

CLERK'S OFFICE

APPROVED

Date: 5-20-03

IMMEDIATE RECONSIDERATION

FAILED 5-20-03

Submitted by: Chairman of the Assembly at the
Request of the Mayor

Prepared by: Heritage Land Bank

For reading: May 13, 2003

AR 2003-126

A RESOLUTION OF THE ANCHORAGE ASSEMBLY APPROVING THE HERITAGE
LAND BANK 2003 WORK PROGRAM AND 2004-2008 FIVE-YEAR MANAGEMENT
PLAN.

WHEREAS, it is the mission of the Heritage Land Bank to manage uncommitted municipal land and the Heritage Land Bank Fund in a manner designed to benefit the present and future citizens of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan (AMC 25.40.010); and

WHEREAS, the Heritage Land Bank Advisory commission, following public notice and hearing, shall recommend and submit for Assembly approval on a yearly basis an annual work program; and

WHEREAS, the HLB Advisory Commission shall also recommend and submit for approval a Five-Year Heritage Land Bank Management Plan that identifies those land acquisition, inventory, management, transfer and disposal objectives anticipated during this time frame, and include five-year revenue and expenditure projections of the Heritage Land Bank Fund; and

WHEREAS, the draft 2003 HLB Work Program and 2004-2008 Five-Year Management Plan was presented to the HLB Advisory Commission in a public hearing on February 19, 2003 and approved by Resolution 2003-01, and later amended on April 9, 2003 under HLBAC Resolution 2003-04,

NOW, THEREFORE, THE ANCHORAGE ASSEMBLY HEREBY RESOLVES:

Section 1: The Heritage Land Bank 2003 Work Program and 2004-2008 Five-Year Management Plan is hereby approved.

PASSED AND APPROVED this 20th day of May, 2003.


Chair

ATTEST:


Municipal Clerk

AM 436 -2003



MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

No. AM 436 -2003

FROM: Mayor Wuerch

MEETING DATE: May 13, 2003

SUBJECT: AR 2003- 126 - 2003 Heritage Land Bank (HLB) Work Program and 2004-2008 Five Year Plan

The administration forwards for your consideration a resolution approving the proposed 2003 HLB Work Program and 2004-2008 Five-Year Plan, attached. AMC 25.40.020.B. requires that the HLB Advisory Commission shall submit and recommend for Assembly approval an annual work program for the HLB and a five-year plan not less than once every five years. Both the annual work program and five year HLB Management Plan must include detailed descriptions of the proposed land acquisition, inventory, management, transfer and disposal activities of the HLB for the coming year, including revenues and expenditures of the HLB Fund. Last year HLB combined both the annual program and the five-year plan into a single, comprehensive document with the intention of updating the plan annually. The attached draft constitutes updated information for the current year and subsequent five-year period.

The 2003 HLB Work Program, 2004-2008 Five-Year Plan document complies with all requirements of AMC 25.40.020.B. and provides a proactive plan for both the near- and long-term allocation of HLB land and resources. This comprehensive document also lists all contemplated land acquisition, inventory, transfer and disposal activities proposed by the HLB during this and the next five years. Key project components include proposed land use studies, completing several ongoing projects and initiating a number of new significant projects.

AMC 25.40.020.B. requires public notice of not less than 45 days prior to a public hearing by the HLB Advisory Commission on the annual work program. In response to this requirement, HLB provided public notice in the Anchorage Daily News and sent on January 6, 2003, copies of the draft annual plan and five-year program document to all Anchorage Community Councils, Assembly members, Municipal departments and other interested parties, informing them of the opportunity for comments.

On February 19, 2003, the Heritage Land Bank Advisory Commission conducted a public hearing, accepting public testimony and discussing all written recommended changes and comments received. The commission at that time amended and approved the attached work program, voting unanimously to recommend Assembly approval. We request your favorable consideration.

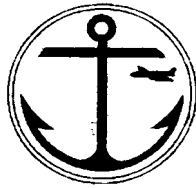
Prepared By: George J. Canelos, HLB Director

Concur: Harry J. Kieling, Jr., Municipal Manager

Respectfully submitted: George P. Wuerch, Mayor

AR 2003- 126

HERITAGE LAND BANK
2003 ANNUAL WORK PROGRAM
and
2004-2008 FIVE-YEAR MANAGEMENT PLAN



MUNICIPALITY OF ANCHORAGE
George P. Wuerch, Mayor

REAL ESTATE DEPARTMENT
Heritage Land Bank
George J. Canelos, AICP, Executive Director
Art Eash
Pat Tilton
Lynn Roderick Van Horn
Denise Y. Moore

Heritage Land Bank Advisory Commission
Jeffery D. Blake
James Cantor, Chair 2002-03
Mary A. Chouinard
Dave Harbour
Gordon Severson
Robert Teachworth
Mary Jo Thill, Vice Chair 2002-03

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2002-3 Heritage Land Bank Commissioners

(Standing, left to right: Mary Jo Thill and Mary Chouinard; seated, left to right: Jeff Blake, Jim Cantor, Dave Harbour and Gordon Severson. Not pictured: Robert Teachworth)

Dear Citizens of Anchorage,

On behalf of Mayor Wuerch, we are pleased to submit this draft 2003 Work Plan and Five-Year Management Plan for 2004-2008 for your review. Municipal code provides for a 45-day review period before the Heritage Land Bank Advisory Commission holds a public hearing to review public comments. We anticipate the commission scheduling the public hearing during mid-February. Please contact our office at 343-4333, watch for official notices in the Alaska Chronicle, or check our website at: www.muni.org/hlb for the time and date. Written comments are welcome any time prior to the public hearing. After the commission approves these plans, they will be forwarded to the Anchorage Assembly for their consideration. We look forward to your comments and ideas for managing your public lands.

You will notice that this draft work program and five-year plan are very similar to our 2002 publication. We revised our reporting format last year so that comparisons between last year's proposed plan and actual accomplishments can be easily made.

HLB has one of the most compelling missions of municipal government -- "to manage uncommitted municipal land and the Heritage Land Bank fund in a manner designed to benefit present and future residents of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan."

Our mission mandates we serve a wide variety of constituents as we work to implement 2020, the Anchorage bowl Comprehensive Plan, the Chugiak-Eagle River Comprehensive Plan, and the Girdwood Area Plan. HLB serves as a:

- land management agency to steward uncommitted property for the long-term;
- a catalyst to promote "orderly development" of our community. HLB helps identify, evaluate and transfer lands to other agencies for school sites, parkland and public facilities;
- a facilitator for responsible development, offering land not needed for public purposes to the private sector.
- A lead public sector partner for a wide variety of land use transactions.

We believe that public-private partnerships are the key to creating a viable and lasting community. During 2002, HLB worked closely with many diverse organizations, from Anchorage Neighborhood Housing Services, Inc., Cook Inlet Housing Association, Girdwood Board of Supervisors and Girdwood Land Use Committee, The Greatland Trust, Girdwood Forest Fair Committee, Girdwood 2020, Venture Development and proponents of the Muldoon/Creekside Town Center, plus many others.

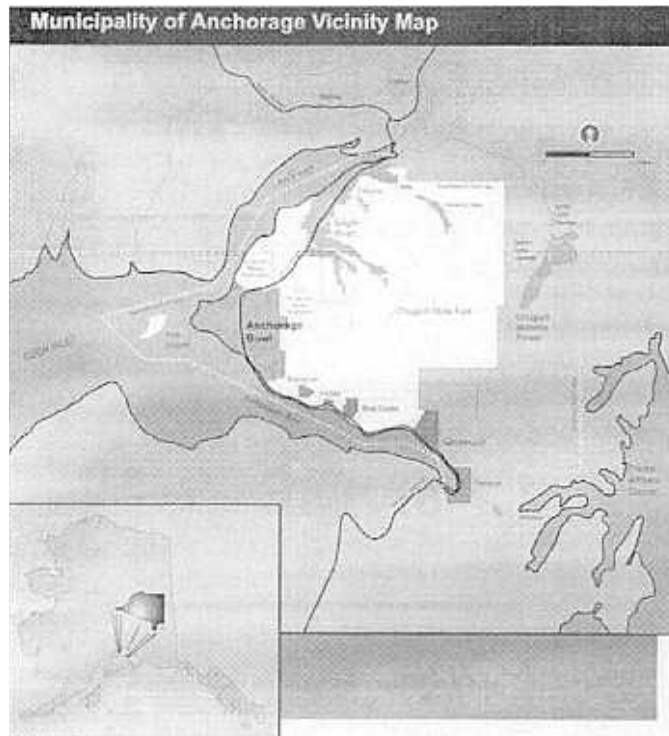
The HLB will continue to explore better methods for partnering with the private sector and other governmental agencies to fulfill our responsibilities to the people of Anchorage.

We encourage you to support our mission and to engage us in a thoughtful and spirited dialogue over the direction and speed that you believe the Heritage Land Bank should embark on over the next several years. Thank you for your continued support.

Best Wishes!

George J. Cannelos
Heritage Land Bank Director

James Cantor
HLB Commission Chair
2002-2003



Chapter 1. OVERVIEW

Real Estate Department, Heritage Land Bank

The Heritage Land Bank (HLB) is a member of the Mayor's Enterprise team, a self-supporting division of the Real Estate Department in the Municipality of Anchorage. HLB has its own fund and an advisory commission to oversee and approve its activities. Title 25 of the Anchorage Municipal Code, "Public Lands," contains the laws under which the Heritage Land Bank operates (AMC 25.40).

HLB was formed in 1983 to acquire and manage land being transferred to the municipality by the State of Alaska. Anchorage is entitled to receive certain state lands under the 1977 state Municipal Entitlement Act. The Mayor and Anchorage Assembly created HLB to manage these lands for the benefit of present and future residents of Anchorage. Over the years, HLB has expanded its role to become the city's land management and real estate arm. Today, the land held within the HLB is one of the many crown jewels of Anchorage, comprising a valuable treasure of lands for present and future uses.

HLB is co-located with the Division of Real Estate Services, and together, comprise the Real

The Heritage Land Bank Mission Statement

“It is the mission of the Heritage Land Bank to manage uncommitted municipal land and the Heritage Land Bank Fund in a manner designed to benefit present and future residents of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan.” (AMC 25.40.010)

The Heritage Land Bank (HLB) manages many types of land in its inventory of over 8,000 acres: residential, industrial, commercial, recreational and open space. Some of this land is leased to government agencies or the private sector, while other parcels are used or managed by municipal agencies under special permit or management authorizations. Approximately 5,000 acres, or 60% of the HLB inventory, is forested area in the Girdwood Valley, with only a small percentage of the remaining inventory developed or improved property.

HLB achieves its mission by managing an inventory of HLB land and resources to benefit a wide variety of municipal objectives. All proceeds from HLB land sales, leases, and other sources are deposited into the HLB Fund. With approval from the Mayor and Assembly, the fund is used to support the annual operating expenses of HLB, to manage and/or improve HLB property, conduct land use, planning, and feasibility studies, carry out any off-site mitigations and acquire property for municipal use. Since its inception in 1983, the HLB has operated without any direct taxpayer support.

The Mayor, with Assembly approval, may designate any municipal land or interest in land for placement in the HLB. However, land placed in the HLB generally is:

- land reserved or needed for specific or future public purposes;
- land determined excess to municipal needs but unsuitable for disposal and development; or
- other land determined excess to present or future municipal needs, including land for commercial, industrial, residential, recreational park, open space, or other municipal value that is suitable for disposal or development.

Land Management Objectives - HLB manages land to maximize benefits to the Municipality and the public. All management activities are consistent with the comprehensive plan and implementing measures, in order to enhance or protect land values over the long term. To the extent possible, the HLB's goal shall be to achieve more efficient and cost effective land management.

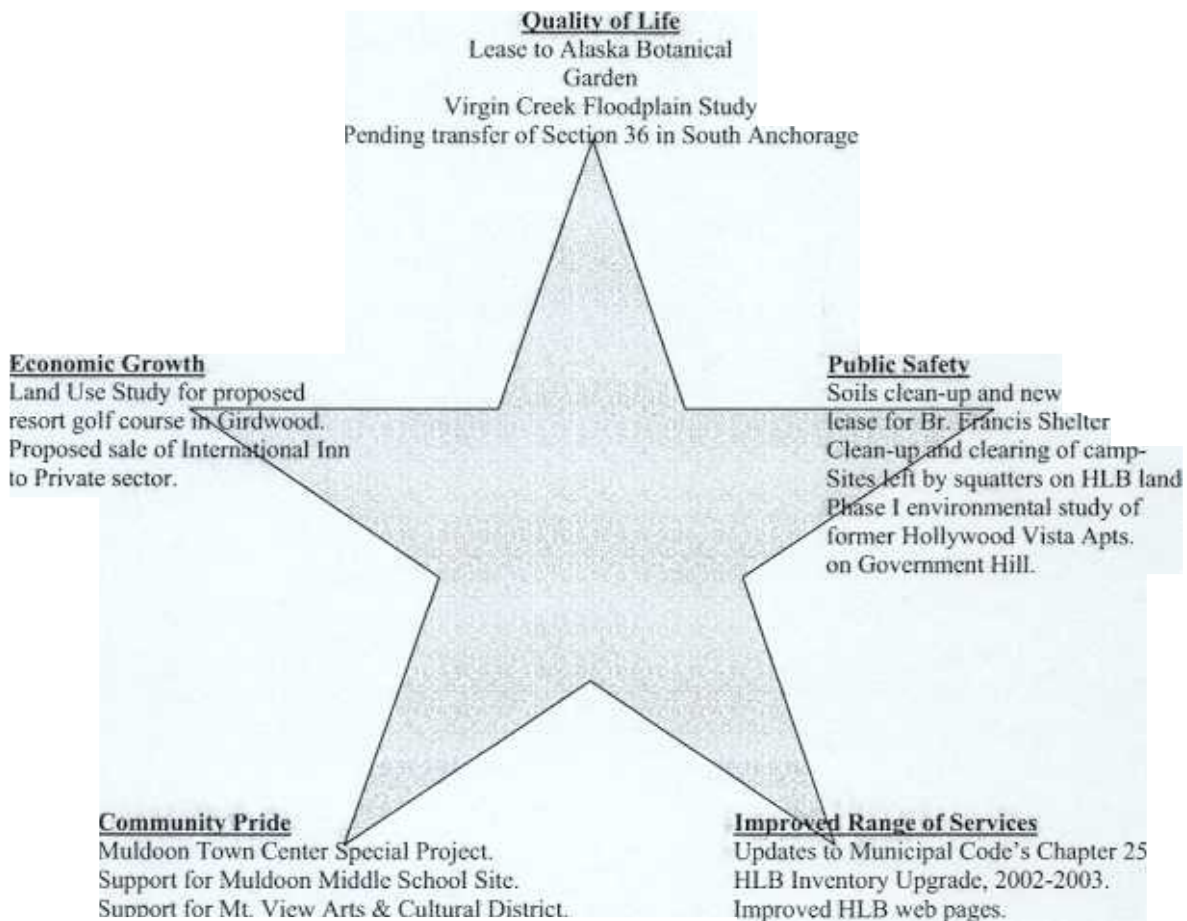
The HLB shall ensure that all HLB lands are reasonably protected from adverse impacts, including fire, insect damage, plant disease, illegal dumping, hazardous or contaminated materials, trespass, vandalism, timber theft, and other threats.

