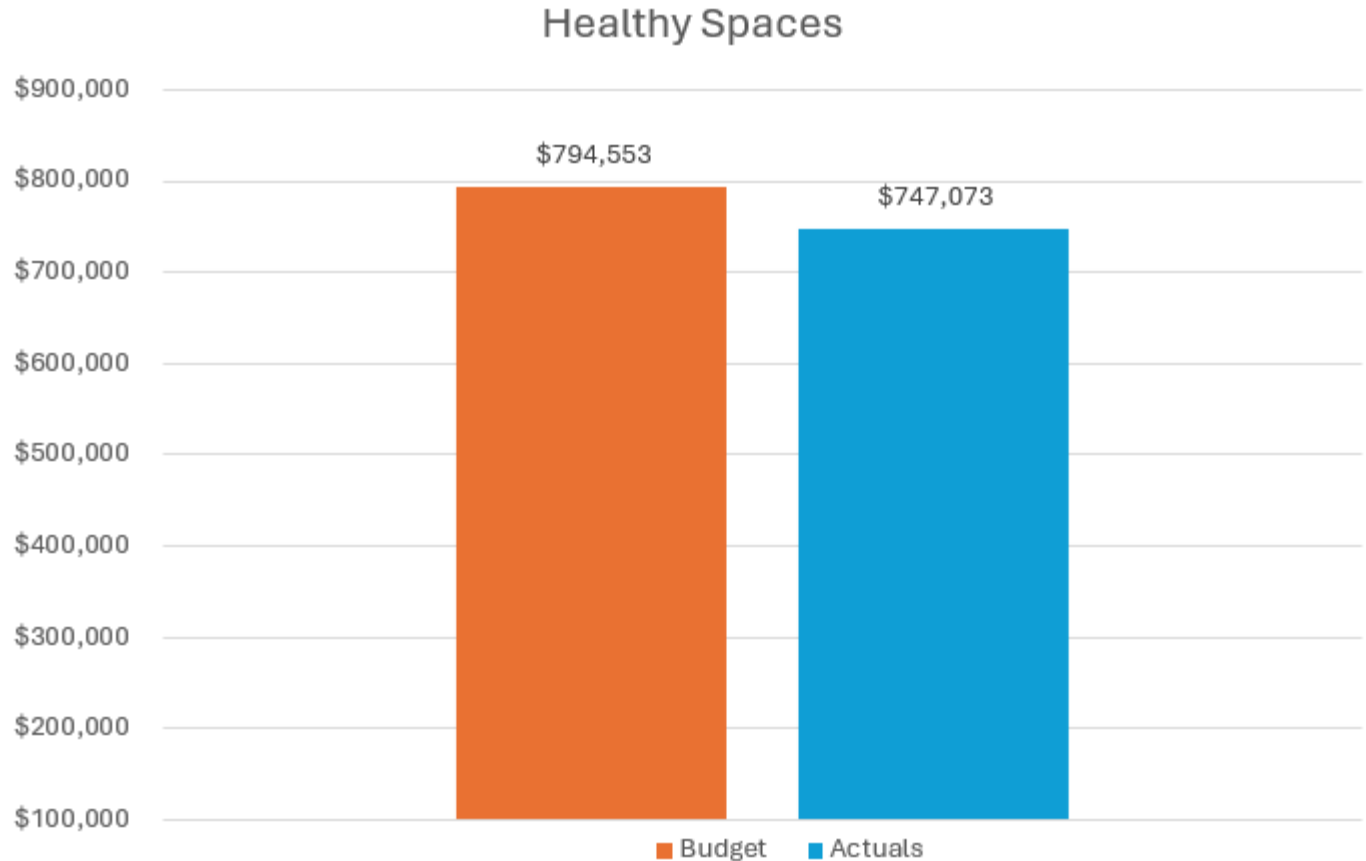


Presenters:

