

**ANCHORAGE, ALASKA**  
**AO No. 2025-112**

**AN ORDINANCE AMENDING ANCHORAGE MUNICIPAL CODE CHAPTERS 21.03, 21.04, 21.05, 21.06, 21.07, 21.10, 21.11, 21.13, and 21.15 TO ALLOW MORE FLEXIBILITY FOR SMALL FORMS OF HOUSING AND RELOCATABLE DWELLING UNITS IN MANUFACTURED HOME PARKS AND ALL RESIDENTIAL ZONES.**

(Planning and Zoning Commission Case No. 2025-0045)

**WHEREAS**, the Assembly commissioned a study on the feasibility of new manufactured home communities, which indicated that this type of development is no longer an affordable option; and,

**WHEREAS**, the study noted that no new manufactured home communities have been built in Anchorage since 1990, and the development of individual manufactured houses, such as for use on individual lots, has decreased from over 128 per year in 2014 to just 3 in 2023; and,

**WHEREAS**, the study also stated that zoning restrictions play a significant role in the decline of manufactured home community development; and,

**WHEREAS**, one of the goals of the *Anchorage 2020—Anchorage Bowl Comprehensive Plan* is for a balanced, diverse supply of affordable, quality housing, located in safe and livable neighborhoods with amenities and infrastructure, that reflects Anchorage’s varied social, cultural, and physical environment; and,

**WHEREAS**, Policy #59 of the *Anchorage 2020—Anchorage Bowl Comprehensive Plan* calls for the Municipality to recognize mobile home parks, co-ops, and common ownership interests as viable, affordable housing choices and neighborhood lifestyle options; and,

**WHEREAS**, Goal #3 of the *Anchorage 2040 Land Use Plan* calls for Anchorage’s neighborhoods to provide a range of places to live, meeting the housing needs of residents at all income levels, household sizes, interests, ages, abilities, and races and ethnicities; and,

**WHEREAS**, Action 4-12 of the *Anchorage 2040 Land Use Plan* calls for the Municipality to work jointly with the manufactured housing industry/community and affordable housing advocates to develop an affordable housing redevelopment displacement mitigation strategy; and,

**WHEREAS**, allowing more flexibility with how land can be used within existing manufactured housing communities but maintaining the protections of the building

code can both allow people to improve their living conditions and also provide more options for current residents; now, therefore,

#### THE ANCHORAGE ASSEMBLY ORDAINS:

**Section 1.** Anchorage Municipal Code section 21.03.115, Review and Approval Procedures, Small Area Implementation Plan, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out, additionally formatting in all sections below is based on Planning's hosted code.*)

#### **21.03.115 SMALL AREA IMPLEMENTATION PLAN**

\*\*\* \*\*

#### **G. Compliance with Small Area Implementation Plan.**

\*\*\* \*\*

2. The provision in G.1. shall not apply to the following use categories and types when conditional use approval is required in the applicable Title 21 tables of allowed uses:

a. Relocatable dwelling unit[MANUFACTURED HOME] communities;

\*\*\* \*\*

(AO 2021-46(S), 6-8-21; AO 2024-24, 4-23-24; AO 2025-40(S), 4-22-25)

**Section 2.** Anchorage Municipal Code section 21.04.020, Zoning Districts, Residential Districts, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

#### **21.04.020 RESIDENTIAL DISTRICTS**

\*\*\* \*\*

#### **K. R-5: Low-Density Residential District.**

##### **1. Purpose.**

The R-5 district is intended primarily for single- and two-family residential areas with gross densities up to five dwelling units per acre.[ MOBILE HOMES ON INDIVIDUAL LOTS ARE ALLOWED IN THIS DISTRICT.]

\*\*\* \*\*

(AO 2012-124(S), 2-26-13; AO 2014-132, 11-5-14; AO 2015-100, 10-13-15; AO 2017-176, 1-9-18; AO 2019-58, 5-7-19; AO 2022-36, 4-26-22; AO 2023-77, 7-25-23; AO 2023-42, 8-22-23; AO 2023-50, 7-11-23; AO 2023-103(S), 12-18-23; AO 2025-33AA, 4-16-25; AO 2025-64AA, 6-10-25)

**Section 3.** Anchorage Municipal Code section 21.05.010, Use Regulations, Table of Allowed Uses, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

#### **21.05.010 TABLE OF ALLOWED USES**

\*\*\* \*\*

#### **E. Table of Allowed Uses - Residential, Commercial, Industrial, and Other Districts.**

1

<b>TABLE 21.05-1: TABLE OF ALLOWED USES – RESIDENTIAL, COMMERCIAL, INDUSTRIAL, AND OTHER DISTRICTS</b> <b>P = Permitted Use S = Administrative Site Plan Review C = Conditional Use M = Major Site Plan Review T =</b> <b>Special Land Use Permit for Marijuana</b> <b>For uses allowed in the A, TA, and TR districts, see section 21.04.060.</b> <b>All other uses not shown are prohibited.</b>																				
RESIDENTIAL											OTHER									
Use Category	Use Type	R-1	R-1A	R-2A	R-2D	R-2M	R-3	R-3A	R-4	R-4A	R-5	R-6	R-7	R-8	R-9	R-10				
																		AF	DR	PR
																			PLI	W
																				Definitions and Use-Specific Standards
<b>RESIDENTIAL USES</b>																				
Household Living	***	***	***																	
	Dwelling unit, relocatable [MOBILE HOME]	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P				P
Household Living	Relocatable dwelling unit [MANUFACTURED HOME] Community					S C	S C	S C	S C	S C										P
																				21.05.030A.7.
Group Living	***	***	***																	
	Habilitative care facility medium (9-25 residents)	C	C	C	C	C	P	P	P	P	C	C	C				P	P	P	P[C]
Group Living	Habilitative care facility large (26+ residents)						P	P	P	P							P	P	P	P[C]
																				21.05.030B.3.
Transitional Living Facility							P	P	P	P							P	P		P[C]
																				21.05.030B.5.
***																				

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2013-139, 01-28-14; AO 2014-58, 5-20-14; 2015-133(S), 2-23-16; AO 2015-142(S-1), 6-21-16; AO 2016-3(S), 2-23-16; AO 2016-131, 11-15-16; AO 2016-136, 11-15-16; AO 2016-156, 12-20-16; AO 2017-10, 1-24-17; AO 2017-57, 4-11-17; AO 2017-74, 5-23-17; AO 2017-176, 1-9-18; AO 2017-175(S), 2-13-18; AO 2020-38, 4-28-20; AO 2020-56, 6-23-20; AO 2021-54, 6-22-21; AO 2023-77, 7-25-23; AO 2023-42, 8-22-23; AO 2023-87(S-1), 6-25-24; AO 2025-36, 4-16-25)

**Section 4.** Anchorage Municipal Code section 21.05.030, Use Regulations, Residential Uses: Definitions and Use-Specific Standards, is hereby amended to

read as follows (*the remainder of the section is not affected and therefore not set out*):

**21.05.030 RESIDENTIAL USES: DEFINITIONS AND USE-SPECIFIC STANDARDS**

\*\*\* \*\*\* \*\*\*

**A. Household Living.**

\*\*\* \*\*\* \*\*\*

**7. Dwelling Unit, Relocatable[MOBILE HOME].**

a. Definition.

A form of transportable housing that can be certified as safe for habitation by the MOA Building Official. This includes dwellings that meet federal requirements for manufactured housing, sometimes referred to as "mobile homes" or "manufactured homes."[, FACTORY-BUILT DWELLING UNIT DESIGNED AND INTENDED TO BE USED AS A YEAR-ROUND DWELLING, AND BUILT PRIOR TO THE ENACTMENT OF THE FEDERAL MANUFACTURED HOME CONSTRUCTION AND SAFETY STANDARDS ACT OF 1976.]

b. Use-Specific Standard.

[ONLY ONE MOBILE HOME IS ALLOWED PER LOT IN THE R-5 DISTRICT, UNLESS THE LOT IS WITHIN A MANUFACTURED HOME COMMUNITY.]A relocatable dwelling unit[MOBILE HOME] shall be placed on a permanent foundation unless it is located within a relocatable dwelling unit[MANUFACTURED HOME] community.

**8. Relocatable Dwelling Unit Community (RDUC) [MANUFACTURED HOME COMMUNITY (MHC)].**

a. Definition.

Any parcel or adjacent parcels of land in the same ownership that are utilized for occupancy by two relocatable dwelling units[MOBILE HOMES, OR MANUFACTURED HOMES]. This term shall not be construed to mean tourist facilities for parking of travel trailers or campers, which are classified under "camper park."

b. Use-Specific Standards.

All RDU[MH]Cs within the municipality, except for those located within the PLI district, shall be constructed, operated, and maintained in accordance with the general standards listed below.