2. The HLB will base all land use authorizations on prevailing market rates, except as otherwise provided by AMC 25.40. All payments due to the HLB shall remain current, or the HLB will take appropriate action to ensure payment or terminate the authorization in accord with applicable lease terms.
3. The HLB shall seek to divest itself of improved lands; transferring management authority for such lands to the appropriate municipal agency with the capability to manage improved facilities.



The Spirit of Community

The Heritage Land Bank is proud of our community's designation as an "All American City" for 2002-2003. HLB strives to contribute to the Wuerch administration's theme of "Anchorage: A City of Lights and Flowers and the Spirit of Community." Within this theme, the Municipality of Anchorage is aggressively pursuing economic growth, quality of life, community pride, effective and efficient government services, and public safety. Since each of these five initiatives is equally important, they are displayed on the next page as points on a star surrounding a central theme. Listed at each point are recent HLB accomplishments and proposed initiatives.



Annual Work Program

“The advisory commission, following public notice and hearing as specified in this chapter, shall recommend, and submit annually for assembly approval, a work program which conforms to the ... five-year management plan, and which includes detailed descriptions of the proposed land acquisition, inventory, management, transfer and disposal activities of the Heritage Land Bank for the coming year...”. AMC. 25.40.020)

HLB is one of the few municipal agencies required to submit an annual work program to the Assembly. This requirement reflects the considerable public interest inherent in our programs, and offers the public an excellent opportunity to participate in the overall direction and scope of our activities.

AMC 25.40.020 also requires submission of a Five-Year Management Plan to the Assembly. In 2002, the HLB combined these two requirements into a single document. This template was recommended for future annual publications and in June 2002, the Assembly approved the combined annual and five-year reports as a single document.



Five-Year Management Plan

**“The advisory commission, following public notice and hearing as specified in this chapter, shall recommend, and submit for Assembly approval, a five-year Heritage Land Bank management plan. The plan shall identify those land acquisition, inventory, management, transfer and disposal objectives anticipated during this timeframe.”
(AMC. 25.40.020)**

Predicting the future is a challenging undertaking. The success of land transactions often depends upon market conditions, financing, creative marketing, good ideas, politics and luck. In our view, the one-year and five-year plans should be used as an overall guide. As an enterprise activity, HLB must be prepared to seek out or recognize unforeseen opportunities as they arise that will promote the goals of the Anchorage Comprehensive Plan. Many changing factors make long range forecasting a challenge, and therefore the assumptions, objectives and projections that follow in this document are our best attempt at charting our future. Accordingly, many of these changing factors will be reflected in changes in our goals and accomplishments in this publication.

For example, the Heritage Land Bank was asked in 2002 to take the lead in coordinating the municipal response to a private sector initiative to plan and develop the Creekside (Muldoon) Town Center. The Municipality of Anchorage received state grant money to fund this coordination and planning effort, which is now being administered through HLB. This is an example of the unexpected opportunities that will arise, despite the best-intended work program.

Where no known municipal purposes can be identified by municipal agencies and when market conditions are generally determined favorable, HLB may sell, exchange or lease particular parcels within its inventory, following public and agency reviews, a Heritage Land Bank Advisory Commission recommendation, and Assembly approval.

The majority of HLB land and resources will continue to be held for future use. HLB will seek to preserve and enhance the value of the land asset. HLB will focus its management responsibilities on unimproved land, while generally transferring improved land to other appropriate municipal agencies.

Such land management decisions, including land disposals, must be consistent with the Anchorage Municipal Code, the Anchorage Area Comprehensive Plan and implementing measures. If it cannot be determined whether a proposed management or disposal action is consistent with the comprehensive plan and implementing measures, the HLB will complete a site-specific land use study prior to a final management or disposal decision.

The public has several formal opportunities to comment on any proposed action, disposal or activity of the HLB. Each year, the annual work program attempts to discuss every foreseen

initiative, and must be approved by the HLB Advisory Commission and then the Assembly in public hearings. Later, each initiative must be approved separately by the Advisory Commission and the Assembly. Thus, the public often has at least four occasions to provide testimony on any given issue.

A Short History of the Heritage Land Bank

In 1972 the Greater Anchorage Borough established a Land Trust Fund. Amended in 1976, the trust fund was created to acquire and manage property for the municipality. Six municipal department directors originally made up a Land Trust Fund Council, which maintained oversight over the fund and its properties. In 1983, the Anchorage Assembly created HLB by ordinance to manage municipal lands acquired from the state.

The Municipal Entitlement Act of 1978 granted Anchorage a total land entitlement of 44,893 acres. However, a shortage of available state land in the Anchorage area has made it impossible to fulfill this entitlement. As a result, the municipality has been able to select and obtain title to only about half its total land entitlement, or approximately 25,000 acres.

The ordinance creating the HLB also established the Heritage Land Bank Advisory Commission. The Advisory Commission consists of seven members, appointed by the mayor, to advise the mayor and Assembly regarding the management of land and funds in the HLB portfolio. The commission solicits public comment and public hearings as appropriate in order to gather and consider public input prior to making recommendations. HLB staff handles the day-to-day land management responsibilities of the HLB.

The HLB recognized the need to inventory its landholdings and in 1984 completed the first land and resource inventory. This inventory was last updated in 1999, and now includes maps and categories of all HLB land by region. In addition, the inventory identifies all lands by HLB parcel number, municipal tax identification number, zoning classification, acreage and includes a statement of management intent. The inventory also lists all leases on HLB land, including name of lessee and annual rental amount.

According to the 1999 inventory, the HLB manages approximately **8,363** acres divided into approximately **430** parcels. Currently, about **95** acres of this total are leased to **31** separate lessees, not including trailhead acreage leased by the state parks system. A spreadsheet of leases and permits currently held by the Heritage Land Bank is attached as Appendix C.

Many significant land uses and facilities in Anchorage have become reality over the years through contributions from the Heritage Land Bank. These include school sites throughout the municipality, the Mid-Town/Cuddy Park, demolition of Hollywood Vista apartments, the University Lake park purchase, protection of Conners and Klatt Bogs, the Botanical Gardens,

Rabbit Creek greenbelt purchase, the Eagle River Town Commons, Eagle River Greenbelt and NW1/4 of Section 25 land use study in Chugiak.

Over half of HLB lands are in Girdwood. HLB contributions in Girdwood include the dedication of Moose Meadows Park, facilitating development of the Alyeska Prince Hotel, parking expansion plans for town square, a small industrial park, and a proposed resort golf course and Nordic skiing center.

The Heritage Land Bank Fund

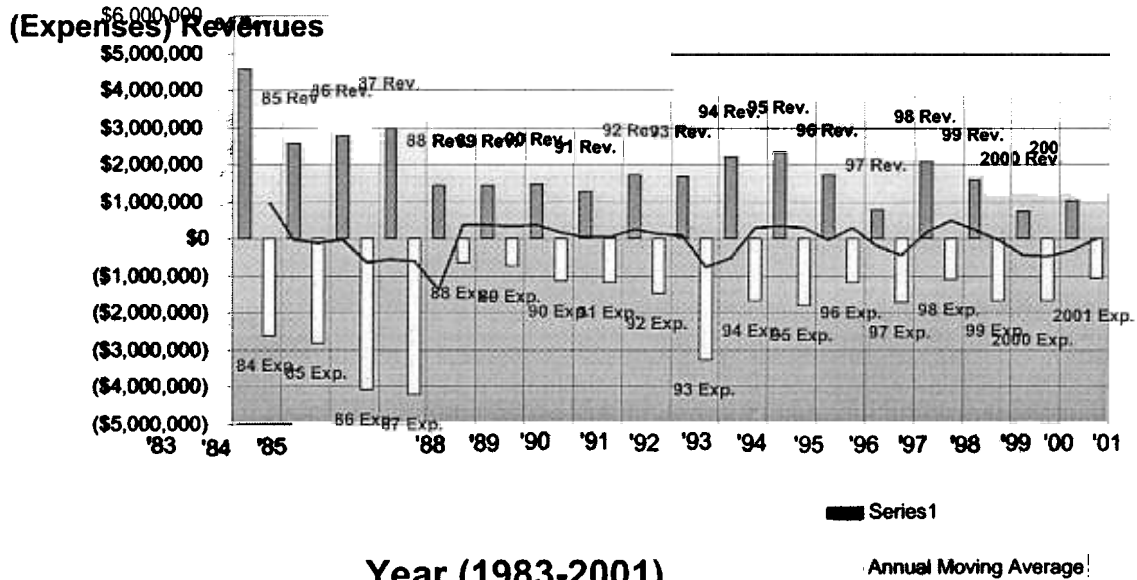
In 1976, the Municipality of Anchorage created a Land Trust Fund. In July 1976, its balance was \$170,432. During that year, the fund accrued \$10,826 in revenues and expended \$120,097, with the fund's first year-end balance of **\$61,161**.

On August 1, 1983, the **Heritage Land Bank** was created and the MOA's Land Management Fund was renamed the Heritage Land Bank Fund. According to AMC 25.40.035, the HLB Fund can be used for three purposes: the annual HLB operating budget; to acquire land for municipal use; and to improve HLB land.

The following graphs outline the fund's activities since 1983. The first (below) lists revenue and expenditure activities on an annual basis, with a trend line showing the moving average from year to year.

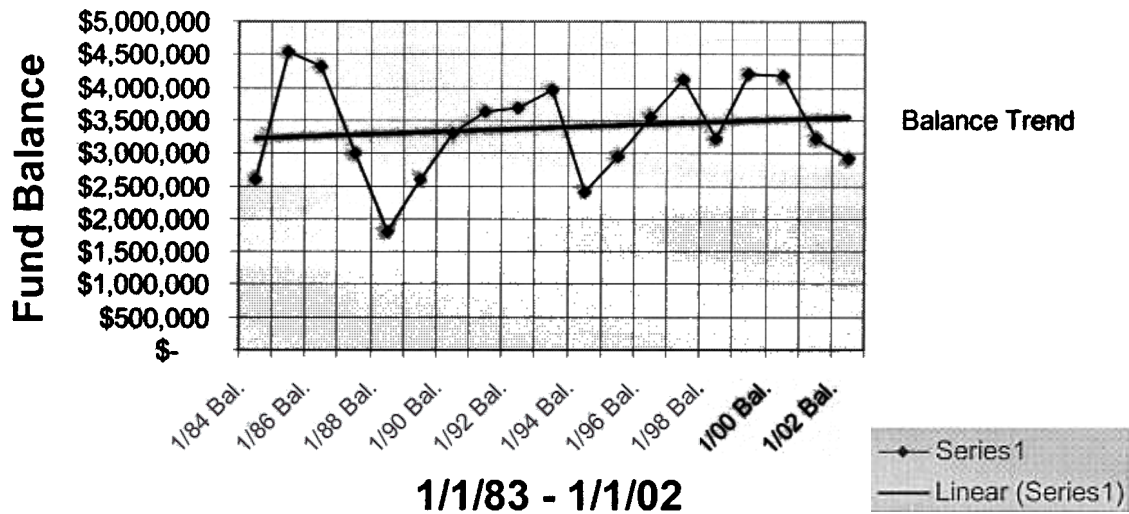
Although the fund's balance at the end of 2001 was lower than the previous year, a land sale was in progress, finalized February 2002. Proceeds from the sale boosted the HLB Fund balance by approximately \$1.3 million, creating a year-end 2002 balance (unaudited) of \$2,924,418.

HLB Revenues/Expenses by Year



First of the year HLB Fund balances are graphed from the fund's beginning balance in 1983 to January 2001. The trend line below illustrates that, while the fund initially experienced significant highs and lows, the differences in high-low fund balances have been reduced since 1997. The highest balance of the fund occurred at year-end 1984/January 1985, with a fund total of \$4,537,120. The lowest fund balance (following the HLB's initial 1983 fund balance of \$62,172) occurred at year-end 1987/January 1988, at \$1,803,175.

Annual HLB Fund Balance



Appendix C has an itemized listing of major HLB Fund activities by year. Bracketed explanations of some of these activities are explained to the right of changes to the fund balance during the course of a given year.

Chapter 2. HERITAGE LAND BANK ACCOMPLISHMENTS IN 2002

Updating and Amending Municipal Code

During 2002, the Assembly passed AO 2002-135(S), which provides the Heritage Land Bank with important new flexibility to carry out land disposals, including sales and leases. This ordinance gives HLB broader authority to negotiate more complex real estate developments, including the authority to recommend less than fair market value disposals to the Assembly in connection with projects that provide public benefits.

The ordinance protects HLB's rigorous public approval process, but provides the Municipality with additional land-related development incentives to encourage good economic development. There are several potential applications based on this ordinance, including:

Industrial and business parks. *Vision Anchorage*, the economic development planning project sponsored by the Anchorage Economic Development Corporation (AEDC), concludes that Anchorage is at a disadvantage for competing with outside businesses because of a lack of ready and available land for industrial and business clients. Anecdotally, the Municipality has attempted to sell, at appraised fair market value, a nine acre parcel managed by the Anchorage Water and Wastewater Utility at Minnesota and International Airport Drive without success. No bids were received despite two widely advertised bidding periods. The ability to lease or sell such property at less than fair market, or appraised value may be a necessary incentive to attract desirable business to Anchorage.

Affordable housing subdivisions. There is a growing need for affordable housing projects throughout Anchorage, including in the Girdwood Valley. HLB manages over 5,000 acres in Girdwood, and has the potential to develop a subdivision aimed at low to moderate income residents, in a manner consistent with the *Girdwood Area Plan*.

- Girdwood Golf Course. The ordinance responds directly to issues raised by the Alaska Superior Court, and allows negotiations to resume with Glacier Valley Development Corporation.

The Assembly also passed AO 2002-136, which reduces the required minimum public notice period for regular HLB monthly meetings from 21 days to 14 days. Given the processing time for public notices, a minimum 21-day requirement plus advertising deadline sometimes meant that the public was reviewing proposed action items which were already dealt with through prior notice for a prior meeting. A 14-day notice period should eliminate this confusion, while still providing good public notice for regular HLB agenda items.

State Entitlement Lands

The Heritage Land Bank adds to its inventory primarily through the Municipal Entitlement Act of 1978, which allocates land from the State of Alaska to the Municipality of Anchorage. An important goal for HLB remains the selection and conveyance of title to the municipality's

outstanding land entitlements. This system of conveyance from the State of Alaska occurs sporadically. During 2002, the HLB did not receive any parcels from the state. Those parcels slated for conveyance in 2001 by DNR are now being surveyed by HLB. Once title is transferred, these parcels will be added to the inventory.

Conveying Excess Land to the Private Sector

Parcels in the HLB inventory can be disposed of through trade, sale, lease, donation or exchange. HLB land disposals are based upon at least the appraised fair market value of the land, except as otherwise provided in AMC 25.40. HLB seeks to exchange excess municipal land in the HLB inventory (for which no municipal purpose has been identified) for other non-municipal land which has greater potential value or attributes for municipal use. HLB shall dispose land when the advisory commission, Mayor, and Assembly concur there is no current or planned municipal use for the land, and market conditions are favorable.

Disposals in 2002

HLB Parcel #6-030 – The HLB attempted the sale of HLB Parcel #6-030, an approximately three-acre parcel on Crow Creek Road in Girdwood, by competitive bid. The minimum bid was \$179,500, for which no bids were received.