- Shanna Gamble, Manager
- Taylor Keegan, Park Superintendent
- Stephan Stonerock, O&M General Foreman

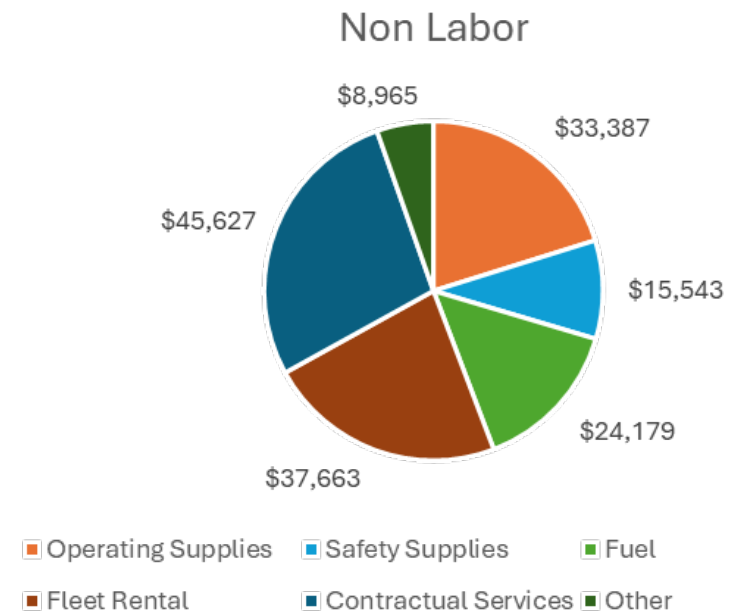
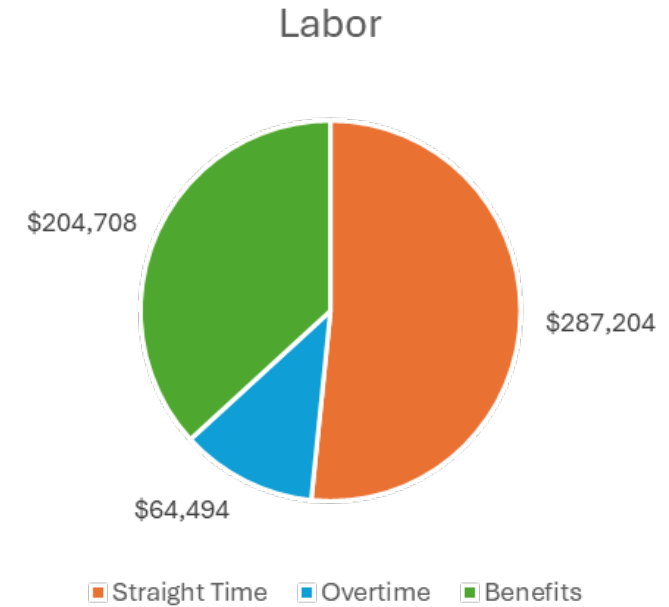
Alcohol Tax Funds, 2025

The Alcoholic Beverages Retail Sales Tax Program funds the Healthy Spaces Division within the Anchorage Parks and Recreation Department. The Healthy Spaces division provides resources to address homelessness in Anchorage through year-round clean-up of camps and other areas affected by homelessness on MOA properties including parks, trails and HLB land.



Expended + Activities

- Staff hours
 - A total of 25,524 worker hours dedicated to operations, cleanup, and support.
 - Includes hours supported by Parks and Recreation Service Area
- Contractual Services
 - Snow Dump (Davis Park area)
 - Williwaw
 - Strawberry Road
 - Chester Creek trail (between A St. & Ingra)
 - Campbell Creek trail (Public Works building)



Impacts + Metrics

- 1,236 Tons of Trash Removed (2,472,000 lbs)
 - Significant effort toward maintaining cleanliness and environmental stewardship.
- 17 Camp Areas Abated
 - Includes abatement, high-visibility locations, and parkland.