\*\*\* \*\*\* \*\*\*

- iv. Maximum Site Density.  
Gross density for RDU[MH]Cs shall not exceed 25[EIGHT] units per acre. Relocatable Dwelling Unit Community owners shall ensure that private infrastructure systems can adequately and safely serve all units within that RDU community.
- v. Impermanent Foundations.  
No relocatable dwelling units[MOBILE HOMES AND MANUFACTURED HOMES] within an MDU[H]C shall be placed on a permanent foundation.
- vi. Relocatable Dwelling Unit Spaces. [MOBILE HOME OR MANUFACTURED HOME SPACES]
- (A) Occupancy.  
No relocatable dwelling unit[MOBILE HOME OR MANUFACTURED HOME] space shall contain more than one relocatable dwelling unit [MANUFACTURED HOME, HOME, OR DUPLEX MOBILE HOME OR MANUFACTURED HOME.] [ NO OTHER DWELLING UNIT SHALL OCCUPY A MOBILE HOME OR MANUFACTURED HOME SPACE].
- (B) Minimum Size.  
In relocatable dwelling unit [MANUFACTURED HOME] communities created after January 1, 2014, all single relocatable dwelling unit [MOBILE HOME OR MANUFACTURED HOME] spaces shall have a minimum of 1,750[3,500] square feet of land area and all duplex relocatable dwelling unit [MOBILE HOME OR MANUFACTURED HOME] spaces shall have a minimum of 2,500[5,000] square feet of land area.
- (C) Relocatable Dwelling Unit[MOBILE HOME OR MANUFACTURED HOME] Separation.
- (1) No part of any relocatable dwelling unit[MOBILE HOME,

1 MANUFACTURED HOME],  
2 accessory building, or its addition  
3 shall be placed closer than 15 feet  
4 from any other relocatable dwelling  
5 unit[MOBILE HOME,  
6 MANUFACTURED HOME], or its  
7 addition, or no closer than ten feet  
8 if that relocatable dwelling unit  
9 [MOBILE HOME,  
10 MANUFACTURED HOME],  
11 accessory building, or its addition  
12 being placed meets building code,  
13 NFPA (National Fire Protection Act)  
14 501A and HUD #24 CFR 3280  
15 standards.

16  
17 (2) The requirements of sections  
18 21.06.030C.2., Projections into  
19 Required Setbacks, and 21.05.070,  
20 Accessory Uses and Structures,  
21 shall not apply to RDU[MH]Cs. All  
22 relocatable dwelling units[MOBILE  
23 HOMES, MANUFACTURED  
24 HOMES], and accessory structures  
25 shall be placed at least five feet  
26 from the front space line. Steps  
27 shall not be considered in  
28 determining the separations  
29 required by this subsection.  
30

31 (D) Access.  
32 Each relocatable dwelling unit[MOBILE  
33 HOME OR MANUFACTURED HOME]  
34 space shall have direct success to an  
35 internal street. Direct access to exterior  
36 public streets is prohibited.  
37

38 vii. Streets and Drainage Facilities.  
39 All streets within an RDU[MH]C shall comply with  
40 the following standards:  
41 \*\*\* \*\*

42 viii. Water and Sewage Systems.  
43 All dwelling units[HOMES] in RDU[MH]Cs shall  
44 be connected to water and sewage systems  
45 approved by the appropriate governmental body  
46 before they may be occupied.  
47

48 ix. Landscaping.  
49 \*\*\* \*\*

(B) All areas not devoted to relocatable dwelling unit[MOBILE HOME OR MANUFACTURED HOME] spaces, structures, drives, walks, off-street parking facilities, or other required landscaping shall be planted with site enhancement landscaping.

x. Additions to relocatable dwelling units[MOBILE HOMES OR MANUFACTURED HOMES]; Accessory Buildings.

(A) Generally.

All additions and accessory buildings shall be subject to the spacing and setback requirements for relocatable dwelling units[MOBILE HOMES AND MANUFACTURED HOMES]. Any addition or accessory building shall be constructed in accordance with building safety code regulations pertaining to temporary structures, provided that additions will not be required to have a permanent foundation.

(B) Height.

The height of accessory buildings is limited to that of the underlying zoning district. In the case of districts where the height is unrestricted, the maximum height of accessory structures shall be 12 feet. The height of additions to relocatable [MOBILE] dwelling units[MOBILE HOMES OR MANUFACTURED HOMES] is limited to that of the underlying zoning district. The use of any area created above the original roof line of the relocatable dwelling unit[MOBILE HOME] or manufactured home as living space is prohibited.

(C) Exits.

The number of exterior exits from additions shall be equal to or greater than the number of exits leading from the relocatable dwelling unit[MOBILE HOME OR MANUFACTURED HOME] to the addition. When two exterior exits are required from additions, they shall be

placed a distance apart equal to one-fifth of the total perimeter of the addition.

\*\*\* \*\*\* \*\*\*

- xiii. Campers and Travel Trailers. Occupied campers and travel trailers are not subject to paragraphs 8.b.vi., Relocatable Dwelling Unit[MOBILE HOME OR MANUFACTURED HOME] Spaces, and 8.b.viii., Water and Sewage Systems, of this subsection. Any permitted spaces intended for occupied campers and travel trailers shall be placed in an area segregated from permanent relocatable dwelling unit[MOBILE HOME OR MANUFACTURED HOME] spaces. Any area within an RDU[MH]C that is occupied by campers and travel trailers shall be served by a service building containing public toilet facilities and water supply.

\*\*\* \*\*\* \*\*\*

- xv. Convenience Establishments in RDU[MH]Cs. Convenience establishments of a commercial nature, including stores, coin-operated laundry, beauty shops and barbershops, may be permitted in RDU[MH]Cs subject to the following restrictions. Such establishments and the parking lot primarily related to their operations shall not occupy more than ten percent of the area of the community, shall be subordinate to the residential use and character of the park, shall be located, designed and intended to serve frequent trade or service needs of persons residing in the community, and shall present no visible evidence of their commercial character from any portion of any district outside the community. Such convenience areas shall be considered accessory uses to the principal use of relocatable dwelling units[MOBILE HOMES OR MANUFACTURED HOMES], may be permitted without a zoning change, and shall be discontinued if the RDU[MH]C is discontinued.

- xvi. Sites in Flood Hazard Area. The following requirements shall apply to all RDU[MH]Cs, any portion of which are within a flood hazard area:

- (A) Over-the-top ties shall be provided at each of the four corners of the relocatable dwelling unit[MOBILE HOME OR MANUFACTURED HOME] and two ties per side at intermediate locations.



1 Relocatable dwelling units[MOBILE  
2 HOMES] more than 50 feet long shall  
3 require one additional tie per side.  
4

5 (B) Frame ties shall be provided at each  
6 corner of the frame, and five ties per side  
7 at intermediate points. Relocatable  
8 dwelling units[MOBILE HOMES OR  
9 MANUFACTURED HOMES] more than 50  
10 feet long shall require four additional ties  
11 per side.  
12

13 (C) All components of the anchorage system  
14 shall be capable of carrying a force of  
15 4,800 pounds.  
16

17 (D) Any additions to the relocatable dwelling  
18 unit[MOBILE HOME OR  
19 MANUFACTURED HOME] shall be  
20 similarly anchored.  
21

22 (E) All applications for a conditional use for an  
23 RDU[MH]C shall include an evacuation  
24 plan indicating alternate vehicular access  
25 and escape routes during times of  
26 flooding.  
27

28 xvii. Sites in Floodplain. No relocatable dwelling  
29 units[MOBILE HOMES OR MANUFACTURED  
30 HOMES] shall be placed within the regulatory  
31 floodplain, except that RDU[MH]Cs existing  
32 before September 25, 1979, shall be permitted to  
33 place relocatable[MOBILE] dwelling  
34 units[HOMES OR MANUFACTURED HOMES]  
35 within existing unit spaces.  
36

37 xviii. Nonconforming RDU[MH]Cs.  
38

39 (A) Those RDU[MH]Cs situated within the  
40 boundaries of the former City of  
41 Anchorage which existed prior to August  
42 30, 1977, are not subject to paragraphs  
43 8.b.vi., Relocatable dwelling unit[MOBILE  
44 HOME OR MANUFACTURED HOME]  
45 Spaces, and 8.b.vii., Streets . Drainage  
46 Facilities, of this subsection, provided that  
47 such communities meet the standards set  
48 forth in the former City of Anchorage

Municipal Code sections 6.60.010 through 6.60.110.

(B) Those RDU[MH]Cs situated in any area of the municipality other than that described in paragraph i. above, which existed prior to 1966, are not subject to the requirements of paragraphs 8.b.vi., Relocatable dwelling unit[MOBILE HOME OR MANUFACTURED HOME] Spaces, 8.b.vii., Streets and Drainage Facilities, and 8.b.x., Additions to Mobile Dwelling Units[HOMES OR MANUFACTURED HOMES]; Accessory Buildings, of this subsection, within the area and to the extent that it was constructed, operated or maintained prior to that date.

(C) Any RDU[MH]C exempt from certain requirements of this subsection 21.05.030A.8., Relocatable Dwelling Unit[MANUFACTURED HOME COMMUNITY], as provided in paragraphs xviii.(A) and (B) above, shall conform to all provisions of this subsection 21.05.030A.8. within any area first constructed, operated, or maintained after the specified date or within any area that is substantially altered, remodeled, reconstructed, or rebuilt after that date.

\*\*\*      \*\*\*      \*\*\*

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2014-58, 5-20-14; AO 2015-133(S), 2-23-16; AO 2017-160, 12-19-17; AO 2023-103(S), 12-18-23; AO 2023-87(S-1), 6-25-24)

**Section 5.** Anchorage Municipal Code section 21.05.050, Use Regulations, Commercial Uses: Definitions and Use-Specific Standards, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

## **21.05.050      COMMERCIAL USES: DEFINITIONS AND USE-SPECIFIC STANDARDS**

\*\*\*      \*\*\*      \*\*\*

### **I.      Vehicles and Equipment.**

\*\*\*      \*\*\*      \*\*\*

#### **5.      Vehicle-Large, Sales and Rental.**

##### **a.      Definition.**

An establishment engaged in the display, sale, leasing, or rental of new or used motor vehicles, and boats less

than 30 feet in length and/or less than 12,000 lbs.  
Vehicles include, but are not limited to, automobiles,  
light trucks, vans, trailers, recreational vehicles, and  
relocatable dwelling units[MOBILE HOMES].