HLB #3-032 - A portion of the parcel located on East Tudor Road was traded to the State of Alaska to provide for construction of a Department of Environmental Conservation (DEC) seafood and food safety laboratory located on East Tudor Road. The current food lab operates in an outdated facility in Palmer. At least eleven employees will staff the new facility. The transaction was approved by the Assembly in 2002, and the agreement between the state and MOA was signed. Replatting and rezoning will take place at state expense in 2003.

Transfers of Management Authority

HLB Parcel #1-085, Tract C, Eagle Bluff Subd., and those portions of BLM Lots 88, 91, 107, 108, 111, 112 and 124, SE1/4 Sec 14, T14N, R2W, SM located South and East of Yosemite Drive, and BLM Lots 90, 109, 110, 125-127, SE1/4 Sec 14, T14N, R2W, SM – A 50-acre unplatted property located on Yosemite Drive, north of the Hiland Road-Eagle River Loop Road intersection, was selected by the Anchorage School District (ASD) as a future high school site. Although the construction bond for the site failed to pass in 2001, the school district approved design funds for the project. HLB transferred management authority of the tract to ASD in January 2002.

HLB Parcel #3-041-A – This parcel is Tract C of SAVE II Subdivision, located within NE1/4, Sec. 35, T13N, R3W, SM. An approximately 3.44-acre parcel, HLB transferred management authority to the Anchorage Fire Department for the creation of Fire Station #14 on Tudor Road.



Current/Continuing Projects

Development of a Resort Golf Course / Nordic Ski Area in Girdwood. HLB remains committed to developing a premier 18-hole resort golf course and associated commercial recreational facilities in the lower Girdwood Valley. This project has considerable history, including:

- Conveyance of state lands to the Municipality in the Girdwood Valley during the 1980's. Debate and concern over the future development of these lands led to the creation of the Girdwood Area Plan.
- Girdwood Area Plan (GAP). Adopted as an official Comprehensive Plan in 1995, the GAP set forth a significant policy direction for Girdwood – that it should strive to take advantage of its unique setting and character to become a four-season resort and recreational area, as opposed to the specter of housing developments and subdivisions filling up much of the Valley floor.
As one step in achieving the above goals, HLB released a Request for Proposals for development of a resort golf course and Nordic ski center. Subsequently, the Municipality and Girdwood Valley Development Corporation negotiated and signed a lease in 1998.
- Although the lease set forth a well-conceived public evaluation process prior to actual development, opponents of the project sued the Municipality for violating MOA code, which required a site-specific land use study be completed prior to commencement of the lease.
- During 2001, Chris Beck & Associates completed a draft of the required study which identifies the overall lease area, and sets forth important environmental and development guidelines to assure a successful project. The Advisory Commission approved this study in November.
HLB engaged the public throughout the year, including the Girdwood Land Use Committee, the Girdwood Board of Supervisors, the Planning & Zoning Commission and the HLB Advisory Commission.
- In December 2001, HLB commissioned a flood plain study of Virgin Creek in response to public concern that important environmental baseline data was not yet available from which

to make informed decisions. The draft study was completed in August 2002 and approved by the HLBAC at its September meeting.

- In 2002, the Assembly passed an ordinance, AO 2002-135(S), which provides important flexibility for HLB to lease and sell its property. Among the changes are several responses to issues raised by the State of Alaska Superior Court. As a result, HLB is now able to move forward with lease negotiations with Glacier Valley Development Corporation.

In summary, the proposed project would consist of about 330 acres for the golf course/Nordic ski area, 10 acres for commercial use, 40 acres for residential development, and another 350 acres for open space.

Girdwood Industrial Park (HLB Parcel #6-057) – The Boutet Company and Northern Economics, Inc., completed a marketing feasibility study, outlining costs for continuing development of the small industrial park. At its August meeting, the HLBAC discussed the results of the study and determined that major infrastructural upgrades to the park are not yet cost-effective. The industrial park serves an important function in Girdwood by reducing the clutter of commercial land uses and vehicles now scattered throughout the Valley. Once economic conditions improve, HLB intends to dispose of the lots by sale or long-term lease if infrastructural improvements are made. HLB is negotiating with Chugach Electric Association for stubbed-in service to the lots in exchange for an easement to provide a route for looped power delivery to the Girdwood Valley.

Girdwood Post Office – The Heritage Land Bank worked throughout 2001 with the U.S. Postal Service to provide land for a new, expanded postal facility for Girdwood, but the project was placed on hold during 2002 pending future budget support from USPS. HLB Parcels 6-019 and 6-021 were selected for the new post office site to be purchased or exchanged for the land upon which the old post office resides. HLB neared completion of the platting process to bring this important upgraded service to Girdwood once funding is received.

Downtown Girdwood Parking – Associated with the new post office, a western portion of HLB Parcel #6-021 is currently planned for a parking lot near the downtown business center. This parcel would provide off-street parking for visitors to the Girdwood town center, adjacent to the new post office, as part of improvements recommended by the Girdwood Commercial Areas and Transportation Master Plan.

Hollywood Vista – Since 1992, Heritage Land Bank has worked to redevelop the Hollywood Vista housing project. This 15-acre site was given to the MOA by U.S. Housing and Urban Development in 1996. \$727,000 of HLB funds were spent to demolish the structures; much of the building material was buried on-site. Although federal funds are available to assist in construction of new housing and infrastructure, complications arose due to the presence of contaminated soils and from concerns over seismic issues affecting the bluff alongside the site. HLB hopes to resume the design phase in 2003, depending upon the outcome of a Phase II Environmental Site Assessment testing phase approved in 2002. Also in 2002, HLB and Anchorage Neighborhood Housing Services, Inc., signed a Memorandum of Understanding to evaluate developing the site as a mixed use housing project.

Muldoon/Creekside Town Center – During 2002, Mayor Wuerch designated HLB Director George Canelos as the lead municipal sponsor to coordinate the city's response to an important private sector initiative by Venture Development Group, LLC, to create a Town Center in east Anchorage. The "Creekside Town Center" concept includes 168 acres near Muldoon and Debarr Road. While the site includes the Muldoon Fred Meyer store, the remaining acreage is undeveloped, blighted or can be classified as brownfields.

The Municipality received a state planning grant for the Creekside Town Center of \$250,000 which is being managed by HLB. HLB has used the grant to:

- Retain Caren Mathis, former Municipal Planning Director, on a part-time basis, to assist Mr. Canelos with this initiative;
 - Retain the services of the National Development Council, a leading non-profit firm to advise the Municipality on business models for public-private partnerships, evaluate the Creekside Town Center concept from the public's perspective, and analyze and recommend a variety of development financing tools;
- Help the Anchorage School District fund the programming of an integrated community center and library with the proposed Muldoon Middle School complex.

HLB believes that not only does the Creekside Town Center have significant merit, but that the Municipality's response to this project will set precedent for many other projects and initiatives in the future. The public-private partnership models and the development financing methods selected will have direct application to future development of HLB properties, as well.

In a related action, at the request of the Mayor, the HLB Advisory Commission recommend the Assembly appropriate up to \$343,000 from the HLB Fund to the Anchorage School District as a portion of the Municipality's contribution for the purchase of a 31 acre site near Debarr Road and Muldoon for the proposed new library/community center/middle school.

North Anchorage Land Agreement (NALA) – At the 2002 annual meeting, the three parties (State of Alaska, MOA and Eklutna, Inc.) approved an amendment to the agreement, in which each agrees to notify the other parties about proposed and ongoing activities on area lands under their ownership, and to meet quarterly to discuss ongoing land use issues,

Fish Creek Estuary – During 2002, the Great Land Trust, a local private non-profit conservation organization, completed a successful capital fund drive to purchase four parcels of land comprising the Fish Creek Estuary near downtown Anchorage. Visible from the Tony Knowles Coastal Trail, lower Fish Creek area is the last undeveloped estuary in urban Anchorage. HLB staff assisted this effort by performing Phase 1 Environmental Assessments on these parcels and assisting with the process of conveying these parcels to the Department of Cultural and Recreational Services, where they will be managed as permanent open space.

Managing Uncommitted Municipal Lands

Prior to a sale, exchange, lease, transfer or other major management decision involving HLB land, the Municipality must decide whether a site-specific land use study is necessary. A study is generally required if it is unclear whether the comprehensive plan and implementing measures provide enough specific guidance for the particular property in question. These studies address community facility needs including roads, parks, schools, utilities, trails, identification of historical and natural landmarks, natural hazard areas, environmentally sensitive lands; residential, commercial, industrial areas and the compatibility of the proposed use or activity with adjacent areas. All studies are reviewed by the public prior to adoption.

Trespass Issues – Heritage Land Bank has a duty to manage its lands for the benefit of the entire community. During 2002, HLB successfully addressed trespass issues occurring on its holdings in the Girdwood Valley and in the Anchorage bowl.

Girdwood has very few low-cost housing properties for its resort workers and other low-income residents. As a result, a segment of this demographic has chosen to occupy areas of HLB land adjacent to trails and creeks primarily in the summer, while others take up residence during the winter ski season. These unregulated structures are fire, safety and sanitation hazards. Together with Community Work Service personnel, HLB removed trespassers' structures and cleaned up unauthorized campsites. During a six-week period, the work service crews removed approximately 16,980 lbs. of material from the Girdwood sites and began cleaning up other sites throughout the Anchorage bowl.

The Heritage Land Bank will continue to monitor areas within its inventory for unauthorized uses that violate the Anchorage Municipal Code and work to address the issues as they become apparent.

Fire Fuels Reduction – Anchorage's aging forests have become, in recent years, prone to Spruce Bark Beetle infestation. Increasing numbers of spruce trees have fallen prey to this devastating plague, leading to a rise in the ' fire fuel load' on some of HLB's forested lands. Urban Foresters conducted a survey of HLB properties in 2001 and 2002 as a means of assessing the danger of a fire event. During the 2002 season, the Anchorage Fire Department addressed the higher priority parcels and having fire crews clear out high fuel load areas along access roads on HLB land on the hillside, particularly along Clark's Road in Section 36, South Anchorage.

HLB Inventory – The Heritage Land Bank strives to maintain complete and current records of all lands and funds in its inventory. Parcel information is updated in HLB records on a regular basis as changes occur. The Anchorage Municipal Code requires an update of the inventory every three years. The updated inventory will incorporate mapping software from the municipality's Geographic Information Systems (GIS) and provide the public with the latest in mapping technology.

Summary of HLB Land Bank Fund Transactions

From January 1, 2002 through December 1, 2002, the following significant transactions occurred involving HLB funds:

REVENUES-

- \$1,323,556:** Revenue from sale of HLB Parcel #3-007
- \$227,253** Revenue from Escrow (paid off 3/2002).
- \$268,556:** Leases and land rent.
- \$47,209:** Fund interest through November, 2002.
- \$424,358:** State of Alaska – land block revenue from development easement on HLB Parcel #5-018, located at Minnesota and O'Malley.

EXPENSES-

- (\$11,500):** Community Work Service temporary employee for property clean-up.
- (\$160,000):** Contribution from HLB Fund for Brother Francis Shelter environmental clean-up.
- (\$12,910):** Paid to The Boutet Company for Girdwood Industrial Park feasibility & marketing study.
- (\$5,981):** Paid to DOWL Engineers for Girdwood Post Office plat services.
- (\$3,402):** Paid to Shannon & Wilson for environmental site assessment and monitoring.
- (\$32,382):** Paid to DOWL Engineers for Virgin Creek survey work.
- (\$25,738):** Legal Services.
- (\$4,186):** Computer hardware and software purchases.
- (\$5,200):** Liability Insurance through MOA.

Summary of HLB Land Transactions

The following is an accounting of disposals, sales and transfers involving HLB property in 2002 and pending in 2003:

HLB Parcel #	Assembly Ordinance #	Buyer / Agency	Price, if applic.	Closed
4-021	AO 2002-09	Catholic Social Services	Ground Lease	Pending
3-007	AO 2001-157	Cullip & Bishop, LLC	\$1,326,100.00	2/14/02
3-032	AO 2002-34	State of Alaska	Equal Value Exch.	Pending
6-030	AO 2002-75	Sealed Bid Sale	\$179,500.00	No Bids
4-036, 37 & 38	AO 2002-110	Sealed Bid Sale	TBD	Pending Replat



2002 Heritage and Bank Advisory Commission Resolutions

RESOLUTION NUMBER	SUBJECT	DATE	ACTION
2002-01	Approval of amended AMC 25.40 for Heritage Land Bank	7/17/02	Amended and Approved
2002-02	Transfer of HLB Parcels in Section 36 in South Anchorage to Cultural and Recreational Services	2/13/02	Approved
2002-03	Appropriation of \$160,000 from the HLB Fund to Support Removal of old Brother Francis Shelter and Soil Remediation	2/13/02	Amended and Approved
2002-A	Thank You Resolution to Gayle Knepper for Her Service in the Heritage Land Bank Advisory Commission	2/13/02	Approved
2002-B	Thank You Resolution to Patrick Gilmore for Service in the Heritage Land Bank Advisory Commission	2/13/02	Approved
2002-04	Approval of Long-Term, Noncompetitive, Less Than FMV Lease with Alaska Botanical Garden for HLB Parcels 3-038, 3-040 3-041, 3-044 – 3-046	3/13/02	Amended and Approved
2002-05	Approval of the Draft Combined 2002 HLB Work Program and 2003-2007 Five-Year Plan	4/10/02	Amended and Approved
2002-06	Approval for Sale HLB Parcel 6-030 in Girdwood	4/10/02	Approved
2002-07	Revising AMC 25.40.030 to Reduce Public Notice Requirements from 21 to 14 days	7/17/02	Approved
2002-08	Electrical Easement with MEA on HLB Parcel #1-077	7/17/02	Approved
2002-09	Pole Anchor Easement with MEA on HLB Parcel #1-090	7/17/02	Approved
2002-10	Approval of the Girdwood Industrial Park Feasibility Study	8/14/02	Approved
2002-11	Lease of 5-acre portion of HLB Parcel #1-074 to Arctic Airwalkers	8/14/02	Amended and Approved
2002-12	Disposal of HLB Parcel #3-041-A from the HLB Inventory to the Anchorage Fire Department	8/14/02	Approved
2002-13	A Resolution Approving an Annual Renewable Permit for HLB Parcel 4-013	11/13/02	Amended and Approved
2002-14	A Resolution Approving the Virgin Creek Floodplain Study by HDR, Inc.	9/11/02	Approved
2002-15	Contribution of \$343,000 from the HLB Fund (221) to HLB Capital Fund (421) for Purchase of Muldoon Middle School Site	9/11/02	Amended and Approved
2002-16	Approving an Intra-Governmental Permit on the Easternmost Portion of HLB Parcel #4-043 to Parks and Beautification	11/13/02	Approved

2002-17	Sale HLB Parcel #1-077 in Eagle River	11/13/02	Tabled
2002-18	Draft Memorandum of Understanding with Anchorage Neighborhood Housing Services, Inc.	11/13/02	Amended and Approved
2002-19	Approval for an Appropriation not to exceed \$41,000 for a Phase II ESA of the Former Hollywood Vista Site	10/9/02	Approved
2002-20	Appropriation not to exceed \$13,000 from the HLB for a Phase II ESA of the Alaska Aviation Heritage Museum	10/9/02	Approved
2002-21	Resolution Opposing AO 2002-165 Amending Far North Bicentennial Park Master Plan to Include Little League Ball Fields	11/13/02	Approved





Chapter 3. HERITAGE LAND BANK – PROPOSED 2003 WORK PROGRAM

The 2003 HLB Work Program is a guide for the allocation and management of HLB land and resources. The plan recognizes that the functions and activities of the HLB must be consistent with the public trust and seeks to strengthen public involvement throughout the process. HLB will continue to conduct its affairs on behalf of the citizens of the Municipality of Anchorage in a manner based upon factual information consistent with the public trust.