Goal 5 Strategy: Invest in outdoor and indoor spaces and programs that bring people together such as community gardens and centers, street and park beautification, and other community projects.

- Community members report increasing rates of safety and well-being in their communities.

Municipal Finance Department



Presenters:

Philippe Brice, CFO

Glenn Cipriano, Treasurer

Cost of Administration, Collection and Auditing

Labor Cost	\$306,044.30
Tax Enforcement Officer 1	127,054.00
Tax Enforcement Officer 2	153,093.40
Revenue Supervisor	25,896.90
Non-labor Cost	\$11,671.45
Operating Supplies	3,187.68
Miscellaneous items	398.47
EMP Related costs	761.59
Repair & Maint - Contracted	274.11
Professional Services	687.00
Court Costs	274.80
Dues, Subscriptions, Membership	824.40
Communications	13.74
Computer SW Maintenance	4,843.35
Contractual Services Other	34.35
Miscellaneous	137.40
Monthly Employee Parking	590.82
Computer HW < 1000	377.85
Office F&F < 5000	164.88
Total Cost of Administration	\$317,715.75

Anchorage Assembly



Presenters:

Clare Ross, Legislative Services Director

Alcohol Tax Funds, 2025

Assembly projects funded by the Alcohol Tax focused on municipal transparency and accountability to clarify how alcohol tax funds are invested in the community:

1. **Education campaign** to report back to voters and taxpayers how alcohol tax funds have been invested since the tax began in 2021
2. **Assembly Housing Initiatives** to supplement the Assembly's ongoing work to develop more housing

Impact + Metrics – Education Campaign

Alcohol Tax Education Campaign. Total Budget: \$40,000	Services Provided	Impacts	Goal #3 in the How section: Transparent Investments: Report regularly to the public and build understanding and accountability.
<p>\$38,959 <u>spent</u> on an education campaign to report back to voters and taxpayers how alcohol tax funds have been invested since the tax began in 2021.</p> <p>Provides transparency to residents on how the voter-approved funds have been spent and the impact they are having on our community. Builds on past groundwork to establish the “Cheers” brand, respond to community concerns and questions, and compile stories and data on how funds have been spent.</p>	<ul style="list-style-type: none"> • Updated www.cheersanchorage.org with 2024 report and 2025 budget • Online, bus and radio ads to direct people to the Cheers website and more information on the tax and how it is being used 	<ul style="list-style-type: none"> • Provides the community with data and stories to understand where the money is being spent • Provides MOA departments an opportunity to report back to the community and share their successes • Provides a single point where everyone can go to access the budgets, finances, data and stories related to the alcohol tax 	<ul style="list-style-type: none"> • This process meets the Alcohol Tax Strategic Plan’s goal to provide better transparency and accountability to the public on the use of alcohol tax funds

Impact + Metrics – Housing Initiatives

Assembly Housing Initiatives	Services Provided	Impacts	Goal 1 strategy: Increase supply of transitional and supportive housing for people exiting shelter and corrections.
<p>\$12,904 of alcohol tax funds were used to supplement the Assembly’s ongoing work to develop more housing</p>	<ul style="list-style-type: none"> Hired a facilitator to organize a working group over a six-month period that brought together municipal staff, design professionals, policymakers, developers, and community members to find ways to cut red tape and make it easier to develop multi-family and low-income multi-family housing stock The process resulted in an update of the Municipality’s site access standards in Title 21 of the Anchorage Municipal Code 	<ul style="list-style-type: none"> Complement other alcohol tax funding for shelters to ensure a pipeline of shelter to housing Reduces unnecessary barriers for developers Promotes housing construction on challenging or previously underutilized lots Better aligns Anchorage's development standards with community needs without being overly burdensome or complex 	<p>A major hurdle to developing low-income and senior multi-unit housing was the burdensome site access rules. Simplifying the rules is expected to stimulate the production of multi-family and senior housing in the next few years.</p>



THANK YOU!