\*\*\* \*\*\* \*\*\*

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2014-133, 11-5-14;  
AO 2015-82, 7-28-15; AO 2023- 77, 7-25-2023; AO 2024-24, 4-23-24; AO  
2025-3, 2-11-25; AO 2025-36, 4-16-25)

**Section 6.** Anchorage Municipal Code section 21.05.070, Use Regulations,  
Accessory Uses and Structures, is hereby amended to read as follows (*the  
remainder of the section is not affected and therefore not set out*):

## 21.05.070 ACCESSORY USES AND STRUCTURES

\*\*\* \*\*\* \*\*\*

### C. Table of Accessory Uses

\*\*\* \*\*\* \*\*\*

**TABLE 21.05-3: TABLE OF ACCESSORY USES – RESIDENTIAL, COMMERCIAL, INDUSTRIAL, AND OTHER DISTRICTS**

P = Permitted

S = Administrative Site Plan Review

C = Conditional Use Review

	RESIDENTIAL										COMMERCIAL					INDUST.			OTHER										
Accessory Uses	R-1	R-1A	R-2A	R-2D	R-2M	R-3	R-3A	R-4	R-4A	R-5	R-6	R-7	R-8	R-9	R-10	B-1A	B-1B	B-3	RO	MC	I-1	I-2	MI	AF	DR	PR	PLI	W	Definitions and Use-Specific Standards
***	***	***																											
Intermodal shipping container (other than for residential use)	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	21.05.070D.12.
***	***	***																											

### D. Definitions and Use-Specific Standards for Allowed Accessory Uses and Structures

\*\*\* \*\*\* \*\*\*

#### 3. Bed and Breakfast

\*\*\* \*\*\* \*\*\*

##### b. Use-Specific Standards.

##### i. General Standards.

(A) Bed and breakfast establishments are  
allowed only in attached or detached  
single-family and two-family dwellings, not  
including relocatable dwelling  
units[MOBILE HOMES].

\*\*\* \*\*\* \*\*\*

#### 12. Intermodal Shipping Container (Connex Unit) as Storage.

\*\*\*      \*\*\*      \*\*\*

b. Use-Specific Standards.

Except when used as dwelling unit, t[T]he use of a connex unit is allowed in all zoning districts subject to the following:

\*\*\*      \*\*\*      \*\*\*

- iii. In residential districts, connex units used for non-residential use are only permitted on lots equal to or greater than 40,000 square feet. Except as restricted in b.vii. below, connex units existing as of January 1, 2014 on any size lot may continue as long as the screening requirements of b.i. above and the number limitations of b.iv. below are met within one year of January 1, 2014, in which case such connex unit(s) shall be deemed conforming. Failure to comply with this provision shall not result in a legal nonconformity, but rather shall result in an illegal structure.

\*\*\*      \*\*\*      \*\*\*

**E. Prohibited Accessory Uses and Structures.**

\*\*\*      \*\*\*      \*\*\*

**4. Use of Relocatable Dwelling Unit[MOBILE HOME], Recreational Vehicle, or Travel Trailer as Residence.**

Except as allowed by 21.05.080B.3.d., in all zoning districts, [MOBILE HOMES,] recreational vehicles[,] and travel trailers may not be used as an accessory use for a permanent or temporary residence. However, an RV or travel trailer may be used as visitor accommodation for not more than 90 days in any calendar year. Relocatable dwelling units may be used as an accessory dwelling unit only if placed on a permanent foundation.

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2015-131, 1-12-15; AO 2015-142(S-1), 6-21-16; AO 2016-3(S), 2-23-16; AO 2016-136, 11-15-16; AO 2017-10, 1-24-17; AO 2017-160, 12-19-17; AO 2017-176, 1-9-18, AO 2018-43(S); 6-12-18; AO 2020-38, 4-28-20; AO 2021-26, 3-9-21; AO 2021-89(S), 2-15-22; AO 2022-107, 2-7-23; AO 2023-77, 7-25-23; AO 2024-24, 4-22-2024; AO 2025-72(S)AA, 6-24-25)

**Section 7.** Anchorage Municipal Code section 21.05.080, Use Regulations, Temporary Uses and Structures, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

**21.05.080 TEMPORARY USES AND STRUCTURES**

\*\*\*      \*\*\*      \*\*\*

**B. General Temporary Use Standards.**

\*\*\*      \*\*\*      \*\*\*

**3. Other Uses and Structures Allowed.**

The following temporary uses and structures shall be allowed in any zoning district or as specified below, in accordance with the standards of this section.

- \*\*\*      \*\*\*      \*\*\*
- d. Temporary Living in a Relocatable Dwelling Unit [MOBILE HOME], Motor Home, or Other Recreational Vehicle.
- Notwithstanding title 23, one relocatable dwelling unit[MOBILE HOME], motor home, or other recreational vehicle with a fully operable self-contained sanitation system may be used on a lot in the R-5, R-6, R-7, R-8, R-9, R-10, and TA districts as temporary living quarters for not more than 18 months while a permanent dwelling is being constructed or repaired, if the following requirements are met:

\*\*\*      \*\*\*      \*\*\*

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2024-24, 4-23-24)

**Section 8.** Anchorage Municipal Code section 21.06.020, Dimensional Standards, Dimensional Standards Tables, is hereby amended to read as follows *(the remainder of the section is not affected and therefore not set out)*:

**21.06.020      DIMENSIONAL STANDARDS TABLES**

**A.      Table of Dimensional Standards: Residential Districts**

TABLE 21.06-1: TABLE OF DIMENSIONAL STANDARDS - RESIDENTIAL DISTRICTS								
<i>(Additional standards may apply. See district-specific standards in chapter 21.04 and use-specific standards in chapter 21.05.)</i>								
Use	Minimum lot dimensions <sup>1</sup>		Max lot coverage (%) <sup>7</sup>	Minimum Setback Requirements (ft)			Max number of principal structures per lot or tract <sup>2</sup>	Maximum height of structures (ft)
	Area (sq ft)	Width (ft)		Front	Side	Rear		
***      ***      ***								
<b>R-5: Low-Density Residential District</b>								
Dwelling, single-family, or one <u>relocatable [MOBILE] dwelling unit</u> [HOME]	7,000	50	30	20	5	10	1	Principal: 30 Accessory garages/ carports: 25 Other accessory: 12
***      ***      ***								

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2015-100, 10-13-15; AO 2016-71, 6-21-16; AO 2017-160, 12-19-17; AO 2017-176, 1-9-18; AO 2018-43(S), 6-12-18; AO 2019-11, 2-12-19; AO 2018-58, 5-7-19; AO 2020-38, 5-28-20; AO 2022-36, 4-26-22; AO 2023-77, 7-25-23; AO 2023-42, 8-22-23; AO 2023-103(S), 12-18-23; AO 2023-87(S-1), 6-25-24; AO 2024-102, 1-7-25; AO 2025-33AA Corrected, 4-16-25; AO 2025-48, 4-22-25)

**Section 9.** Anchorage Municipal Code section 21.07.020, Development and Design Standards, Natural Resource Protection, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

**21.07.020 NATURAL RESOURCE PROTECTION**

\*\*\* \*\*\* \*\*\*

**E. Flood Hazard Area Regulations.**

\*\*\* \*\*\* \*\*\*

**5. Regulations Applicable to Flood Hazard Area.**

\*\*\* \*\*\* \*\*\*

- c. Standards for Issuance of Building or Land Use Permit. No building permits, encroachment permits, manufactured home permits, relocatable dwelling unit permits, or other land use permits shall be issued for any development activity within the flood hazard area unless the plans show that, in addition to compliance with all other ordinances, regulations and permit requirements, the development shall meet the following requirements:

\*\*\* \*\*\* \*\*\*

**7. Construction Requirements.**

- a. Generally.

All new construction and substantial improvements in areas designated on the flood insurance rate map as zones A, A1-30, AE, and AH shall meet the following conditions:

\*\*\* \*\*\* \*\*\*

- v. For new relocatable dwelling unit communities or expansions to existing relocatable dwelling unit communities[MANUFACTURED HOME PARKS AND MANUFACTURED HOME SUBDIVISIONS]; for expansions to existing relocatable dwelling unit[MANUFACTURED HOME] parks and manufactured home subdivisions; for existing manufactured home parks and manufactured home subdivisions where the repair, reconstruction or improvement of the streets, utilities and pads equals or exceeds 50 percent of value of the streets, utilities and pads before the repair, reconstruction or improvement has commenced; and for relocatable dwelling units[MANUFACTURED HOMES] not placed in a relocatable dwelling unit community[MANUFACTURED HOME PARK OR MANUFACTURED HOME SUBDIVISION], require that the repair, and on all property not within a relocatable dwelling unit community [MANUFACTURED HOME PARK OR SUBDIVISION] stands or lots are elevated on compacted fill or on pilings so that:

- (A) The lowest floor of each relocatable dwelling unit[MANUFACTURED HOME] must be at least one foot above the base flood level.
- (B) Adequate surface drainage and access for a hauler must be provided.
- (C) For relocatable dwelling units [MANUFACTURED HOMES] placed on pilings, pilings must be stable and no more than ten feet apart and reinforced if more than six feet above the ground level.
- (D) Lots must be large enough to permit steps.
- vi. All relocatable dwelling units[MANUFACTURED HOMES] to be placed or substantially improved shall be elevated on a permanent foundation such that the lowest floor of the relocatable dwelling unit[MANUFACTURED HOME] is at least one foot above the base flood elevation, and be securely anchored to an adequately anchored foundation system.
- vii. All relocatable dwelling units[MANUFACTURED HOMES] must likewise be anchored to prevent flotation, collapse or lateral movement, and shall be installed using methods and practices that minimize flood damage. Anchoring methods may include but are not limited to use of over-the-top or frame ties to ground anchors.