Per AMC 25.40.020.B of the Anchorage Municipal Code, major HLB work items anticipated during each calendar year will be reviewed in advance by the public and be approved after public hearings before the HLB Advisory Commission and the Anchorage Assembly. In addition, the code states that public notice for the HLB Advisory Commission public hearing on the annual work program is provided no less than 45 days prior to the hearing. By comparison, all other HLB public hearings require that the public notice precede the hearing by no less than 14 days. The public will have additional opportunity to comment when a public hearing is later scheduled on each particular work item included in the approved annual work program. Municipal code requires that the HLB Advisory Commission provide public notice and hold a public hearing prior to taking action on any proposed action, including land disposals (sales, leases, easements), and land transfers to other agencies.

Following are the major work items proposed for the HLB during 2003. In addition, HLB recognizes the need to accommodate new projects, or to delete proposed projects if or when circumstances warrant. Therefore, during the course of the year some work items will be added, dropped or amended in order to address new developments. Any additions to the proposed list of disposals, however, will require an amendment to the work program with approval by the Advisory Commission and Assembly.

Evolving Roles and Responsibilities

On October 10, 2002, the Anchorage Assembly and the HLB Advisory Commission held a joint meeting to discuss the future of the Heritage Land Bank. The Advisory Commission noted that although HLB provides important land use and real estate services to the community, the long-term future of the organization is uncertain. The original land base of approximately 25,000 acres has declined to just over 8,000 acres. The HLB Fund is subject to appropriation, and HLB often donates its land for worthy public uses without consideration for reimbursement. Rather than acting as a 'bank,' HLB continues to draw down its assets.

The Administration and Assembly agree that HLB should continue to seek appropriate business models and public-private partnerships that will enable it to continue carrying out its important missions to the community. In this spirit, we anticipate HLB will:

- Continue guiding municipal review of the Creekside (formerly Muldoon) Town Center initiative, including managing implementation of the public facilities within the town center plan;
- Continue working with specialists in public-private partnerships such as the National Development Council to examine business models and financing structures and tools which could benefit the town center concept, the Heritage Land Bank and the community;
- Continue evaluating the role of tax increment financing (TIF) as a public redevelopment financing tool;
- Review the use of local, state and federal programs that support public facility and infrastructure improvements as well as public/private redevelopment projects;
- Partner with Vision Anchorage and the Anchorage Economic Development Corporation to implement the recommendations of their Economic Development Plan concerning land use in the community; and
- Evaluate opportunities to implement the goals and policies of Anchorage 2020 through its role in other appropriate redevelopment areas, such as downtown and Girdwood.

Updating and Amending Municipal Code

During 2003, the Administration will work with the Assembly to continue to update and amend Chapter 25 dealing with public lands. These changes and updates could consider many topics, including:

- Incorporating administrative changes necessary to reflect the current organization and functioning of HLB and other agencies affected by reorganization;
- Evaluating potential approaches for HLB to represent the Municipality and become more involved in public-private partnerships; and
- The ability for Heritage Land Bank to conduct "over the counter" land disposals for parcels which have been approved for sale or lease but did not receive bids during the disposal bidding period.

Acquiring Municipal Entitlement Lands

During 2003, the Municipality of Anchorage intends to work closely with the State of Alaska to identify and resolve any remaining land entitlement issues. In particular, HLB hopes to identify any lands remaining to be conveyed to the Municipality, and agree on a schedule of conveyance.

Land Disposals in 2003

HLB inventory disposals include sales, exchanges and leases to the private sector, and transfers of parcels to other municipal agencies. The HLB shall regularly consult with other municipal agencies to determine whether HLB land is needed to fulfill various municipal purposes. If an agency identifies a need for HLB land (present or future) and provides sufficient justification for such need, HLB shall initiate the process to transfer management authority over such land to the affected agency.

The sale of one parcel is currently slated for 2003:

HLB Parcels #4-036, 37 & 38: Westcoast International Inn Leasehold Sale – In 2002, the Assembly approved the HLB Advisory Commission recommendation to sell the Westcoast International Inn properties located near the Ted Stevens International Airport. HLB plans to sell the property in 2003 through competitive bid for at least minimum fair market value upon completion of replatting and rezoning.

Other disposals proposed for 2003:

HLB Parcels 1-009, 026, 027, 042 and 043 – In 1999, the Anchorage Assembly approved AO 99-78, authorizing the sale of “up to 8.65 acres” of HLB land within these parcels, and granting a right-of-way easement of approximately six-tenths of an acre from HLB Parcel 1-009 at fair market value. The purpose of the transaction was to facilitate the railroad’s plan to straighten portions of its tracks passing through the area. At the time of the ordinance’s passage, the railroad did not have funding in place to continue the project. The railroad is in the process of gaining appropriate federal permitting approvals for the project. HLB will work with ARR representatives to complete the transaction based upon updated appraisal information.

HLB Parcel #4-022 - Formerly the site of the Mabel T. Caverly Senior Center. Demolition of the structure and possible disposal of this property is slated to occur in 2003.

Reverter Clauses – In many cases, municipal land contain “reverter clauses” that require the reconveyance of the property back to the previous owner (usually the state or federal government) if the property is no longer used for the intended purpose. Three examples are HLB Parcels #4-004, 05 & 06, contiguous parcels located downtown Anchorage at 7th Avenue and I Street and are currently permitted to the Anchorage Parking Authority for use as a parking lot. The lots are encumbered by a deed restriction and “reverter clause” that limits use to municipal

purposes only. Without the reverter clauses, these parcels could be sold to the private sector. During 2003, the MOA will continue its efforts to have such obsolete clauses removed through federal legislation.

Revise Assembly Ordinance 95-138 – AO 95-138 authorized the conveyance of 273 acres from HLB to the state as contribution to settling the Mental Health Land Trust litigation. While these conveyances were carried out, the AO also provided for a land exchange between HLB and the Mental Health Land Trust "... to allow for the reconveyance of the future potential 15-acre school site to the municipality in exchange for land of equal value being conveyed to the state from the municipality..."

The Assembly overturned a zoning request (AO 2000-134) which would have facilitated the land exchange, and neighborhood sentiment opposed the potential school site. The Mental Health Land Trust office offered the property for competitive bid sale in 2003. The MOA is researching the status of the earlier land exchange agreement.



Current / Continuing Projects

In the 2002 Work Plan, under 'Land Disposals in 2002,' HLB anticipated the disposal of a portion of Parcel #6-016 to the Anchorage Water and Wastewater Utility (AWWU) for the development of a water reservoir north of the Girdwood town center. Since that document was written, AWWU has taken another approach to providing water service to the area. The revised plan will construct a 16-inch diameter water transmission main, which will loop around the west side of Glacier Creek. The proposed route will affect the HLB parcels north of the Girdwood Elementary School and should enhance the value of the HLB lands. AWWU expects to approach HLB during 2003 to request the purchase of an easement through the HLB properties to construct the line during 2003 and 2004.

Development of a Resort Golf Course / Nordic Ski Area in Girdwood. During 2003, HLB will continue to work with Glacier Valley Development Corporation (GVDC), the Girdwood Board of Supervisors and the public on this project. We anticipate these major steps during the year:

- Monitor the progress of the draft *Virgin Creek Floodplain Study* as its reviewed by the Federal Emergency Management Agency (FEMA) and adopted by the Anchorage Assembly;
- Conduct an appraisal of the project area to help determine fair market value;
- Incorporate knowledge gained by the *Virgin Creek Floodplain Study*, the appraisal, the Chris Beck *Site Specific Land Use Study*, and other information into lease amendments between HLB and GVDC;
- Submit the revised lease through the public process to the Anchorage Assembly; and
- Begin a formal testing and planning period, resulting in a Master Plan for the development.

Girdwood Industrial Park - Development of HLB Parcel 6-057 is an ongoing project. DOWL Engineers conducted a survey to replat the property in preparation for road improvements and utilities installation and a feasibility study was completed in 2002 as a means of determining the appropriate level of development for the project in 2003. The study concluded that the return on investment may be profitable. However, the application of current standards for industrial park development requires more than \$800,000 in infrastructural improvements. HLB is looking at the options.

Downtown Girdwood Parking – HLB is seeking a replat of Parcels 6-019 and 6-021 to allow for eventual occupancy by the US Postal Service, additional parking for the Girdwood Townsite, and a commercial lot. During 2003, HLB will consider disposing of the commercial lot.

Hollywood Vista – During 2003, HLB will continue to evaluate and attempt to resolve issues of contaminated soils and seismic concerns. We will work with the Government Hill Community Council, Anchorage Neighborhood Housing Services and other parties to arrive at a logical plan for the redevelopment of the site. HLB intends to complete a Phase II environmental assessment to determine potential uses and give direction to future redevelopment.

Ball Field and Community Park Development in Bicentennial Park – The Assembly passed AO 2002-165 authorizing the development of a 30-acre ball field and community park complex in the southeast corner of Bicentennial Park. The HLB Advisory Commission (HLBAC) requested clarification of language in the ordinance that implies HLB's responsibilities for proposed mitigation of the development might be handled by the Parks and Recreation Advisory Commission rather than by the HLBAC. The Assembly then clarified that this is not their intention, and asked the HLBAC to be prepared to evaluate mitigation proposals.

NW ¼ of Section 25 – In December 2001, the Assembly passed Resolution AR 2001-278(S), approving withdrawal of the northwest quarter of Section 25 in Birchwood from the HLB inventory and to permit management by the Department of Cultural and Recreational Services. During 2002, HLB and CRS worked with the state's Department of Transportation & Public Facilities to craft a Memorandum of Understanding that provides for agreement on both a long-term mining and reclamation plan that recognizes both gravel and parkland values. Discussions are ongoing between Eklutna, DOT and HLB.

Affordable Housing - During 2003, HLB will continue to evaluate the potential use of suitable HLB parcels for affordable housing projects. For example, the Rural Alaska Community Action Program (RurAL CAP) has approached HLB to lease or purchase land for a supportive housing campus called Raven Crest south of Tudor Road. In summary,

“The proposed Raven Crest supportive housing campus will consist of two components. Eight three-bedroom group living units will house residents of the Homeward Bound transitional living program. This service-intensive program provides chronic street inebriates with a structured living environment in which to heal, grow, and learn to make informed decisions about their lives. Another forty-two units ranging in size from one to three bedrooms will provide long-term supportive housing to families with children and individuals “graduating” from a variety of

transitional living programs, including Homeward Bound, Clare House, AWAIC and others. A social service center on site will house program and service staff, and a child development center, which will offer high quality child care and parenting skills reinforcement. Upon leaving a shelter or transitional living program, formerly homeless persons remain fragile; a relatively minor setback, such as a sick child, lack of child care, or broken down vehicle can spiral quickly into loss of housing. Raven Crest will meet a deep unmet need in Anchorage for supportive housing that helps homeless and formerly homeless families and individual recover their lives and prevent recurring homelessness.”

2003 Development Projects

Alaska Railroad Corporation Track Straightening – The Alaska Railroad (ARR) has proposed an exchange of HLB parcels for other land owned by ARR in a project that will reduce curves on the route through north Anchorage. The Birchwood area is the focus for this effort and affects one or more HLB parcels in Section 25. Depending upon funding, ARR expects to complete the process in 2003 or 2004.

North Anchorage Land Agreement (NALA) – In 1982, the municipality entered into an agreement with Eklutna, Inc. and the State of Alaska to provide for future disposition of certain military lands in north Anchorage. Among other objectives, NALA addresses land use plans in the event Fort Richardson is declared surplus to federal needs. Annual meetings have been held since 1998, and committees will continue to meet regularly. The next general meeting is planned for October 9, 2003.

Ted Stevens Anchorage International Airport Master Plan. HLB will continue to work with the airport to attempt to resolve several land use issues, including implementation of the 2002 Airport Master Plan.

Muldoon/Creekside Town Center - HLB will continue to coordinate the municipal efforts to respond to private sector initiatives to develop the Creekside Town Center. Staff will continue to use the state planning grant for these efforts. Major steps anticipated this year include:

Continuing the services of the National Development Council, as required, to assist the Municipality in adopting appropriate business models for a public-private partnership for the Creekside Town Center. This could result in a Development Agreement between the parties, use of existing or available development financing tools, and adoption of appropriate municipal ordinances. Such steps could give the Heritage Land Bank additional mandates for future management and development of its properties.

- Working with all parties to adopt the Creekside Town Center Master Plan framework;
- Working with all parties to ensure the project continues toward reality.



Managing Uncommitted Municipal Lands

Uncommitted lands include those held in reserve in the HLB inventory for possible future needs of various municipal agencies. Although these lands may currently have HLB management designations, for the purpose of the HLB inventory focus, they may still be considered as “uncommitted,” to indicate availability for potential municipal uses such as schools and park facilities.

Trespass Issues – Heritage Land Bank has a responsibility to manage its lands for the benefit of the entire community. During 2003, HLB will continue to enforce trespass violations. The HLB posts areas of known trespass as part of its overall strategy. After giving notice, HLB will arrange for the removal of illegal structures wherever they are found.

HLB Inventory

Changes to the inventory occur over time, and per the Heritage Land Bank Policies adopted by the Assembly, the inventory is to be updated “not less than once every three years” (AMC 25.40.010.B). For the next revision of the inventory, HLB has contracted with the data resource company RDI, Inc. to incorporate inventory data base information and GIS services to create an inventory map-book that will be available online and printable on demand. New web applications will also be developed in this process that will allow HLB staff to freely maintain and update the inventory while making it available to the public through the HLB website.

Land Use Studies

Glacier-Winner Creek Winter Sports and Resort Economic Feasibility Study – The Girdwood Area Plan designates a significant area of HLB and state land near the confluence of Glacier and Winner Creeks in the upper Girdwood Valley for future resort development. The plan notes, “The skiable area has more than a 5,000-foot vertical drop, and a capacity for about 12,000 skiers (approximately 3 times the current capacity of Mount Alyeska).” *One* commercial company has initiated Snowcat and helicopter skiing in the area. Additional interest has been

expressed for developing an eco-tourism hut and/or day lodge development. Over the years, this area has been examined for its potential as a major four-season destination resort, including studies by Leonard Lane (1984) and the Chugach National Forest (1986). In 1990, HLB sponsored a Glacier Valley Concept Plan by David Hamre and Associates. Over the past decade, ski resort designs, demand for winter sports, Alaskan tourism trends, and domestic and international markets have all continued to evolve.

The Girdwood Board of Supervisors recommended these studies and assumptions be revisited in order to give added justification to a continuation of the state's Mineral Closing Order extension, which will be considered by the Alaska Legislature in early 2003. If the legislature agrees, a closure would remain in effect over lands being considered for resort development until 2012.

During 2003, HLB will solicit appropriate experts through a competitive bid process to update and take a fresh look at the potential for the Glacier-Winner Creek area to be developed into Girdwood's second alpine ski area. The study will focus on current and potential markets for such a development, and will examine both near-term and long-term strategies to bring about environmentally responsible development that meets the needs of both visitors and the community.

North Eagle River HLB Land Use Study – HLB has received several proposals to use HLB Parcels 1-072, 73 and 74 for a variety of uses. These three parcels are located north of Eagle River near the Harry J. McDonald Recreation Center. In 1995 the HLB Advisory Commission denied an application to purchase HLB Parcel #1-073 due to concerns over the timing of development in the area. A portion of Parcel #1-074 may be needed for expansion of the McDonald Center. In October 2001, the HLB Advisory Commission approved a sole source sale to Eklutna, Inc. and Fred Meyer Corporation of an approximately 1.13-acre slope easement on HLB Parcel 1-074 to facilitate development of the new Fred Meyer store.

Another of these proposals for use of one or more of these parcels was a recent request from Arctic Airwalkers to use a five-acre portion of HLB Parcel #1-074. The HLB Advisory Commission approved negotiating a short-term temporary lease of this ground.

Before proceeding with any long-term commitments for this land, the HLB will complete a land use study to determine future land uses, including any areas appropriate for sale or lease. We anticipate conducting this study commencing in 2003.

Mountain View Arts and Cultural District - During 2002, Anchorage Neighborhood Housing Service, Inc. (ANHS) established a diverse advisory group, including HLB, to consider, design and commence development of an Arts and Cultural District along Mountain View Drive. This district follows successful examples of similar efforts in several major U.S. cities. Space is planned for performances, rehearsals, galleries, studios, retail, and affordable "live/work/studio" facilities. The parcels identified for eventual development include at least two HLB parcels, the largest of which (HLB Parcel 3-012) is managed by Public Works, though in HLB's inventory.

During 2003, HLB staff will continue to coordinate municipal efforts to assist ANHS and the Arts & Cultural District steering committee to move this project forward. HLB may also initiate a Site Specific Land Use Study for Parcel No. 3-012, especially if near-term development of the parcel would provide a winning outcome for HLB, the Mountain View community, the Arts & Cultural District and the proposed Northway Town Center plan.

In addition, ANHS has expressed interest in obtaining HLB Parcel No. 3-010 at the corner of Porcupine and Mt. View Drive, as a key addition to the Arts & Cultural District. HLB will evaluate this request during 2003. HLB commissioned a Phase II environmental assessment in an effort to determine development potential.

Crow Creek Road Area Land Use Study – The Girdwood Area Plan designates significant portions of HLB land in this portion of the Girdwood Valley for potential residential development. Recently, two proposals have come forward which would improve access and use of the area. Senator Ted Stevens has appropriated funds to upgrade Crow Creek Road, and the Anchorage Water and Wastewater Utility (AWWU) has proposed a major water line to be routed through this area. These proposals accelerate the need to prepare a land use study to help make informed decisions on the future use of this land. HLB intends to undertake a land use study for this area during 2003.

The following HLB parcels in Girdwood are slated for land use studies in 2003:

- That portion of HLB Parcel 6-010 located north and east of California Creek
- All of HLB Parcels 6-011, 6-015, 6-016 and 6-017

2003 Projected Revenues and Expenses

On page 42 is a chart of estimated revenues and expenses projected for 2003 through 2008, noting specific properties to be considered for disposal in each year.

Expense projections are based on the 2003 operating budget with 5% per annum increases through 2008. Revenue projections are based upon our current analysis of potential properties for sale, which appear to be excess to municipal needs. Estimated values for the sales have been provided by the Property Appraisal Department.



Other Projects

GASB - 34 - The Government Accounting Standards Board (GASB) adopted new nationwide accounting standards for calculating assets, including land. These new standards must be incorporated before the end of 2003 with regard to land assets. A calculation of property and lease values must be completed of all property in the HLB inventory, evaluating each parcel's value for the year in which it came into municipal ownership.

HLB Parcel #4-033: Clitheroe Center – The Salvation Army has expressed an interest in relocating this facility. If relocation occurs, the aging facility would remain on this parcel. HLB staff will recommend alternative uses for the site (HLB Parcel No. 4-033), which is located near Point Woronzof. New security requirements and heightened airport security may dictate that this parcel eventually be made unavailable for public use, with the exception of the Coastal Trail. The Salvation Army desires to aggregate its facilities for efficiency upon a new site. HLB will work with Salvation Army to facilitate its future relocation.

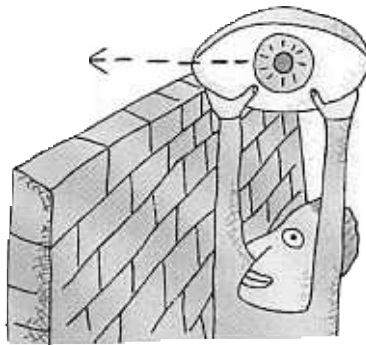
Section 36: HLB Parcels 2-124, 2-125 and 2-126(Anchorage Hillside) – During 2002, the HLB Advisory Commission recommended the Assembly withdraw these parcels from the HLB inventory, and transfer them into park status. This proposed action would fulfill a long-standing goal of much of the surrounding community. The commission conditioned their recommendation, however, upon the completion and acceptance of a study/report addressing issues of access, corridors and potential linkages with other private property and parkland. The Commission sought to strike a balance between the goal of creating a new regional park with Section 36, and the necessity to resolve long-standing access issues, especially with private property owners to the east of Section 36.

During 2003, HLB and CRS intend to work together to oversee the preparation of the access study and replat of the property. The study would be conducted by a professional contractor using a public process. HLB and CRS remain committed to the creation of an outstanding regional park for the entire community.

Chugach State Park Access – In order to improve access to Chugach State Park, HLB will explore with Chugach State Park the feasibility of exchanging certain HLB parcels immediately adjacent to Chugach State Park to State Parks in return for state land of equal value elsewhere which would have greater utility for municipal purposes. HLB and Chugach State Park will work closely on ways to improve access to the park. Chugach State Park has produced a study identifying potential access points, and HLB will work with the state and the public to accommodate some of these desired access areas.

Recreational Lands Acquisition- The HLB will work in close cooperation with the Planning Department, Anchorage School District, and Cultural and Recreational Services (CRS) to fully implement acquisition strategies for municipal plans, including Anchorage Park and open space plans. CRS will update its parks plan in 2003, and HLB will work with the agency to implement appropriate strategies.

Vision Anchorage – Vision Anchorage is a group of public and private sector leaders who have created an economic development plan for Anchorage. There are seven “champions” behind Vision Anchorage: Anchorage Chamber of Commerce, Anchorage Convention and Visitors Bureau, AEDC, Anchorage School District, Chugiak-Eagle River Chamber of Commerce, UAA and MOA. Heritage Land Bank will work on behalf of the MOA on the “Call to Action” initiative dealing with readiness: assisting in identifying a portfolio of improved sites and buildings; streamlining permitting and policy procedures; and identifying and supporting new revenue streams to fund infrastructure and services.





Chapter 4. Conceptual Heritage Land Bank Five-Year Work Plan, 2004-2008

Over the next five years (2004-2008), HLB intends to accomplish numerous important objectives, including:

- Continued improvements to the accuracy and reliability of the HLB land and resources inventory,
- amending municipal code to incorporate updated policies and procedures for HLB,
- enhancing public trust in the HLB land management process, through wise stewardship and sound decisions,
- obtaining the municipality's remaining land entitlements from the state,
- managing the HLB Fund to increase annual yields (rate of return), and to acquire strategic properties required for municipal purposes,
- transferring management authority for certain HLB lands to appropriate municipal agencies,
- disposing HLB lands where doing so will achieve municipal purposes, and
- evaluating how HLB can best serve the public for the long-term.

Acquiring State Entitlement Lands

The Heritage Land Bank will continue to obtain titles to remaining state land, pursuant to the Municipal Entitlement Act and subsequent agreements. In most cases, HLB will be responsible for surveying these parcels. HLB staff will continue to work closely with Alaska Department of Natural Resources to generate patents for each land selection.

Proposed Disposals of HLB Parcels, 2004-2008

The Heritage Land Bank will review several of its holdings for disposal during this five-year planning period. The list on the following page represents HLB parcels that will be considered for disposal, provided such disposals are consistent with the MOA's comprehensive plan, the market conditions,

and with more detailed planning documents and studies that may be forthcoming during the course of this five-year timeframe.

HLB Parcel	Location	Size	Zone	Disposal type
1-007-C	Chugiak	20 acres	R-10	Sale
1-034	Birchwood	2.5	PLI	Sale
1-071	Eagle River	40 acres	R-10	Sale
1-072	Eagle River	7.8 acres	R-2ASL	Sale
1-073	Eagle River	3.7 acres		
1-074	Eagle River	90 acres	PLI	Sale
	Eagle River	35 acres	R-1	
1-089 (ptn.)	Hiland Road	36.73 acres	R-1	Sale
2-127	Potter Valley	20.2 acres	R-6	Transf. – CRS
2-136	Potter Valley	49.3 acres	PLI	Sale
2-144	Potter Valley	37.5	PLI	Park (8 acres), Sale
2-146	Potter Valley	12.5 acres	PLI	Sale
4-004, 5 & 6	Anchorage	.3 acre	B-2B	Lease or Sale
4-010, 11 & 12	9 th Ave. & L St			Sale
4-022	Mabel T. Caverly Senior Ctr.	.9 acre	B-3	Sale
4-026, 27 & 28	Cope Street	.1 acre each	B-3	Sale or Lease
5-010, 11 & 12	Maui Industrial Park	1.26 acres ea.	I-2	Sale or Lease
TBD	Girdwood	Up to 50 total	R-11	Up to 40 ac. Resid'l., 10 ac. Comm'l.
6-040	Girdwood	40 acres	R-11	Study, possible sale

The HLB parcels under consideration for disposal in the **2004-2008** period are outlined on the following pages and are noted in the graph above. Several of these parcels will need to be reviewed more carefully or land use studies undertaken before determining final disposition or use.

Region 1 – Birchwood–Eagle River area

1. **HLB Parcel #1-007-C** – The northern 20 acres of Parcel #1-007, zoned R-10, are located on Jasmine Road in Chugiak is being platted and will be available for potential sale when warranted by value and substantiated by the conclusions of a master plan. Improvements to the area's infrastructure are anticipated and will increase this property's value once completed.

2. HLB Parcel #1-034 – This 2.5-acre parcel in Birchwood is zoned PLI and is located adjacent to the northwest quarter of Section 25. HLB has received inquiries as to the availability of this parcel, and will offer this parcel for sale by competitive bid when market conditions warrant.
3. HLB Parcel #1-071 – This 40-acre parcel in Eagle River, zoned R-10, will be considered for disposal.
4. HLB Parcel #1-072 – Following completion of a land use study for this area, this 7.8-acre parcel zoned R-2A SL, will be considered for disposal.
5. HLB Parcel #1-073 – A 3.7-acre parcel in Eagle River currently zoned PLI. Following completion of a land use study for this and other adjacent HLB properties, it will be considered for disposal.
6. HLB Parcel #1-074 – A portion of this large, 90-acre parcel was given in 2001 as a slope easement to the new Fred Meyer store in Eagle River. The remaining parcel will be considered for disposal following completion of the land use study for HLB parcels in this area.
7. HLB Parcel #1-077 – A 1.89-acre parcel zoned R-3SL located in Eagle River on the Old Glenn Highway near the Harry J. McDonald Recreation Center. An application was received to dispose of the parcel by competitive bid sale. The HLB Advisory Commission will consider approval of this proposal, which contemplates development of a multi-family structure on the site after a 'dam burst' study and a flood study are completed. Both studies will be funded by other parties and may be completed in 2003, as required by regulatory agencies.
8. HLB Parcel #1-084 – This is a 35-acre parcel in Eagle River, zoned R-1, to be considered for sale once access is improved.
9. HLB Parcel #1-089 – The 36.73-acre portion of a 153-acre parcel that has steep terrain and a high avalanche zone, a developable portion will be considered for future sale.

Region 2 – Southeast Anchorage Bowl

- HLB Parcel #2-127 – A 20-acre parcel in south Anchorage in the Potter Valley area is under consideration for a neighborhood park and transfer of management authority to Cultural and Recreational Services.
2. HLB Parcel #2-136 – An eight-acre portion of this 49.3-acre parcel zoned PLI in the Potter Valley area of Anchorage shall be considered for disposal via sale following replat and rezone.
 3. HLB Parcel #2-144 – A 37.5-acre tract of land on the Upper Potter Valley Road on the south Anchorage hillside. Strong demand is indicated for this parcel as a site for additional housing, given the lack of parcels of similar size in the Anchorage bowl. The Potter Valley Land Use Analysis (1998) recommends that the northern eight acres of this parcel be designated as park, leaving the remainder for residential development and streets. Access complications exist, with access from Golden View Drive offering a possible alternative. The HLB intends to explore these options and develop a disposal plan and timeline if access complications are resolved.
 4. HLB Parcel #2-146 – This 12.5-acre parcel in Potter Valley, zoned PLI, currently has no access. It is estimated to become available following replat and rezoning and the establishment of infrastructure improvements in the area.

Region 4 – Northwest Anchorage Bowl

- HLB Parcels #4-004, 05 & 06 – These are three contiguous parcels located in downtown Anchorage at 7th Avenue and I Street and are currently permitted to the Anchorage Parking Authority for use as a parking lot. The lots are encumbered by a deed restriction and “reverter clause” that limits use to municipal purposes only. The MOA will continue its efforts to have the clause removed by legislation on these and other municipally owned properties in the downtown Anchorage area. Following a highest and best use determination, options may include termination of the APA permit in favor of direct HLB management, long term lease or sale of these parcels by competitive bid.
2. HLB Parcels #4-010, 4-011 and 4-012 – Three lots located on the northeast corner of 9th Avenue and L Street comprised of over 24,000 square feet and zoned B2-B. Parcels 4-011 and 4-012 are currently used by the Health and Human Services Department as service vehicle and employee parking. On parcel 4-010, located at 727 L Street, is a 1920-vintage single-family house once owned by pioneer Alaskan J. “Vic” Brown. In 2001 the HLB will work with Anchorage Historic Properties, Inc. to determine the final disposition of the J. Vic Brown house; options to be considered may include relocation of the structure to another location. A highest and best use determination will be made of the subject lots in preparation for disposal or development by 2005. The Administration’s intent is to replat these parcels into a single tract, and offer this property for sale at the earliest practical date, following the vacation of the HHS Building by the Department of Health and Human Services.
 3. HLB Parcels #4-026, 27 & 28 – Three adjacent properties zoned B-3 (commercial) on Cope Street near Benson Boulevard will be available for long term lease or sale.

Region 5 – Southwest Anchorage Bowl

Maui Industrial Park (HLB Parcels 5-010, 011 & 012) – Three commercial parcels located north of O’Malley Road and near the Alaska Railroad rail bed. The Alaska State Department of Transportation has begun a southerly extension of C Street, which will greatly enhance access to these parcels. HLB will consider selling the parcels if the improved access increases market value. The street extension is slated for completion in 2004.

Region 6 – Girdwood/Turnagain Arm

- Lower Girdwood Valley – Up to 50 acres are designated for selection as residential development in the lower Girdwood Valley under the terms of the lease for the Girdwood golf and Nordic ski course. See “Active Development Projects,” below.
2. HLB Parcel #6-040 – A land use study for this 40-acre tract in Girdwood is planned during this period in anticipation of disposal of any developable portions by sale.