\*\*\*      \*\*\*      \*\*\*

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2016-34(S), 4-12-16; AO 2017-11, 2-14-17; AO 2018-67(S-1), 10-9-18; AO 2023-77, 7-25-23)

**Section 10.** Anchorage Municipal Code section 21.10.020, Chugiak-Eagle River, Application of Chapter 21.10, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

**21.10.020      APPLICATION OF CHAPTER 21.10**

\*\*\*      \*\*\*      \*\*\*

**F.      Definitions.**

1. When the terms "Mobile Home" or "Manufactured Home" exist in this chapter 21.10, they shall be considered the same as Relocatable Dwelling Units in the other chapters of Title 21.

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2020-38, 4-28-20)

**Section 11.** Anchorage Municipal Code section 21.11.050, Downtown, Use Regulations, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

\*\*\*      \*\*\*      \*\*\*

## **21.11.050      USE REGULATIONS**

\*\*\*      \*\*\*      \*\*\*

### **A.      Table of Allowed Uses**

<b>TABLE 21.11-2: TABLE OF ALLOWED USES — DOWNTOWN DISTRICTS</b> <b>P = Permitted Use   L = Permitted with Limitations   S = Administrative Site Plan Review   C = Conditional Use</b> <b>M = Major Site Plan Review   T = Special Land Use Permit for Marijuana</b> <b>A blank cell means the use is prohibited.</b>					
Use Category	Use Type	B-2A	B-2B	B-2C	Definitions and Use-Specific Standards
<b>RESIDENTIAL USES</b>					
Household Living	Dwelling, mixed-use	P	P	P	21.05.030A.1.
***	***	***			
	Relocatable dwelling[.] unit[MOBILE HOME]				21.05.030A.7.
	Relocatable dwelling unit[MANUFACTURED HOME] community				21.05.030A.8.
Group Living	Assisted living facility (3—8 residents)	P	P	P	21.05.030B.1.
***	***	***			

(AO 2020-38, 4-28-20; AO 2023-43, 4-25-23; AO 2023-77, 7-25-23; AO 2023-120, 12-5-23)

**Section 12.** Anchorage Municipal Code section 21.13.020, Nonconformities, Single- and Two-Family Structures and Mobile Homes, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

## **21.13.020      SINGLE- AND TWO-FAMILY STRUCTURES AND RELOCATABLE DWELLING UNITS[MOBILE HOMES]**

\*\*\*      \*\*\*      \*\*\*

### **B.      Relocatable Dwelling Units[MOBILE HOMES].**

1. Lawfully erected nonconforming relocatable dwelling units[MOBILE HOMES] may be repaired or replaced, as long as the nonconformity is not increased.
2. Lawfully erected nonconforming relocatable dwelling units[MOBILE HOMES] on individual lots may be moved within the lot in compliance with setback regulations.
3. Relocatable dwelling units[MOBILE HOMES] in nonconforming relocatable[MOBILE] dwelling unit[MANUFACTURED HOME] communities may be repaired or replaced, in compliance with setback regulations.



(AO 2012-124(S), 2-26-13)

**Section 13.** Anchorage Municipal Code section 21.15.040, Rules of Construction and Definitions, Residential Uses: Definitions and Use-Specific Standards, is hereby amended to read as follows (*the remainder of the section is not affected and therefore not set out*):

**21.15.040 RESIDENTIAL USES: DEFINITIONS AND USE-SPECIFIC STANDARDS**

\*\*\* \*\*

**Reinforcement**

\*\*\* \*\*

**Relocatable Dwelling Unit**

Any manufactured home, mobile home, tiny home, or other type of small dwelling that can be moved and certified as safe for permanent occupancy by either HUD or the Building Official.

**Relocation** (as used in section 21.07.050, Utility distribution facilities)

\*\*\* \*\*

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO 2014-132, 11-5-14; AO 2015-82, 7-28-15; AO 2015-100, 10-13-15; AO 2015-138, 1-12-16; AO 2015-133(S), 2-23-16; AO 2015-142(S-1), 6-21-16; AO 2016-3(S), 2-23-16; AO 2016-144(S), 12-20-16; AO 2017-55, 4-11-17; AO 2017-75, 5-9-2017; AO 2018- 12, 2-27-18; AO 2018-67(S-1), 10-9-18; AO 2018-92, 10-23-18; AO 2019-132, 12-2-19; AO 2020-38, 4- 28-20; AO 2021-89(S), 2-15-22; AO 2022-36, 4-26-22; AO 2022-80(S), 11-22-22; AO 2023-120, 12-5-23; AO 2025-38(2), 4-22-25)

**Section 14.** This ordinance shall be effective immediately upon passage and approval by the Assembly.

PASSED AND APPROVED by the Anchorage Assembly this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
Chair of the Assembly

ATTEST:

\_\_\_\_\_  
Municipal Clerk

(Planning and Zoning Commission Case No. 2025-0045)



# MUNICIPALITY OF ANCHORAGE # 10.G.2.

## Assembly Memorandum

AM No. 734-2025

Meeting Date: October 7, 2025

**FROM: MAYOR**

**SUBJECT: AN ORDINANCE AMENDING ANCHORAGE MUNICIPAL CODE CHAPTERS 21.03, 21.04, 21.05, 21.06, 21.07, 21.10, 21.11, 21.13, and 21.15 TO ALLOW MORE FLEXIBILITY FOR SMALL FORMS OF HOUSING AND RELOCATABLE DWELLING UNITS IN MANUFACTURED HOME PARKS AND ALL RESIDENTIAL ZONES.**

### OVERVIEW

At the request of the Administration and after additional consultation with the Development Services Department, there have been two substantial changes to this proposed ordinance since the Planning and Zoning Commission reviewed it on June 9, 2025.

1. The primary term for mobile dwelling units has been renamed to "relocatable dwelling units." When heard at the Planning and Zoning Commission on June 9, this proposed ordinance referred to "mobile dwelling units."
2. The original ordinance reviewed by the Planning and Zoning Commission allowed mobile dwelling units (now relocatable dwelling units) under zoning code to be used as Accessory Dwelling Units (ADUs) without a foundation. The version provided with this memorandum changes this to require relocatable dwelling units used as ADUs to have a foundation. This is due to the specifics of building code requiring ADUs to have a foundation in case something happens to the original primary structure and the ADU becomes the main structure on the lot. It is possible to allow dwelling units without foundations on regular residential lots, but it would require a different category of regulation to meet building code requirements.

There is one additional less-substantial change in response to feedback from the Alaska Manufactured Home Owners and Renters Association to add a line that states that "*Relocatable Dwelling Unit Community owners shall ensure that private infrastructure systems can adequately and safely serve all units within that RDU community.*"

### BACKGROUND

- The *Manufactured Housing Communities, Assessment and Feasibility Study*, commissioned by the Planning Department and completed in 2024, indicated that manufactured home communities (MHCs) are no longer a viable option in Anchorage due to limitations on the land that can be developed for this use, infrastructure costs, competition with other housing at similar price points, and sourcing and shipping constraints.
- This ordinance would make it easier to repair or replace homes in existing manufactured housing parks.
- There are many small forms of housing that could meet Anchorage's housing needs but don't fit into existing regulations. This ordinance provides a few small but significant simplifications to allow more innovation and creativity for small forms of housing that can be certified as safe for habitation by the MOA Development Services Department.
- Existing Title 21 has potentially confusing terminology about "mobile homes" versus "manufactured" homes, sometimes using each to describe the same type of housing. This ordinance redefines any moveable form of housing as a "relocatable dwelling unit."
- Staff updated the original recommendations for this proposal after receiving comments calling for additional flexibility during agency review.

## POLICY SUPPORT

- The *Anchorage 2020—Anchorage Bowl Comprehensive Plan* and the *Anchorage 2040 Land Use Plan* both mention Manufactured Housing as a priority for housing in Anchorage. (See the Anchorage 2020 strategy "Mobile Home Parks" and the Anchorage 2040 strategy #9 "Infill Housing Development regulations.")
- The Mayor's 10,000 Homes in 10 Years Strategy calls for legalizing smaller, cheaper, and innovative housing types like manufactured, mobile, modular, and even 3D-printed homes.
- The Mayor's 10,000 Homes in 10 Years Strategy calls for incentivizing construction and rehab and remediating neglect.

## OVERVIEW OF CHANGES

This proposed ordinance includes the following additional changes recommended from comments during the agency review process:

- Allow any structure that can be certified as safe by the Development Services Department to be either a legal dwelling unit or a relocatable

dwelling unit with a permanent foundation in any of the zones where those uses are allowed.

- Simplify terms so that Title 21 no longer had references to “manufactured home” or “mobile home,” but rather only “relocatable dwelling unit” and other dwelling units on a foundation. A manufactured home if on a foundation and certified as safe by the Building Official will in the future just be called a dwelling unit.
- Allow relocatable dwelling units to be used as ADUs but require a foundation.
- Allowed the use of connex/shipping containers as dwelling units without the special design standards that still apply for when they are used for accessory storage. This means that a connex with a foundation is just a dwelling unit.
- Allow relocatable dwelling units on a permanent foundation in all residential zones where single-family homes are permitted.
- Allow greater density in Relocatable Dwelling Unit Communities (RDUC).
- Change RDUCs from a conditional use to an Administrative Site Plan Review use.
- Allow RDUs and RDUCs in the PLI zone, and exempt RDUCs in the PLI zone from the use-specific standards that apply to other RDUCs.