Active Development Projects

Development of a Resort Golf Course / Nordic Ski Area in Girdwood. HLB anticipates that Glacier Valley Development Corporation will complete its testing and master planning phase during 2003. Assuming the project remains feasible, and assuming Assembly approval, construction of the project could commence in the 2003-2004 timeframe.

Girdwood Industrial Park - Improvements to infrastructure of the industrial park may be considered, with the intent of leasing or selling lots for commercial use and storage. An improved industrial park facility will concentrate industrial and unsightly functions away from residential properties and allow space for area home and business owners to store and/or work with large industrial equipment away from quiet residential areas. A feasibility and market study was completed in 2002, indicating that return to the HLB on investment in development will be very close to break-even.

Downtown Girdwood Parking – Creating off-street parking in the Girdwood downtown business area will help local businesses faced with the current parking problem of inadequate spaces. During this planning period, HLB hopes to complete parking improvements to the townsite.

Public Education- HLB will extend its public outreach programs to help the citizens of Anchorage better understand the mission of the HLB and how it is implemented. This will be accomplished through informational brochures, an expanded web site, and public forums. In addition, the HLB director and staff will regularly attend community meetings to explain the HLB program and solicit public input.

Transfers of Management Authority

The HLB anticipates working closely with Planning Development & Public Works, Property and Facility Management, Cultural and Recreational Services, the Anchorage School district, and other agencies to identify and transfer HLB land needed for a variety of municipal purposes. The HLB will also address school site needs in accord with the School district's adopted Capital Improvement Project.

HLB Parcel 5-018 – This approximately 158-acre parcel is located on the outside turn of Minnesota Boulevard and O'Malley Road in south Anchorage and lies along the north side of Klatt Road. In 2001, the airport purchased development rights as part of wetlands mitigation for future airport expansion. The parcel is to remain as wetlands and will be scheduled for transfer to Cultural Recreational Services within the planning period.

Land Use Studies

HLB Parcel #6-040 – A 40-acre parcel on Sproat Road in Girdwood will require a land use study to determine highest and best use prior to disposal. At this time we estimate that the study will commence in 2004, with disposal of this property to be considered in 2005.

Other Issues, 2004-2008

- 1 Continued monitoring for fire fuel reduction and mitigation to maintain the health of forests on municipal properties.
- 2 Work with Property and Facility Management (P&FM) to transfer unimproved land now managed by P&FM to the HLB. In addition, study the feasibility of directly transferring unimproved foreclosed properties to the HLB.
- 3 Systematically review all existing HLB leases to determine whether the existing lessees are paying at least fair market value? for use of these HLB lands. Also ensure that all lease payments are timely paid and that lease rental rates are regularly reviewed and adjusted.
- 4 Review and update all HLB application fees and rental rates to ensure that all fees and rents are based upon market rates and equivalent to or are appropriate to recover a portion of staff costs.
- 5 Continue work with Eklutna, Inc., the military, and the state to establish a mechanism to receive land and revenue due the municipality as a result of the North Anchorage Land Agreement (NALA).
- 6 Develop HLB lands in Girdwood in a manner consistent with the Girdwood Area Plan, and Girdwood Commercial Areas and Transportation Plan for this recreation/resort community.

Build community trust and support for HLB functions and activities by ensuring a transparent, accountable process for proposals, and carefully documenting the decision-making process. Also ensure that public notice and outreach are timely and properly provided.

8. Periodically review and consult with municipal agencies to determine their need for HLB land to fulfill municipal purposes. Where such needs are identified, the affected agency will submit an application to the HLB that will then be processed to a final decision. Also periodically review and consult with municipal agencies to determine which land managed by such agencies should be transferred into the HLB land inventory.
9. Maintain an aggressive stance with regard to illegal trespassing on HLB lands throughout the municipality and regularly work with Code Enforcement to remove illegal structures and maintain clean sites.
10. HLB staff will review existing policies and procedures and work on proposed provisions for HLBAC to review and recommend for adoption. HLB policies and procedures may be incorporated in to the municipal code at the request of the Municipal Attorney.

ESTIMATED PROJECTED REVENUES and EXPENSES, 2003-2008

	2003		2004		2005		2006		2007		2008	
Land Sales By Region	Parcel #	Projected Revenue*	Parcel #	Projected Revenue*	Parcel #	Projected Revenue*	Parcel #	Projected Revenue*	Parcel #	Projected Revenue*	Parcel #	Projected Revenue*
REGION 1	1-034	\$40,000	1-034 1-077	\$27,000 \$81,000	DHHS Bldg	\$3,000,000	1-071 1-072	\$140,000 \$243,000			1-073 1-074 1-084 1-089 1-007C	\$45,000 \$320,000 \$91,000 \$129,000 \$70,000
REGION 2			2-144 (29.5 acres)	\$186,000					2-136	\$247,000	2-146	\$162,000
REGION 3												
REGION 4	4-036, 37 & 38	\$2,370,000					4-010, 11 & 12	\$297,000	4-022 4-026, 27 & 28	\$341,000 \$155,000		
REGION 5	5-018	\$380,000	5-010, 11 & 12	\$165,000								
REGION 6	6-015 or 016	\$156,000	6-030	\$179,000								
Other Revenue:												
Leases		150,000		\$90,000		\$90,000		\$100,000		\$100,000		\$100,000
Permits		\$2,000		\$2,500		\$2,500		\$2,500		\$2,500		\$2,500
Total Revenues		\$3,179,000		\$649,500		\$3,092,500		\$782,500		\$845,500		\$919,500
Expenses (operating & indirect costs)		(\$749,300)		(\$755,000)		(\$760,000)		(\$777,300)		(\$780,000)		(\$785,000)

* Note: All projected revenues and expenses are estimates.
All land disposals require current appraisals prior to sale, exchange or lease.



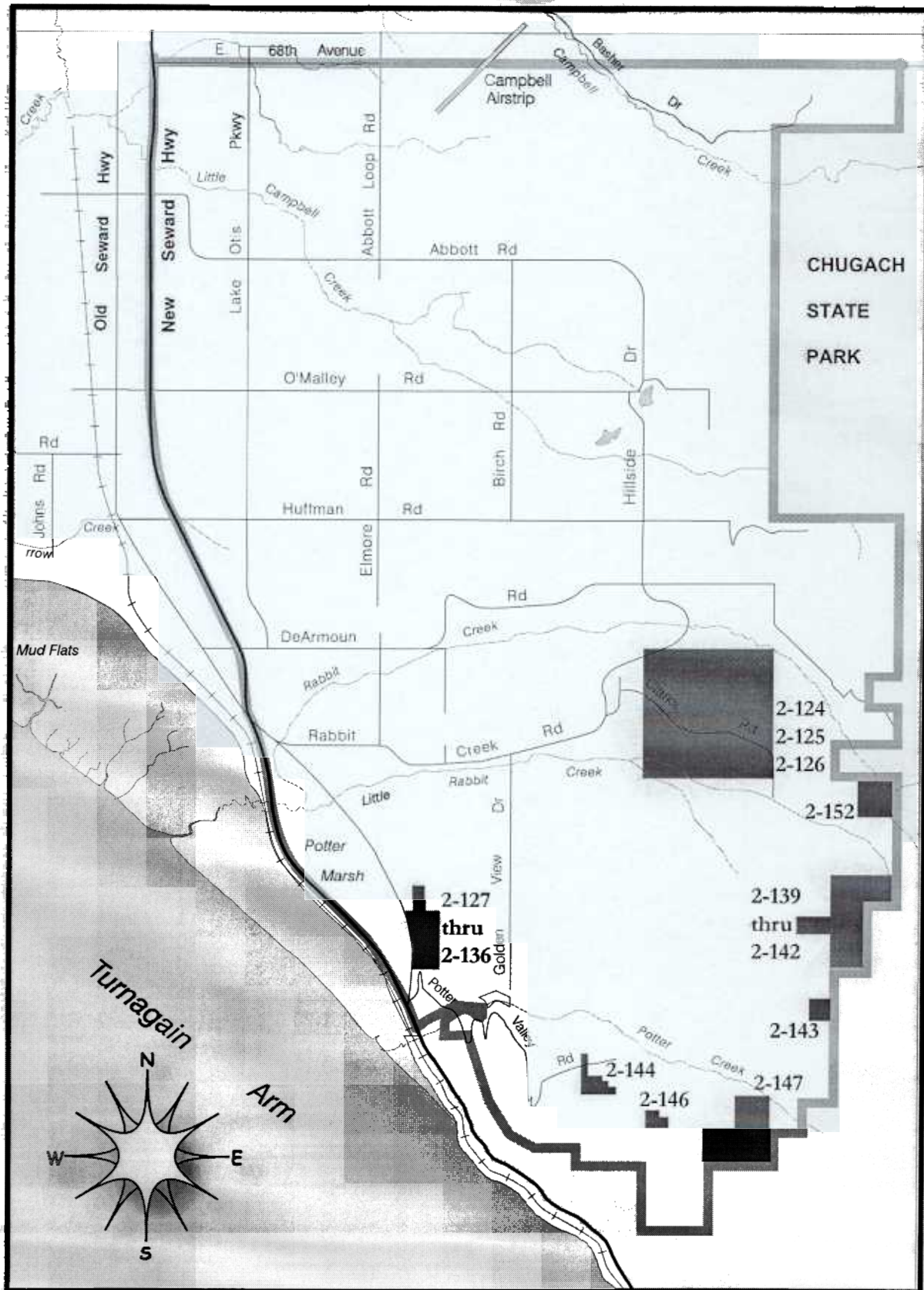
Appendix A

This map illustrates the Fort Richardson Military Reservation and its surrounding areas. Key features include:

- Geographical Features:** Knik Arm, MUD FLATS, Edmonds Lake, Minor Lake, Thunderbird Creek, Exuma, Beach Lake, Pearl Lake, Lower Fox Lake, Eagle River, and South Fork Eagle River.
- Infrastructure:** Highway, Loop Road, Birchwood Loop, Birchwood Rd, Jayhawk Dr, Old Glenn, Park Creek, Peltz, Horstead Rd, Skid Rd, Volcan Blvd, and Highway 101.
- Landmarks and Reservations:** Fort Richardson Military Reservation, Chugach State Park, and MUD FLATS.
- Locations and Coordinates:**
 - 1-004
 - 1-009 thru 1-058
 - 1-065 thru 1-069
 - 1-071
 - 1-072
 - 1-073
 - 1-074
 - 1-079
 - 1-080
 - 1-081
 - 1-082
 - 1-083
 - 1-084
 - 1-079 1-089
 - 1-085
- Other Labels:** BIRCHWOOD WRESTLING, Peltz, Horstead Rd, Skid Rd, Volcan Blvd, Highway 101, Peltz, Horstead Rd, Skid Rd, Volcan Blvd, Highway 101, Peltz, Horstead Rd, Skid Rd, Volcan Blvd, Highway 101.

Prepared by
Heritage Land Bank jpt - 1-02

HLB INVENTORY REGION 2

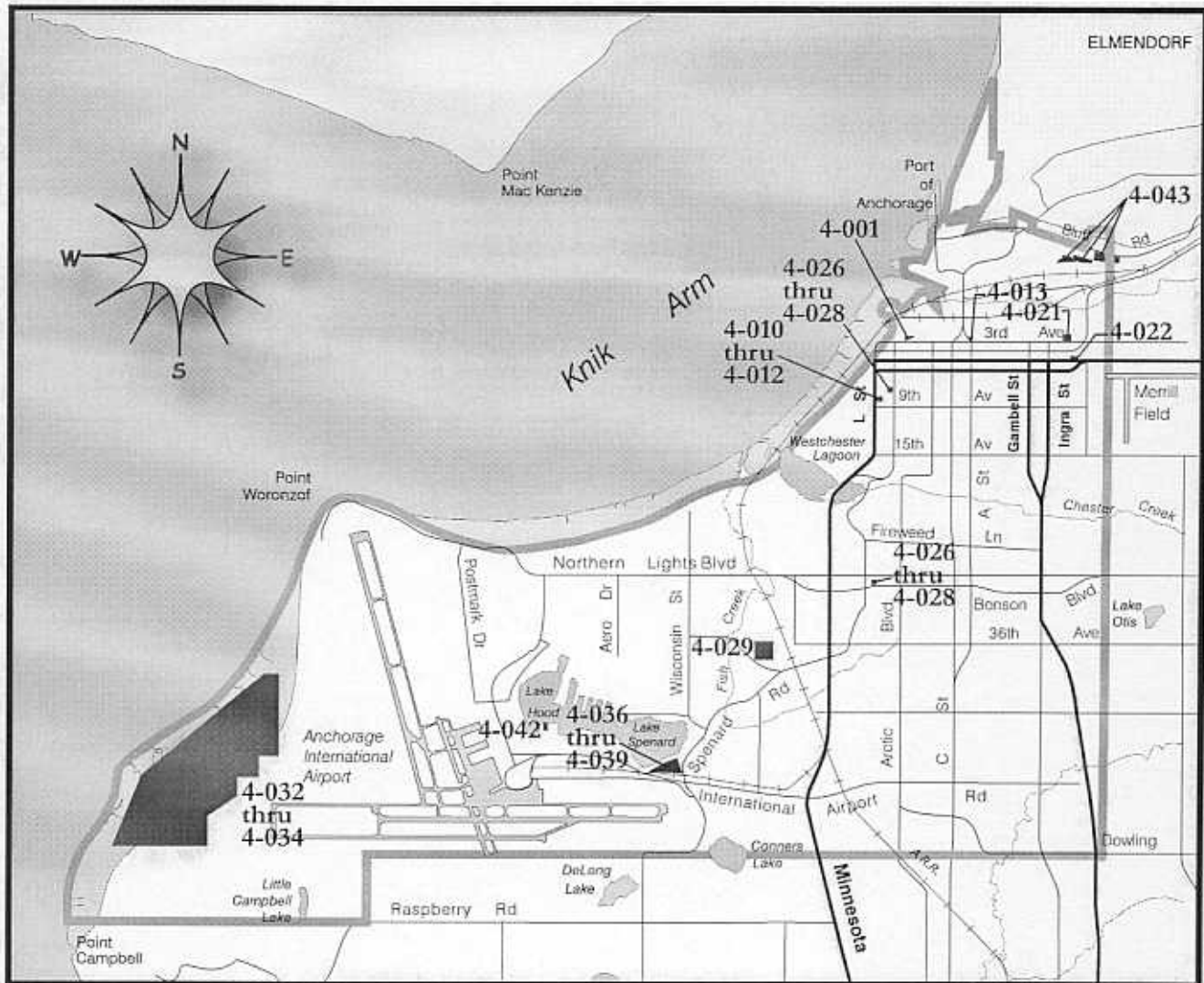


* For specific parcel maps & information, please refer to the HLB Inventory book or call the Heritage Land Bank at 343-4333

Prepared by
Heritage Land Bank-jpt- 1-02

Prepared by
Heritage Land Bank- jpt 1-02

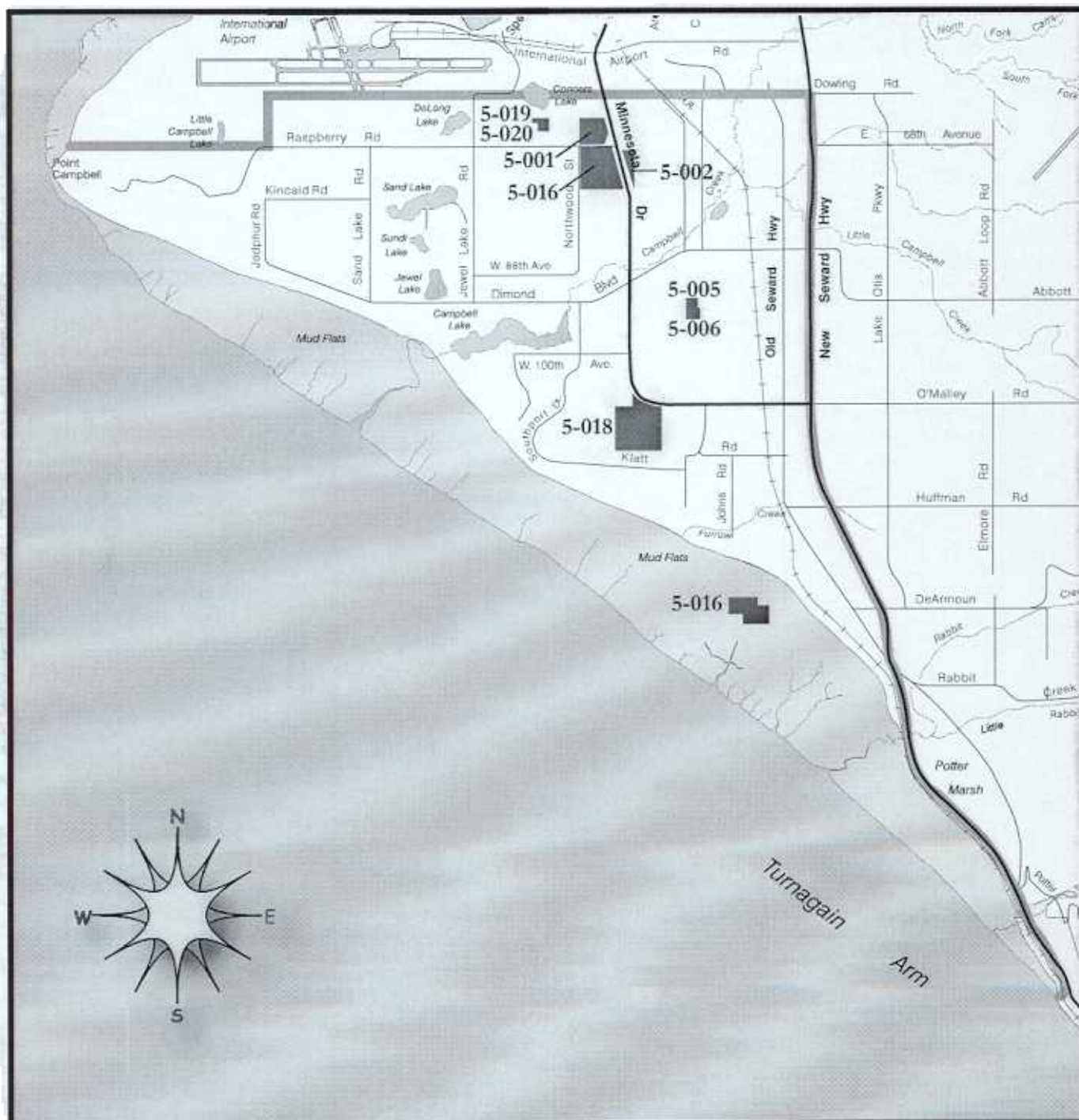
HLB INVENTORY REGION 4



* For specific parcel maps & information, please refer to the HLB Inventory book or call the Heritage Land Bank at 343-4333

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Heritage Land Bank-jpt- 1-02

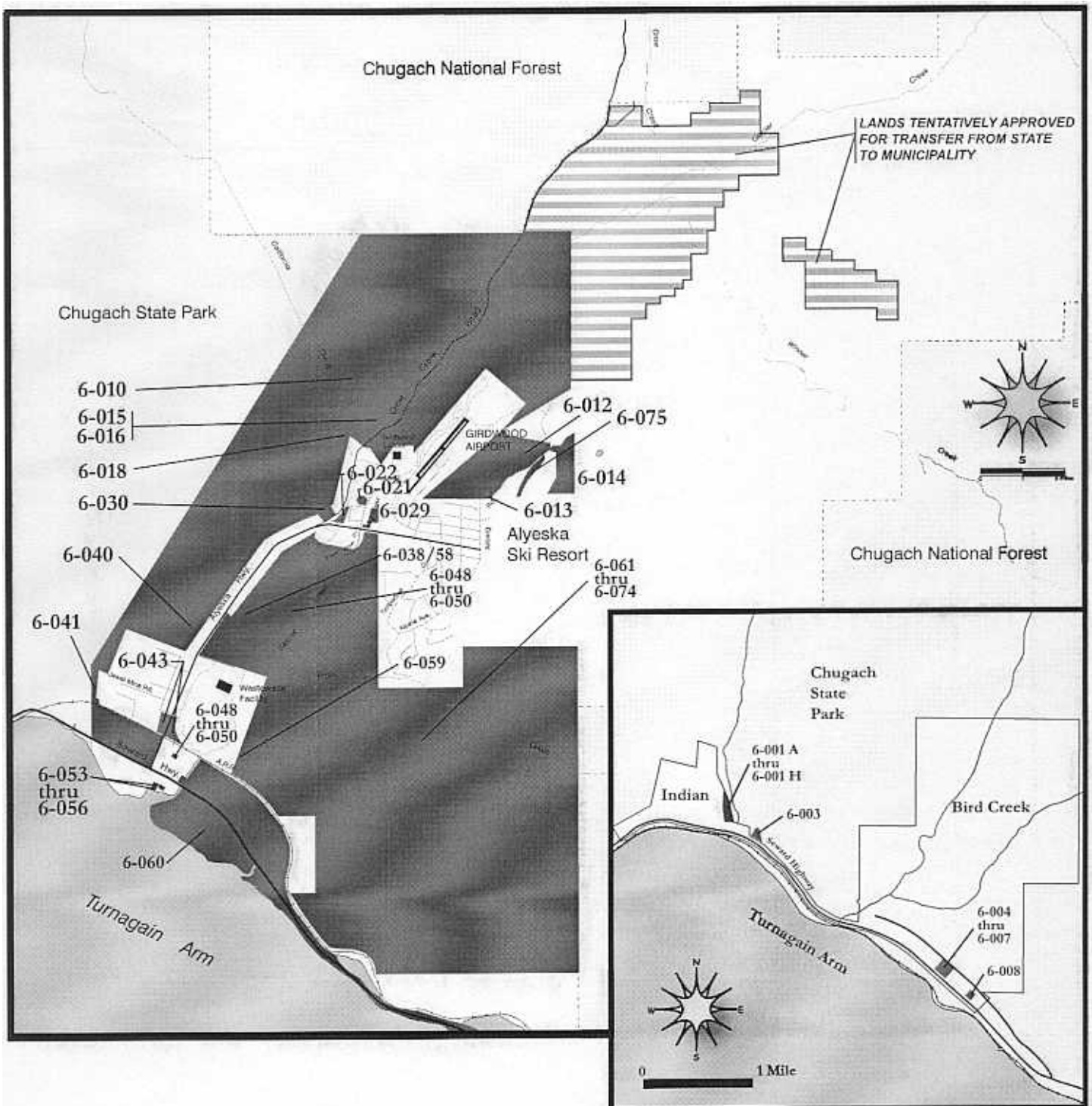
HLB INVENTORY REGION 5



* For specific parcel maps & information, please refer to the HLB Inventory book or call the Heritage Land Bank at 343-4333

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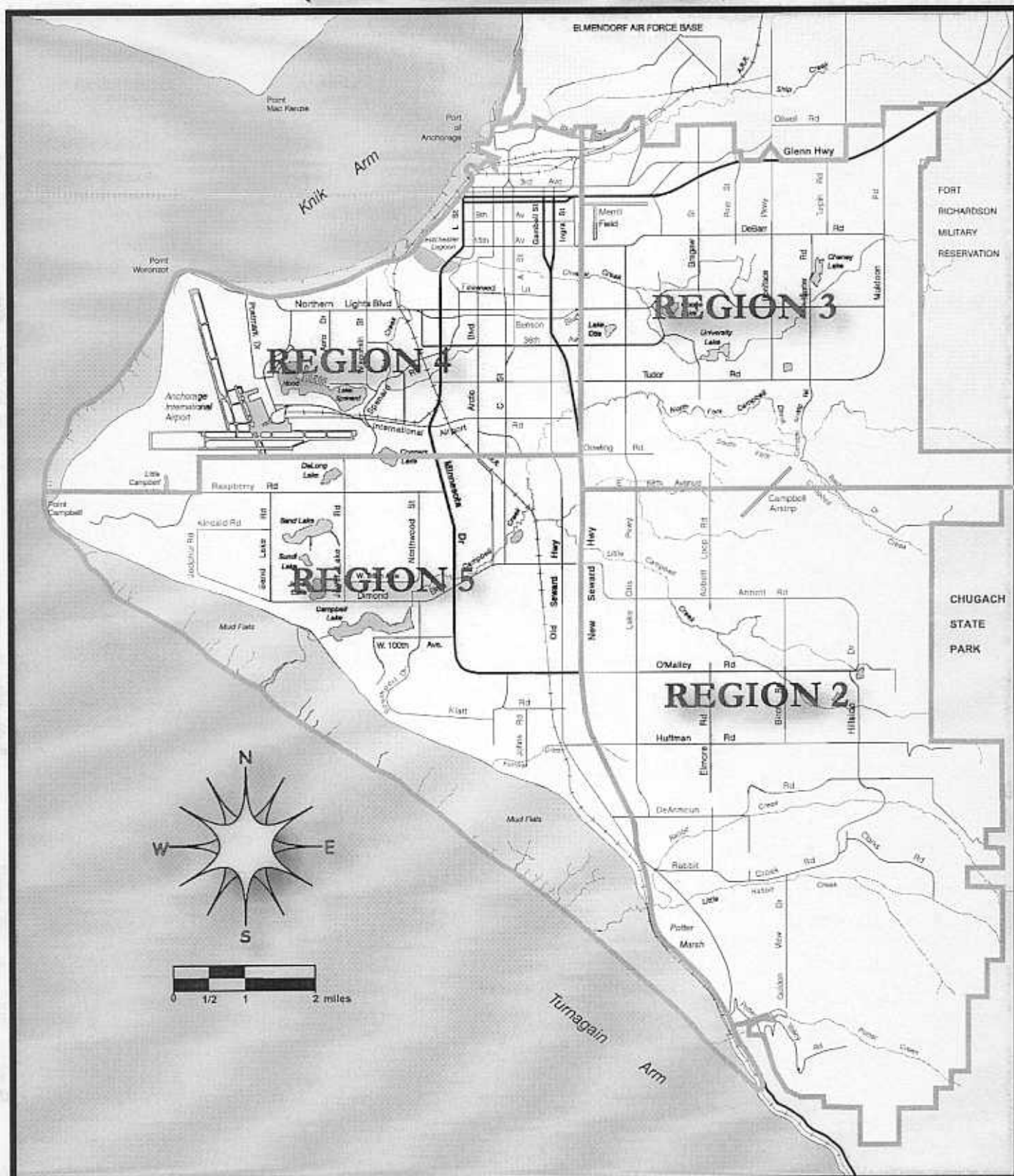
HLB INVENTORY REGION 6 GIRDWOOD



* For specific parcel maps & information, please refer to the HLB Inventory book or call the Heritage Land Bank at 343-4333

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HLB INVENTORY REGIONS 2, 3, 4 & 5 (ANCHORAGE BOWL)



* For specific parcel maps & information, please refer to the HLB Inventory book or call the Heritage Land Bank at 343-4333

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Appendix B

Heritage Land Bank Policies and Procedures

The Real Estate Department will develop a uniform Policy and Procedures Manual for Assembly approval to govern the activities of the HLB. At the present time, the HLB operates under the authority of Chapter 25.40 of the Anchorage Municipal Code and is supplemented by a broad set of policies approved by the Assembly in 1996. However, some internal processes are handled on a case-by-case basis by HLB staff. There is a need to ensure consistency in staff work, and the public also needs to have a better understanding of the process. Therefore, a uniform HLB Policy and Procedures Manual will be developed to govern all major HLB activities. This manual will be reviewed in draft form with the public prior to adoption.

The current Heritage Land Bank Policies were approved by the HLB Advisory Commission in December of 1996, and received Assembly approval in January 1997. Practical application of the policies has brought to light the need to review them and consider making revisions and creating a new set of policies. Until such time as the HLB adopts these new policies, it is intended that the following general objectives will govern the land management, disposal and acquisition actions of the HLB.

Land Management Objectives – Disposal and Acquisition

A. Land Disposal Objectives

- 1. All land sales shall be offered upon a competitive bid basis, with the appraised fair market value of the land set as the base purchase price (exceptions require compliance with AMC 25.40).**
- 2. All HLB proposed land disposal actions shall be based upon a written finding that the proposed disposal is in the best interest of the municipality and is consistent with the comprehensive plan and implementing measures.**
- 3. If there is insufficient direction to determine if a proposed land disposal is consistent with the comprehensive plan and implementing measures, the HLB shall complete a site specific land use study prior to further action on the proposal. This study shall be subject to public notice, review and comment, and be used to help determine the consistency of the proposed land disposal with the comprehensive plan and implementing measures, and serve as a basis for the decision whether or not to proceed with the proposal.**
- 4. If there is reason to believe that HLB land proposed for disposal may contain hazardous or contaminated waste or other materials, the HLB shall conduct a Phase I environmental investigation of the parcel prior to offering the land for disposal. If the Phase I investigation reveals the presence of -or potential for- hazardous or contaminated waste or materials on the land, the HLB shall proceed to address the problem in accord with applicable law.**

B. Land Acquisition Objectives

The HLB shall seek to obtain the highest quality land available when selecting areas from the state under the Municipal Entitlement Act. Particular priority shall be given to obtaining lands that will satisfy present or future municipal purposes.

2. The HLB shall ensure that all prior land agreements, court settlements, and legislative acts that are intended to result in the conveyance of land or funds to the municipality are properly fulfilled.
3. The HLB shall use the HLB Fund to purchase non-municipal land needed for municipal purposes and for which funding would otherwise be unavailable through alternative acquisition methods.

Trust Fund Objectives

Continue to build the HLB Fund balance and use the fund to purchase new lands as required to serve municipal purposes. As a member of the Enterprise Team, the Heritage Land Bank goal is to continue to be a self-sustaining and self-supporting entity. This can be done through careful projects planning and maintaining the fund balance at a serviceable level. The objective is to provide the HLB and the Municipality of Anchorage a long-term vehicle for purchasing and managing properties that will serve municipal functions, which will in turn serve the public.