## PLANNING AND ZONING COMMISSION DISCUSSION

The Planning and Zoning Commission discussed the expanded proposed ordinance at its June 9, 2025, meeting. Commissioners heard public comment on the item, additional comment from representatives of the Mayor's Office focused on housing and how this project could benefit efforts to reduce homelessness and then discussed the potential effects and opportunities of this change.

The Commission voted to recommend approval of the proposed ordinance with five in favor and two opposed.

*The proposed ordinance has no private sector economic effects and local government effects are less than \$30,000; no summary of economic effects is required pursuant to AMC 2.30.053.*

## THE ADMINISTRATION RECOMMENDS APPROVAL.

1  
2 Prepared by: Daniel McKenna-Foster, Long-Range Planning Manager,  
3 Planning Department  
4 Approved by: Mélisa R. K. Babb, Planning Director  
5 Concur: Lance Wilber, PDPW Director  
6 Concur: Eva Gardner, Municipal Attorney  
7 Concur: Ona R. Brause, OMB Director  
8 Concur: Philippe D. Brice, CFO  
9 Concur: William D. Falsey, Chief Administrative Officer  
10 Concur: Rebecca A. Windt Pearson, Municipal Manager  
11 Respectfully submitted: Suzanne LaFrance, Mayor  
12  
13 Attachments: Exhibit A, PZC Resolution No. 2025-017  
14 Exhibit B, PZC Case No. 2025-0045 Staff Packet  
15  
16 (Planning and Zoning Commission Case 2025-0045)





# MUNICIPALITY OF ANCHORAGE REAL ESTATE DEPARTMENT



## HERITAGE LAND BANK

**DRAFT** 2026 ANNUAL WORK PROGRAM &  
**DRAFT** 2027-2031 FIVE-YEAR MANAGEMENT PLAN

# Municipality of Anchorage

Suzanne La France, Mayor

---

## Real Estate Department

Tiffany Briggs, Director

## Heritage Land Bank Division

Emma Giboney, Land Management Officer

Ryan Yelle, Land Management Officer

## Real Estate Services Division

John Bruns, Foreclosure Specialist

## HLB Advisory Commission

Dean Marshall, Chair

LaQuita Chmielowski, Vice Chair

Tammy Oswald

Ryan Hansen

Tim Charnon

Jeremy Hurst

(One vacant seats)

Front Cover Photo: HLB Parcel 2-156 on a frosty February morning. This hillside parcel on Golden View Drive is the proposed location for a non-profit cemetery (See pages 12 and 15 for more details). Photo taken by Rachel Bernhardt, founder of Alaska Natural Burial.



## Heritage Land Bank

Office Location: 2<sup>nd</sup> Floor, 4700 Elmore Road, Anchorage, AK 99507

Mailing Address: PO Box 196650, Anchorage, AK 99519

Phone: (907) 343-7536

Email: [hlb@anchorageak.gov](mailto:hlb@anchorageak.gov)

Website: [www.muni.org/HLB](http://www.muni.org/HLB)

# Contents

<b>Chapter 1. Heritage Land Bank Overview .....</b>	<b>5</b>
A Brief History of the Heritage Land Bank .....	6
The Heritage Land Bank Fund .....	7
Land Management Objectives.....	7
Overview of Land Disposals.....	8
Overview of Land Acquisition.....	8
Overview of the Annual Work Program .....	9
Overview of the Five-Year Management Plan .....	9
<b>Chapter 2. 2025 Progress Report.....</b>	<b>10</b>
Disposals, Exchanges & Transfers.....	11
Acquisitions.....	12
Projects .....	12
Land Management .....	12
<b>Chapter 3. 2026 Work Program.....</b>	<b>15</b>
2026 Potential Disposals, Exchanges & Transfers .....	15
2026 Potential Acquisitions.....	17
2026 Projects .....	17
2026 Land Management .....	18
Plans, Studies & Surveys .....	19
<b>Chapter 4. Five Year Management Plan: 2027 – 2031.....</b>	<b>20</b>
Potential Disposals, Exchanges & Transfers: 2027 – 2031.....	20
Potential Acquisitions: 2027 – 2031 .....	22
Potential Projects: 2027 – 2031 .....	23
Land Management: 2027 – 2031.....	24
Potential Plans, Studies & Surveys: 2027 - 2031 .....	24
<b>Appendices.....</b>	<b>26</b>
Appendix A: Regional Maps of HLB Inventory .....	26
Appendix B: HLB Overview & Policies.....	34
Appendix C: Major Fund Activity by Year.....	46
Appendix D: HLB Leases and Permits List .....	48
Appendix E: Response to Public Comments .....	51
Appendix F: HLB Resolution 2025-XX.....	52



## Figures and Tables

Table 1.1: HLB Inventory by Area.....	8
Table 1.2: Development Limitations.....	8
Table 2.1: Conservation Easements Managed by HLB.....	13
Table 2.2: 2025 HLBAC Resolutions .....	14
Figure 1: HLB Parcels 4-032, 4-033A-F & 4-034.....	21
Figure 2: HLB Parcels Adjacent to Chugach State Park.....	23

## Guide to Abbreviations and Acronyms

ACDA	–	Anchorage Community Development Authority
ADEC	–	Alaska Department of Environmental Conservation
AMC	–	Anchorage Municipal Code
AO	–	Assembly Ordinance
ASD	–	Anchorage School District
AWWU	–	Anchorage Water & Wastewater Utility
BLM	–	U.S. Bureau of Land Management
CASA	–	Chugach State Park Access Service Area
CEA	–	Chugach Electric Association
CSP	–	Chugach State Park
DNR	–	Alaska Department of Natural Resources
DOD	–	U.S. Department of Defense
DOT&PF	–	Alaska Department of Transportation & Public Facilities
GCP	–	Girdwood Comprehensive Plan
GDIC	–	Geographic Data and Information Center
GIS	–	Geographic Information Systems
GVSA	–	Girdwood Valley Service Area
GLT	–	Great Land Trust
HDP	–	Hillside District Plan (AO 2010-22)
HLB	–	Heritage Land Bank
HLBAC	–	Heritage Land Bank Advisory Commission
INHT	–	Iditarod National Historic Trail
MOA	–	Municipality of Anchorage
NALA	–	North Anchorage Land Agreement
P&R	–	Parks and Recreation Department
PM&E	–	Project Management & Engineering
PVLUA	–	Potter Valley Land Use Analysis (AO 99-144)
RED	–	Real Estate Department
RES	–	Real Estate Services
ROW	–	Right of Way
SOA	–	State of Alaska
TSAIA	–	Ted Stevens Anchorage International Airport
USACE	–	U.S. Army Corps of Engineers
USFS	–	U.S. Forest Service

## Chapter 1. Heritage Land Bank Overview

Heritage Land Bank (HLB) is a self-supporting, non-tax-based agency of the Municipality of Anchorage (MOA), with its own fund and advisory commission. Title 25 of the Anchorage Municipal Code (AMC), “Public Lands,” contains the statutes under which the HLB operates (AMC § 25.40).

---

*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).*

---

HLB achieves its mission by managing an inventory of HLB land and resources to benefit a wide variety of municipal objectives. The HLB manages many types of land in its inventory, over 12,600 acres, which are divided into approximately 240 parcels zoned residential, industrial, commercial, recreational, public use and open space. About half of the HLB inventory is forested lands in the Girdwood Valley, with a small percentage of HLB inventory developed or improved.

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: manage and/or improve HLB property; conduct land use planning and feasibility studies; carry out wetland mitigation monitoring; acquire property for municipal use; and support the annual operating expenses of HLB. Since its inception in 1983, the HLB has operated without any direct taxpayer support but has contributed millions of dollars in support to the general municipal government in ways that benefit our growing community.

More than 70 HLB parcels are subject to leases or permits held by government agencies or the private sector, with some used or managed by municipal agencies under special permit or management authorizations. See Appendix D for a complete list.

Municipal properties deemed surplus to current and future needs are generally disposed of through a competitive process, in accordance with AMC. In order to carry out the HLB mission, some parcels may be sold directly to other municipal agencies for continued use by the MOA.

With Assembly approval, the mayor may also designate any municipal land or interest in land for placement in the HLB inventory. However, land placed in the HLB inventory is generally:

1. Land reserved for unspecified purposes, or needed for specific or future public purposes;
2. Land determined excess to municipal needs but unsuitable for disposal and development;  
or
3. Other land determined excess to present or future municipal needs that may be suitable for disposal or development in the future.

## A Brief 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. The Land Trust Fund Council maintained oversight over the fund and its properties.

The Municipal Entitlement Act of 1978 granted Anchorage a total land entitlement of 44,893 acres from the State of Alaska (SOA). The Heritage Land Bank was formed to acquire and manage land that was transferred to the Municipality from the State as a result of the Municipal Entitlement Act for the benefit of present and future residents of Anchorage.

The ordinance that created HLB also established the HLB Advisory Commission (HLBAC), which 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 comments when it holds public hearings in order to make informed recommendations. Staff handles the ongoing land management responsibilities of the HLB.

### *Inventory Mapping*

In 1984, HLB completed its first land inventory. The HLB inventory is updated and is online for public and municipal access at [www.muni.org/hlb](http://www.muni.org/hlb). The inventory identifies all lands by HLB parcel number, municipal tax identification number, zoning classification, and acreage. Additionally, HLB parcel numbers are assigned based on their geographic location as follows:

- 1 – Chugiak/Eagle River
- 2 – Southeast Anchorage/Hillside
- 3 – Northeast Anchorage
- 4 – Northwest Anchorage
- 5 – Southwest Anchorage
- 6 – Turnagain Arm Communities

See Appendix A for regional maps and a QR code for our interactive mapping application.