Appendix C

Major HLB Fund Activities by Year

1/83 Balance = \$ **62,172**
Revenues = 2,630,922
Expenses = (901,551)
Op. Transfers = 795,170
12/83 Balance = \$ **2,586,713**

[Gen. Government = \$877,092]

1/84 Balance = \$ **2,586,713**
Revenues = 3,566,449
Expenses = (2,602,775)
Op. Transfer = (13,267)
Note Proceeds = 1,000,000
12/84 Balance = \$ **4,537,120**

[Licenses & Permits = \$887,361]
[land mgmt. = \$2,578,152]
[This is an operating transfer OUT]
[Long-term note proceeds]

1/85 Balance = \$ **4,537,120**
Revenues = 2,587,762
Expenses = (2,545,766)
Op. Transf. = (270,146)
12/85 Balance = \$ **4,308,970**

[L&P = \$41,365, Other Rev. = \$2,543,974]
[Principal retirement = \$517,720, gen. Gov't.
= \$1,901,635] [Operating Transfer OUT]

1985 Expenses included:

\$150,000 Eagle River Elem. School addition
300,000 Rabbit Creek greenbelt purchase
100,000 E.M. for Eagle River greenbelt purch
685,000 Utilities for Community Park Subd.
250,000 To CRS for University Lake park

1/86 Balance = \$ **4,308,970**
Revenues = 2,771,864
Expenses = (3,378,305)
Debt services = (583,928)
Oper. Transf. = (113,330)
12/86 Balance = \$ **3,005,271**

[Charges for services = \$467,130]
[land mgmt.]
[principal retirement = \$518,301]
[transferred OUT]

1986 Expenses included:

\$2,000,000 To CRS for park land acquisition
500,000 Preservation wetlands purchase –
Connor Bog

1/87 Balance = \$ **3,005,271**
 Revenues = 2,996,102
 Expenses = (631,297)
 Op. Transfers = (3,566,901)
 12/87 Balance = \$ 1,803,175

[Srv. charges = \$44,223, Other rev. = \$2,946,734]
 [land mgmt.]

1987 Expenses included:

\$ 191,901 Hathor Subd. Park land acquisition
 1,450,000 Town Square Park purchase
 250,000 Mitigation expenses for "off-site impacts."
 141,950 South Fork Park – Eagle River

1/88 Balance = \$ **1,803,175**
 Revenues = 1,451,700
 Expenses = (660,174)
 12/88 Balance = \$ 2,594,701

[\$175,222 = Srv. Charges; \$9,159 = L&P]
 [\$9,586 = princ. Retirement; \$4,203 = Int. charges]

1/89 Balance = \$ **2,594,701**
 Revenues = 1,422,523
 Expenses = (683,699)
 Op. Transfer = (40,000)
 12/89 Balance = \$ 3,293,525

1989 Expenses included:

\$ 40,000 Planning services (CPD)
 375,000 Purch. AAHM leasehold, buildings

1/90 Balance = \$ **3,293,525**
 Revenues = 1,479,015
 Expenses = (1,080,059)
 Op. Transfer = (67,550)
 12/90 Balance = \$ 3,624,931

[8/90 – loan began from HLB Fund to Areawide
 general fund for Sullivan Arena floor repair -
 \$1,585,900. Paid off 3/31/99]

1990 Expenses included:

\$65,000 Reimb. to Scibu – water system
 67,550 CPD – planning services

1/91 Balance = \$ **3,624,931**
 Revenues = 1,262,131
 Expenses = (1,186,389)
 12/91 Balance = \$ 3,700,673

[Leases, rentals & sales = \$695,902;
 Interest income = \$542,896]

1991 Expenses included:

\$495,000 Mining claims purchase in Glacier/
 Winner Creek valley

1/92 Balance = \$ **3,700,673**
 Revenues = 1,736,002
 Expenses = (1,470,189)
12/92 Balance = \$ **3,966,486**

[Expenses incl. \$686,000 Oper. transfer to other funds]

1992 Expenses included:

\$200,000 Clitheroe Center improvements
 20,000 CRS – O'Malley/Minn. Survey
 565,000 To Parks & Rec. Service Area fund
 466,000 To Areawide fund – facility improvements.
 35,000 HLB share of Center Lake Condos purchase.

1/93 Balance = \$ **3,966,486**
 Revenues = 1,694,488
 Expenses = (3,254,525)
12/93 Balance = \$ **2,406,449**

[Incl. \$2,657,982 Operating Transfer Areawide Capital fund]

1/94 Balance = \$ **2,406,449**
 Revenues = 2,219,763
 Expenses = (1,663,360)
12/94 Balance = \$ **2,962,852**

[Incl. \$1,303,649 land sales revenue]
 [Incl. \$933,421 Transfer to other funds]

1/95 Balance = \$ **2,962,852**
 Revenues = 2,347,834
 Expenses = (1,764,292)
12/95 Balance = \$ **3,546,394**

[Incl. \$68,405 residual equity transfer out]

1995 expenses included:

\$227,886 To CDBG for HUD
 22,366 To Anch. Int'l. Airport for a grant
 938,509 Facility & areawide improvements
 68,405 To AWWU – settlement obligations between HLB & AWWU.
 52,000 New sewer trunk line for Clitheroe
 35,000 Girdwood g. course marketing RFP
 180,000 Repurchase of former HLB parcels due to contamination.

1/96 Balance = \$ **3,546,394**
 Revenues = 1,742,078
 Expenses = (1,150,073)
12/96 Balance = \$ **4,138,399**

[\$1,053,789 in land sales]
 [Includes \$12,765 in debt services]

1996 expenses included:

\$100,000 To HLB Capital Fund – Chugach Park trailhead.
 727,000 Hollywood Vista Apt.'s demolition

1/97 Balance = \$ 4,138,399
 Revenues = 782,382
 Expenses = (1,692,036)
12/97 Balance = \$ 3,228,745

[Land sales total rev. = \$213,360]
 [Capital outlay = \$687,134; Total land mgmt. costs = \$1,259,960]

1997 expenses included:

\$105,000 HLB Capital Fund projects
 50,000 Girdwood Trans./Commercial Plan

1/98 Balance = \$ 3,228,745
 Revenues = 2,075,660
 Expenses = (1,086,888)
12/98 Balance = \$ 4,217,517

[Land sales = \$1,503,013; lease & rental rev. \$273,327]

1998 expenses included:

\$480,000 "loan" for Eagle River fire station
 549,888 Land mgmt. Expense

1/99 Balance = \$ 4,217,517
 Revenues = 1,607,489
 Expenses = (1,639,613)
12/99 Balance = \$ 4,185,393

[Land mgmt. Costs = \$545,330]

1999 expenses included:

\$1,139,712 Eagle River Town Commons purchase

1/00 Balance = \$ 4,185,393
 Revenues = 728,502
 Expenses = (1,679,370)
12/00 Balance = \$ 3,234,525

2000 expenses included:

\$1,488,235 Mid-Town/Cuddy Park purchase
 60,000 To HLB Capital fund – surveys

1/01 Balance = \$ 3,234,525
 Revenues = \$ 1,004,831
 Expenses = \$ 1,314,938
12/01 Balance = \$ 2,924,418

1/02 Balance = \$ 2,924,418
 Revenues = \$ 2,394,000*
 Expenses = \$ 840,000*
12/02 Balance = \$ 4,478,418*

* 12th month estimate

Monthly Revenue, 2002

Leases, Escrows and Permits

APPENDIX D

Name	Type of Revenue	Janu	Febr	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
		Due	Due	Due	Due	Due	Due	Due	Due	Due	Due	Due	Due
AFSC	Lease (annual in Oct.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,634.00	\$ -	\$ -
AFSC Pipeline ROW	Lease (monthly)	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Ak. Aviat. Her. Mus.	Lease (quasi-monthly)	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00
Anch. Prkg. Auth.	Lease (bi-monthly - averaged)*	\$ 0		\$ 3,269.78			\$2,986.27			\$4,154.26		\$	
Alyeska Towing	SLUP (annual to 3/31/02)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AT&T	Annual lease:6-048 - 6-050	\$3,288.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Env. Recycl. Inc.	Lease (annual)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$4,750.00	
Chugach Electric	Lease (annual)	\$ 638.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Chugach Powder Gd	Permit (annual through 2003)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00		
Crossen, Tom	Permit (semi-annual)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00		
Glacier Crk S&G**	SLUP annual-Oct.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00		
Int'l. Inn, Inc.	Lease (quarterly)	\$25,200.00	\$ -	\$ -	\$34,836.00	\$ -	\$ -	\$34,836.00	\$ -	\$ -	\$34,836.00		
Jones, Frank	Lease (quarterly)	\$ -	\$ -	\$ 1,122.15	\$ -	\$ -	\$ 1,122.15	\$ -	\$ -	\$1,122.15	\$ -		\$1,122.15
KBL Apart's.	Lease (quarterly)	\$1,034.00	\$ -	\$ -	\$1,034.00	\$ -	\$ -	\$1,034.00	\$ -	\$ -	\$1,034.00	\$ -	\$ -
Maggio, Ralph	Lease (annual-Aug.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 871.39	\$ -	\$ -	\$ -	\$ -
Moon, Gerald/Marg.	Lease (annual-Aug.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,062.14	\$ -	\$ -	\$ -	\$ -
Penneys	'Air' Lease (annual-Aug.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,000.00	\$ -	\$ -	\$ -	\$ -
Redmond, H.R.**	SLUP annual-Oct.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -
Sabani, Nedzat	Lease (every 4th month)	\$1,475.00	\$ -	\$ -	\$ -	\$1,475.00	\$ -	\$ -	\$ -	\$1,475.00	\$ -	\$ -	\$ -
Seibu/Alyeska Pmc.	Variable Monthly	\$ 910.39	\$ 124.69	\$ 990.65	\$ 910.39	\$1,370.20	\$ 1,428.17	\$ 639.85	\$ 606.69	\$ 233.95	\$ 7.42		
Totals		\$40696.31	\$3,324.69	\$13,532.58	\$44,930.39	\$10,995.20	\$12,758.42	\$44,659.85	\$11,690.22	\$10,185.36	\$47,664	\$12,900	\$4,322.15

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**HERITAGE LAND BANK ADVISORY COMMISSION
RESOLUTION NO. 2003-01**

**A RESOLUTION OF THE HERITAGE LAND BANK ADVISORY COMMISSION
(HLBAC) APPROVING THE 2003 HERITAGE LAND BANK WORK PROGRAM AND
THE 2004-2008 FIVE-YEAR MANAGEMENT PLAN**

WHEREAS, the Heritage Land Bank (HLB) was established to "...manage uncommitted municipal land and the Heritage Land Bank Fund in a manner designed to benefit the present and future citizens of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan." (AMC 25.40.010); and

WHEREAS, pursuant to AMC 25.40.020, the Heritage Land Bank Advisory Commission "shall recommend and submit for assembly action a comprehensive land and fund management program... to accomplish the purpose and mission of the Heritage Land Bank," and that "Such a program shall contain at a minimum" such documents as the Five year management plan and an annual work program; and

WHEREAS, the five year management plan "shall identify those land acquisition, inventory, management, transfer and disposal objectives anticipated during this time frame." (AMC 25.40.020.A); and

WHEREAS, the annual work program shall conform "to the current or proposed five-year management plan and which includes detailed descriptions of the proposed land acquisitions, inventory, management, transfer and disposal activities of the Heritage Land Bank for the coming year," (AMC 25.40.020.B); and

WHEREAS, "A public notice, as set forth in this chapter, of not less than 45 days, is required prior to a hearing by the Heritage Land Bank Advisory Commission on the annual work program." (AMC 25.40.020.B); and

WHEREAS, on January 6, 2003, the draft 2002 HLB Work Program and 2003-2007 Five-Year Plan was mailed to municipal, public and private organizations including all Assembly members, all community councils in the Municipality of Anchorage, and to department heads in the MOA; and

WHEREAS, a public notice for the new work program and five-year plan was published in the Anchorage Daily News on also on Monday, January 6, 2003; and

WHEREAS, in accordance with AMC 25.40.025.B, on February 19, 2003, the Heritage Land Bank Advisory commission held a public hearing on the 2003 HLB Work Program and 2004-2008 Five-Year Management Plan in order to gather public input; and

WHEREAS, the 2003 HLB Work Program and 2004-2008 Five-Year Management Plan comply with the provisions set forth in AMC 25.40.025.B;

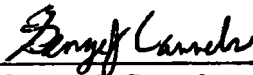
NOW, THEREFORE, THE HERITAGE LAND BANK ADVISORY COMMISSION
RESOLVES:

Section 1: That the 2003 HLB Work Program and 2004-2008 Five-Year Management Plan is adopted and approved as amended, and recommended for forwarding to the Assembly for approval.


Section 2: That this resolution shall take effect immediately upon approval

PASSED and APPROVED THE 19th day of February, 2003.

Attest:


George J. Cannelos
HLB Director

Signed:


Mary Jo Thill
HLB Advisory Commission Chair

**HERITAGE LAND BANK ADVISORY COMMISSION
RESOLUTION NO. 2003-04**

**A RESOLUTION OF THE HERITAGE LAND BANK ADVISORY COMMISSION
APPROVING AMENDMENTS TO THE 2003 HERITAGE LAND BANK WORK
PROGRAM AND THE 2004-2008 FIVE-YEAR MANAGEMENT PLAN**

WHEREAS, pursuant to AMC 25.40.020, the Heritage Land Bank Advisory Commission "shall recommend and submit for assembly action a comprehensive land and fund management program... to accomplish the purpose and mission of the Heritage Land Bank," and that "Such a program shall contain at a minimum" such documents as the Five year management plan and an annual work program; and

WHEREAS, in accordance with AMC 25.40.025.B, on February 19, 2003, the Heritage Land Bank Advisory commission held a public hearing on the 2003 HLB Work Program and 2004-2008 Five-Year Management Plan in order to gather public input; and

WHEREAS, the 2003 HLB Work Program and 2004-2008 Five-Year Management Plan was amended and recommended for Assembly approval also on February 19, 2003; and

WHEREAS, additional public and organizational input subsequent to the draft's approval on February 19th was considered to be sufficiently substantial as to warrant further amendments in response to and as recommended by said input; and

WHEREAS, the 2003 HLB Work Program and 2004-2008 Five-Year Management Plan in all other respects comply with the provisions set forth in AMC 25.40.025.B;

**NOW, THEREFORE, THE HERITAGE LAND BANK ADVISORY COMMISSION
RESOLVES THAT:**

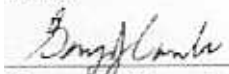
Section 1: The amendments as defined in the attached document to this resolution are adopted and approved for inclusion in the draft 2003 HLB Work Program and 2004-2008 Five-Year Management Plan.

Section 2: The draft 2003 HLB Work Program and 2004-2008 Five-Year Management Plan is recommended for forwarding to the Assembly for approval.

Section 2: That this resolution shall take effect immediately upon approval

PASSED and APPROVED THE 9TH day of April, 2003.

Attest:


George J. Cannelos
HLB Director

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Signed:


Mary Jo Thill
HLB Advisory Commission Chair

Content Information

Content ID : 000767

Revision: 1

Type: AR_AllOther - All Other Resolutions

Title: 2003 HLB Work Program & 2004-2008 Five Year Plan

Author: vanhornlr

Initiating Dept: HLB

Description: 2003Work Program and 2004-2008 Five-Year Plan

Keywords: Plan

Date Prepared: 4/10/03 4:08 PM

Director Name: George Cannelos

AL 2003-126

Workflow History

Workflow Name	Action Date	Action	User	Security Group	Content ID	Revision
AllOtherARWorkflow	4/15/03 2:40 PM	Checkin	vanhornlr	Public	000767	1
HLB_SubWorkflow	4/20/03 9:04 PM	Approve	cannelosgj	Public	000767	1
MuniManager_SubWorkflow	5/1/03 3:52 PM	Approve	kielinghj	Public	000767	1
MuniMgrCoord_SubWorkflow	5/1/03 3:55 PM	Approve	katkusja	Public	000767	1

INTRODUCTION

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