### *State Entitlements*

The continuing conveyance of title to the Municipality's outstanding land entitlements is a priority. While the State has conveyed substantial acreage, and some monetary compensation to the MOA in fulfillment of the municipal entitlement mandate, other parcels await conveyance.

### *Accomplishments*

Following are several significant land uses and facilities in the Municipality of Anchorage developed over the years through contributions from the HLB inventory or fund:

- Cuddy Family Midtown Park Acquisition
- Botanical Gardens lease on HLB lands
- Girdwood Library site, trails partnerships, and Industrial Park development
- Sale of three downtown lots for mixed-use development by Cook Inlet Housing Authority
- Long-term ground lease for Chugiak Fire Station #35
- Disposal of Girdwood Industrial Park Phase I Lots.
- Transfer of 100-acres to support the creation of Potter Marsh Watershed Park and in-kind match for the USDA Community Forest Grant

### The Heritage Land Bank Fund

Upon formation of the HLB, the MOA Land Management Fund was renamed the HLB Fund. According to AMC § 25.40.035, the HLB Fund can be used for three main purposes: supporting the annual HLB operating budget; acquiring land for municipal use; and managing and improving HLB land. HLB's objective has been to responsibly manage the Fund in order to achieve our mission, with additional focus on increasing our asset value and fund strength.

### Land Management Objectives

HLB manages land to maximize benefits to the Municipality and the public, seeking to preserve and enhance the value of its land assets. Management activities and decisions take into consideration the regulatory environment and adopted comprehensive plans, special site and area land use studies, environmental plans and studies, and intra-governmental agreements.

*Our management objectives include:*

- Ensuring that all HLB lands and real property interests are reasonably protected from adverse impacts, including fire, insect damage, plant disease, invasive species, illegal dumping, hazardous or contaminated materials, timber theft, vandalism, and other threats.
- Assisting with implementation of municipal plans where HLB inventory is involved in accordance with HLB policy and fund guidelines.
- Transfer of HLB properties to other departments as appropriate and the disposal of properties excess to municipal need.
- Holding land use contracts to prevailing market rates except where otherwise provided by AMC § 25.40.
- Providing opportunities for partnership in the creation of conservation easements, through permittee-responsible mitigation to protect area wetlands, promote orderly development consistent with the goals of the Comprehensive Plan & the Anchorage Wetlands Plan, and generate revenue through the preservation of high-value HLB wetlands, while working to establish a wetlands mitigation bank.
- Continuing to enforce trespass violations, by posting signs and considering the installation of fences in areas of known campsites, removal of illegal structures and vehicles, and mitigation or prevention of impacts of unpermitted use on HLB land.

- Ensuring that open space, conservation and preservation opportunities are considered in HLB development projects where those opportunities are in the best interest of the citizens of the Municipality of Anchorage.

### Overview of Land Disposals

Disposals of HLB inventory can include sales, exchanges, leases, easements, intra-governmental agreements to both the public or private sector, and transfers of parcels to other municipal agencies. The HLB consults with other municipal agencies to determine whether HLB land is needed to fulfill various municipal purposes and the impact of disposal.

Table 1.1: HLB Inventory by Area (\*\*as of September 2025)

Acreage (Estimate)	Anchorage Bowl	Chugiak/ Eagle River	Turnagain Arm	HLB Total Acreage:
HLB Wetlands (A & B)	1,085	44	560	1,688
HLB Uplands	1,771	1,137	8,090	10,894
Estimated Total HLB Acreage:	2,789	1,182	8,659	12,630

Table 1.2: Development Limitations (\*\*as of September 2025)

Limiting Factor	Quantity
Wetlands - Class A&B	1,688 acres
Easements	538 acres
4 Avalanche Zone - Very High Hazard	431 acres
Special Flood Hazard Area	1,081 acres
Patent restrictions prohibiting disposal	846 acres
Leased	550± acres
Active ADEC Contaminated Sites	4 sites
Parcels under other MOA Agency Management	41

### Overview of Land Acquisition

#### *Acquiring Municipal Entitlement Lands*

Under AS § 29.65.010, the Municipal Entitlements Act and the subsequent *Agreement for the Conveyance of Lands of the State of Alaska to the Municipality of Anchorage, and Settlement of Land-Related Issues with the State of Alaska*, signed November 25, 1986, the Municipality was entitled to conveyance of 44,893 acres of land within the boundaries of the Municipality.

The MOA will continue to work closely with the Alaska Department of Natural Resources (DNR) to resolve any remaining land entitlement issues. The State has issued decision documents for several parcels but not patents. The State notified HLB that for management purposes the

decision documents issued for conveyance of lands is equivalent to patent and considered equitable title.

### *North Anchorage Land Agreement*

The MOA was granted rights to receive substantial acreage under the *1982 North Anchorage Land Agreement* (NALA), a federally approved agreement resolving several longstanding land ownership disputes between Eklutna, Inc., the State, and MOA. NALA provides for the future allocation of existing military land in Anchorage, in the event it is declared excess to the Department of Defense (DOD). To date, the MOA has received title to just under 300 acres of NALA land under its public interest land entitlement; no lands have been declared as excess by the DOD to date.

## Overview of the Annual Work Program

The HLB Work Program is an annually approved guide for allocating and managing HLB land and resources. The program functions and activities must be consistent with Municipal Code, HLB policies, and pertinent comprehensive or area plans.

Parcels in the HLB inventory can be disposed of through trade, sale, or lease. HLB land disposals are based upon a minimum of fair market value of the land, except as otherwise provided in AMC § 25.40. HLB may exchange excess municipal land in the HLB inventory for other non-municipal land which has greater potential value or attributes for municipal use.

Per AMC § 25.40.020B, each year an Annual Work Program will be submitted through the HLB Advisory Commission to the Assembly. The Work Program will include anticipated HLB work items for the calendar year and will be reviewed in advance by the public and be approved after public hearings before the HLBAC and the Assembly. The code states that public notice for the HLBAC public hearing on the Annual Work Program is no less than forty-five (45) days prior to the hearing. Work Program public notice procedures include direct email notification to affected community councils, list of email subscribers, as well as posting notice online. Throughout the year, the Program may be amended as recommended by the HLBAC and approved by the Assembly to include any additions to the proposed list of action items.

While implementing the Work Program throughout the year, AMC requires a fourteen (14) day public notice prior to HLBAC holding a public hearing and taking action to make recommendations on land disposals (sales, leases, exchanges, easements) and withdrawals from the HLB inventory. To receive public hearing notices, the public may join our mailing list by emailing [HLB@anchorageak.gov](mailto:HLB@anchorageak.gov).

## Overview of the Five-Year Management Plan

Predicting future municipal need and market demand is a challenging task. The success of land transactions often depends upon economic conditions, financing, and creative marketing



strategies. Consequently, the Five-Year Management Plan is best viewed as a queue of items that may be acted upon in the next five years based on community input, various municipal goals and needs, and changing market demands. The Administration expects that the HLB be prepared to seek out and respond to unforeseen opportunities as they arise that promote the goals of the comprehensive plan. Long range forecasting can be difficult, therefore the assumptions, objectives and projections that follow in this document are an attempt at planning our future given current information.

Land management decisions will be consistent with the AMC, all adopted comprehensive plans and area plans, and implementation measures. If it is unclear whether a proposed management or disposal action is consistent with adopted plans, HLB shall complete a site-specific land use study prior to a final management or disposal decision. Public comments on consistency with adopted plans will be given due consideration.



*HLB Parcel 2-157: Little Campbell Creek*

## Chapter 2. 2025 Progress Report

HLB made progress on several projects in 2025. These projects included the disposal of four parcels on the southeast corner of Lake Otis and Tudor, the transfer of an HLB recreational parcel to Girdwood Parks & Recreation, and construction of off-site improvements that will provide access to the Holtan Hills development. HLB also received authorization to lease and activate development on land that housed the former Alaska Native Service Hospital. Additionally, another Land Management Officer was hired, increasing capacity and ability to take on many outstanding work plan items. A list and description of major projects is included below.

### Disposals, Exchanges & Transfers

*HLB Parcels 3-078A-D (Lake Otis and Tudor)* – The disposal of these lots, which included an ADEC contaminated site, was approved by HLBAC and the Assembly (*HLBAC Res 2021-01; AO 2022-05*). This transaction closed in January 2025, recorded as document number 2025-000661-0.

*HLB 4-046 and 4-047 (Former Alaska Native Service Hospital Site)* – In June 2025, the Assembly authorized HLB to enter into a non-competitive 20-year ground lease with ACDA via AO 2025-71 for use of the Former Alaska Native Service Hospital Site located at 3rd and Ingra. ACDA intends to activate the site by developing an RV resort incorporating components of the 2019 Master Plan prepared by HLB, including a memorial and park elements. This is considered a short-term use and is supported by several neighboring property owners. HLB staff will draft and manage the lease which will include conditions such as a development timeline and revenue sharing with HLB. This lease is intended to be finalized by the end of 2025. (\*\*\*)*This is a pending item that will be updated prior to Assembly approval.*

*HLB Parcel 6-075 (Winner Creek Trail Extension)* – The withdrawal from HLB inventory and transfer of this parcel to General Real Estate inventory with designation of management authority to Girdwood Parks and Recreation was recommended by HLBAC in August 2024 and authorized by the Assembly on July 15, 2025 (HLBAC Res 2024-05; AO 2025-75).

*HLB Parcel 6-251 and 2-296 (Bikewood)* – In 2019, HLBAC and the Assembly authorized HLB to grant a 20-year public use easement to the Girdwood Mountain Bike Alliance (Bikewood) for the development of a first phase of trails near the Girdwood Nordic 5k Loop. Now that the trails are constructed, it is anticipated that this easement will be recorded by the end of 2025 upon recording of survey work (Record of Survey XXXX-). In 2024 HLBAC passed a resolution and in July 2025 the Assembly authorized HLB to grant an easement for a second phase of trails (HLBAC Res 2024-06, As Amended; AO 2025-76). This is a continuing project, see the 2026 Work Program Chapter for more details on future steps.



## Acquisitions

*Laurel Acres (HLB Parcels 5-041)* – In 2025 there were efforts to acquire parcels in the Laurel Acres Subdivision through donations and purchases for the purposes of future wetland mitigation credits. In 2025 HLB acquired five parcels, three were properties that the MOA foreclosed on and were retained for public purpose (AO 2025-32 and 2025-81) and the other two were purchased in September after receiving recommendation and authorization from HLBAC and the Assembly (HLBAC Res 2025-01; AO 2025-92) (\*\*purchase pending).

## Projects

*HLB Parcel 2-156 (Hillside Natural Burial Cemetery)* – After selecting Alaska Natural Burial's proposal through an RFP process in 2024, a land use permit was issued to the non-profit to perform Due Diligence work on the property. HLB conducted a soil investigation in September 2025 to determine development viability for the proposed cemetery. This is an on-going project, see the 2026 Work Program Chapter for more details on future steps.

*HLB Parcel 6-057F (Girdwood Industrial Park)* – Evaluation of development and platting options has been ongoing, HLB staff presented four options to HLBAC in April of 2024, with one preferred option being supported by HLBAC, and additionally supported by GBOS in February 2025. Survey work to prepare a preliminary plat of the parcel was completed in the summer of 2025. This is an on-going project, see the 2026 Work Program Chapter for more details on future steps.

*Former HLB Parcels 6-011, 6-016, 6-017 (Holtan Hills Project)* – In 2025 the Assembly approved an appropriation from the HLB Fund to cover construction costs of the off-site improvements (including surface transportation and sub-surface utilities infrastructure) to support the Holtan Hills development (AR 2025-220). This is an on-going project, see the 2026 Work Program Chapter for more details on future steps.

## Land Management

*Wildland Fire Fuels Reduction* – HLB staff evaluated two separate proposed fire break projects managed by the Anchorage Fire Department (AFD) and provided a report on each fire break to HLBAC. HLBAC voted in support of each fire break (Campbell Airstrip Road Shaded Fuel Break, HLBAC Reso 2025-03; Heights Hill Fuel Break, HLBAC Reso 2025-05). These fire breaks were completed by AFD in 2025. Additionally, HLB staff is assisting AFD as a stakeholder/land manager during their drafting of the Updated Community Wildland Fire Protection Plan (CWPP). The CWPP will help HLB staff determine priority parcels and treatment methods for the reduction of wildland fire risk.

*Site Inspections* – HLB staff conducted site visits on over 30 parcels during 2025. During inspections, staff noted any unpermitted activity occurring on-site, made general observations of any natural or man-made impacts to the property, and cleaned up any trash that was able to be removed by hand. An unpermitted trail bridge fallen into disrepair was removed from parcel

2-157. Tires, windows, scrap metal, and bagged trash were removed from parcel 3-080 (Tozier Track).

*Invasive Species Removal* – The Anchorage Soil & Water Conservation District eradicated invasive Chokecherry’s on parcel 4-033B (former Clitheroe Center).

*Contaminated Sites* – Certain HLB parcels have been found to contain contamination in several different forms and are at various stages of remediation, including HLB Parcel 3-078E (former Peacock Cleaners). During 2025 HLB continued to conduct environmental testing and monitoring as required by ADEC.

*Wetland Mitigation* – As the municipal agency solely responsible for management of conservation easements, the HLB has ongoing monitoring and management requirements as outlined in the conservation easement and long-term management plans. The HLB must oversee funds generated from the sale of mitigation credits or acceptance of properties, subject to a conservation easement, to allow for care in perpetuity.

Table 2.1: Conservation Easements Managed by HLB (\*\*\*Will be updated prior to Assembly)

HLB Parcel	Year Established or Modified	Acreage
5-024; Blueberry Lake	2005	7.5 acres
3-049; Campbell Tract	2007	15.5 acres
Portions of 3-075; 3-076; 3-077; 3-065; Tudor Municipal Campus	2009	40.0 acres
3-035; Chester Creek Headwaters	2009	9.75 acres
3-029; Campbell Tract	2009	27.5 acres
3-064; Dowling Substation	2010	24 acres
6-251; Arlberg Extension	2015	5.5 acres
CE 5-041; 100 <sup>th</sup> Avenue Extension	2016	23.9 acres
CE 3-079; Best Bog Subdivision	2019/2023	4.0 acres
CE 3-037; Reflection Lake Creek	2022/2024	2.3 acres
		Total: 160.0 acres

Table 2.2: 2025 HLBAC Resolutions

Resolution (Associated Assembly Document)	Subject	Date	Action
2025-01 (AO 2025-92)	Recommending Assembly approval of the acquisition of real properties, legally described Lot 31 and 32, Block 2, Laurel Acres Subdivision (Plat 71-44), and placement into the Heritage Land Bank inventory.	1/23/2025	Approved
2025-02 (AR 2025-103)	Recommending Assembly approval of the 2025 HLB Annual Work Program and 2026-2030 Five-Year Management Plan.	2/27/2025	Approved
2025-03	Supporting the Anchorage Fire Department's Campbell Airstrip Road Shaded Fuels Break Project affecting HLB Parcels 3-035, 3-035A, 3-041, 3-038, 3-045, 3-039, and 3-040	3/27/2025	Approved
2025-04 (AO 2025-71)	Recommending Assembly approval of the disposal of HLB Parcels 4-046 and 4-047, legally described as Block 35, East Addition to the Anchorage Townsite (U.S. Survey 408), and Lot 2 Block 36, East Addition to the Anchorage Townsite (Plat 96-121), by non-competitive 20-year ground lease to Anchorage Community Development Authority with profit sharing to the Heritage Land Bank Fund	5/22/2025	Approved
2025-05	Supporting the Anchorage Fire Department's Height's Hill Road Shaded Fuels Break Project affecting HLB Parcels 2-125 and 2-126	8/28/2025	Approved

## Chapter 3. 2026 Work Program

Numerous initiatives within the Municipality are set to impact the Heritage Land Bank in the upcoming year. The Real Estate Department has been assigned the responsibility of supporting various development projects associated with these efforts. Additionally, the Heritage Land Bank has several ongoing multi-year projects. It is anticipated that the Heritage Land Bank Advisory Committee (HLBAC) will address action items in nearly every regularly scheduled meeting.

### 2026 Potential Disposals, Exchanges & Transfers

*HLB Parcel 2-156 (Legacy Pointe)* – A proposal submitted by Alaska Natural Burial, a local non-profit, was selected through the RFP process for the development of this 9.5-acre parcel for cemetery purposes. HLB intends to dispose of this property to Alaska Natural Burial at less than fair market value, with conditions and restrictions. HLB will continue work with Alaska Natural Burial and municipal agencies to determine site viability for cemetery use.

*HLB Parcel 3-027A (Dowling Substation)* – Dispose of property to Chugach Electric Association. This disposal was recommended by HLBAC in 2022 (*HLBAC Res 2022-03*). An updated appraisal and other corresponding due diligence documents need to be obtained prior to moving forward with disposal. Additional easements may need to be obtained through MOA PM&E to ensure proper legal and physical access is provided to this parcel.

*HLB Parcel 4-013 (Ramada Inn Parking Lot)* – Execute a lease renewal with the current lessee for the continued use as a parking lot.

*HLB Parcel 4-043D (Government Hill)* – Review request from Joint Base Elmendorf-Richardson and Compatible Lands Foundation (CLF) for a non-development easement. HLB is awaiting an appraisal of the property prepared by a CLF contractor. HLB staff will evaluate the appraisal and disposal by easement prior to bringing before HLBAC for a recommendation on further action.

*HLB Parcels 5-010, 5-011, 5-012 (Maui Industrial Lots)* – HLBAC recommended the disposal by competitive bid of these parcels in October 2024 following increased public interest (*HLBAC Res 2024-07*). After an initial bidding period that resulted in no bids, HLB Staff is considering the contingencies as laid out in AMC § 25.40.025D. This would not require further HLBAC action. Any disposal of these lots will be taken to the Assembly for approval after having perspective purchaser(s) and set sale prices for the lots.

*HLB Parcel 6-011A, 6-011B (Middle Iditarod Trail)* – The improvements to the Iditarod National Historic Trail (INHT) began in 2020 led by Girdwood Parks & Recreation and the USFS. Work on the trail is consistent with the *Girdwood Trails Plan* (2024). HLB will collaborate with Girdwood Parks & Recreation, USFS, and private landowners on any necessary trail realignments and easements. Any trail easements on HLB property require review by HLBAC and authorization by the Assembly through public hearings prior to dedication.

*HLB Parcel 6-014 (Chair 7)* – Evaluate process for disposal, with direct sale, to owners of Alyeska Resort.

*HLB Parcels 6-036, 6-061, and 6-057F (Joe Danich Trail)* – HLB will collaborate with Girdwood Parks and Recreation to determine proper alignment and dedication of a trail easement for the Joe Danich Trail which is on the east side of Glacier Creek from the Railroad Right-of-Way to the Alyeska Highway. This is consistent with the *Girdwood Trails Plan* (2024).

*HLB Parcels 6-036 and 6-062 (Lower Virgin Creek Trail)* – HLB will collaborate with Girdwood Parks and Recreation to determine proper alignment and dedication of a trail easement for the Lower Virgin Creek Trail which runs between the Joe Danich Trail and Virgin Creek Road. This is consistent with the *Girdwood Trails Plan* (2024).

*HLB Parcels 6-074A, 6-074B* – HLBAC has recommended, and Assembly has approved (AO 2022-47), a disposal to the Alaska Railroad Corp. by non-exclusive lease for the purposes of avalanche mitigation infrastructure. ARRC is awaiting grant funding to purchase the necessary equipment to be installed on these parcels. Once the funding and equipment has been secured, HLB and ARRC will determine next steps.

*HLB Parcel 6-076 (South Townsite)* – Girdwood Community Land Trust submitted an application for a long-term ground lease. A Land Use Permit was executed to allow due diligence to move forward. GCLT released a Request for Information in 2024. More details on the development potential will be shared as it becomes available, and it will be presented to the HLBAC. Development of the site consistent with the Girdwood South Townsite Plan is supported.

*HLB Parcel 6-134 (South Townsite)* – HLB anticipates receiving a request from Girdwood Parks and Recreation for transfer of this parcel. Upon receiving this request HLB Staff will evaluate the development potential of this tract, perform an agency review to determine the public purpose need and feasibility of development, and determine consistency with the approved Girdwood South Townsite Master Plan, as well as the Girdwood Comprehensive Plan and its elements.

*HLB Parcels 6-251 and 6-296* – HLBAC recommended (*Res 2024-06, As Amended*) and the Assembly authorized (AO 2025-76), a 20-year public use easement to Girdwood Mountain Bike Alliance (Bikewood) for the development of a second phase of mountain bike trails. Bikewood was issued a Land Use Permit to construct second phase trails. Upon completion of trail construction, a Record of Survey and corresponding easement will be recorded for formal dedication.

*Utility Easements Generally* – HLB may coordinate with utility providers within the MOA to provide easements that benefit residents or the MOA in general.

## 2026 Potential Acquisitions

*Municipal Entitlement Lands* – HLB will continue to work for the conveyance of lands identified in the 1986 Agreement for the Conveyance of Land of the SOA to the MOA.

*Laurel Acres Properties* – HLB will continue to accept donations and key purchases of parcels located within the Laurel Acres subdivision. The inclusion of these parcels in the HLB Inventory will be for future conservation easement and wetland preservation credits to facilitate development in other areas of the MOA.

*Chugach State Park Access* – HLB will continue to evaluate potential property acquisitions that will provide additional or improved access opportunities to Chugach State Park.

## 2026 Projects

*HLB Parcel 3-080 (Tozier Track)* – Staff will begin to evaluate this parcel for land use entitlements including replating and rezoning for future disposal.

*HLB Parcel 4-033B (former Clitheroe Center)* – The former Clitheroe Center became vacant in April 2024. Staff is working with other departments to determine Municipal need, state of the structure, and propose next steps which may include disposal by lease to a non-profit.

*HLB Parcel 4-046 and 4-047 (former Alaska Native Service Hospital Site)* – In 2025, the Assembly authorized HLB to enter into a non-competitive 20-year ground lease with ACDA via AO 2025-71. HLB will continue to support ACDA's activation of the property and 20-year ground lease. HLBAC will receive regular reports on development and operational progress.

*Holtan Hills Tracts 1 & 2, HLB Parcel 6-011A (Holtan Hills)* – HLB Staff will continue to collaborate with the developer and implement the Development Agreement and AO 2023-137, As Amended. HLB is continuing work with the State Department of Natural Resource's to vacate the Section Line Easement in the area. The Assembly authorized HLB to convey Tract 3 (HLB 6-011A) at a later date, upon other conditions being met (AO 2023-137, As Amended).

*HLB Parcel 6-011B (Nordic Ski Trails & Glacier Creek Village)* – This area has two proposed uses for this parcel at this time, specifically the portion east of Glacier Creek:

First, in 2017 HLBAC passed resolution 2017-09 supporting a 20-year public use easement at no cost to the Girdwood Nordic Ski Club for the development of Nordic ski trails similar to their easement with HLB for the nearby Nordic 5K loop. The dedication of this easement(s) has not been brought to the Assembly because conditions in the resolution remain outstanding.

Second, in 2021 HLB released a Request for Proposals (RFP) for housing to be developed in Girdwood on HLB land. The proposal selected was one submitted by Alyeska Holdings, LP and



Seth Andersen, and included a disposal of approximately 72 acres (27 of which is for mixed-use development, the remainder for recreation and access) to facilitate the development of Glacier Creek Village through a purchase and development agreement.

The proposed action in the coming year is to work with the Girdwood Nordic Ski Club, Alyeska Holdings, LP, and Seth Andersen to dedicate trail easements on 6-011B. Additionally, HLB intends to start the process to replat 6-011B, in accordance with AMC 21.03.200. This future plat will be required to be in compliance with the Girdwood Comprehensive Plan, the Girdwood Trails Plan, and any other applicable adopted plans. The platting process will include opportunities for public input during a community meeting held in Girdwood prior to submittal of the plat application, and a subsequent public hearing at the Platting Board. The intent is to record the trail easement(s) prior to finalizing the plat. Additionally, HLB will not propose a disposal of the mixed-use development area until such a time that the trail easement(s) and plat have been recorded, as long as the Girdwood Nordic Ski Club continues to make reasonable progress towards trail development. For longer-term plans regarding a disposal for the Glacier Creek Village, see the Five-Year Management Plan.

*HLB Parcel 6-011C* – A separate tract containing the land that is zoned “Girdwood Institutions and Parks” may be included in a future platting action. This new tract will be available for current and future municipal or local community needs.

*HLB Parcel 6-039 (Orca Mountain View)* – Survey work was completed in 2025 to subdivide this parcel into three tracts based upon zoning boundaries. A preliminary plat will be submitted to the MOA Planning Department for review after receiving support from GBOS. After this plat has recorded, HLB will coordinate with GBOS, LUC, and GVSA to determine community needs and desires for further subdivision of the residentially zoned tract into residential lots. Options for eventual disposal of the residentially zoned tract have not been determined yet, but may include public/private partnerships, a competitive RFP process, or other methods compliant with AMC 25.40.025H. that provide a public benefit.

*HLB Parcel 6-057F (Girdwood Industrial Park)* –Following a development analysis completed by HLB staff in 2024, HLBAC and GBOS expressed support for a Phase 2 tract plat of the industrial park. Preliminary Phase 2 survey work was conducted in 2025. A preliminary plat will be submitted to the MOA Planning Department for review after receiving support from GBOS. This is an on-going project, for longer-term plans see the Five-Year Management Plan.

## 2026 Land Management

*Wildland Fire Fuels Reduction* – HLB will collaborate with the Anchorage Fire Department to address high priority HLB parcels at the wildland-urban interface.

*Conservation Easement Management* – HLB staff shall continue management and required annual site monitoring of conservation easements. HLB performs annual site inspections and

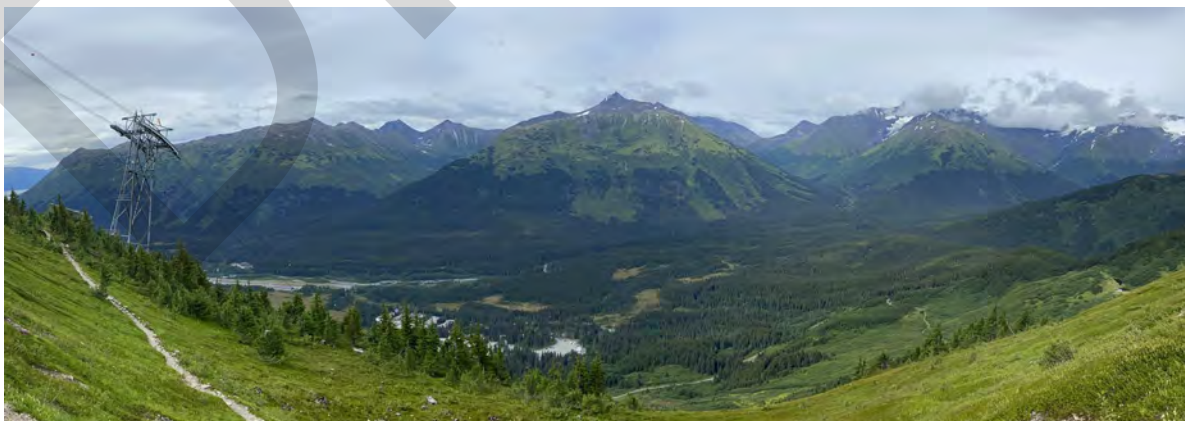
monitoring of ten Conservation Easements (Table 2.1). HLB is responsible for approximately 160 acres of conservation wetlands that were preserved through permittee-mitigation with approval as part of the Corps regulatory process. This management consists of annual site monitoring and reporting. Site monitoring for conservation easements is specific for each site and thresholds for wetland functions need to be assessed; these types of things include surface water mapping, plant identification and percent cover, water quality checks, the presence of fish and other wildlife, etc. Due to the remoteness and pristine state of the sites, considerable time is necessary to evaluate the wetland functions and overall health of the sites. While most of the sites are required to be visited once per year, it is often necessary to visit in the winter, as well. More areas can be accessed on these sites in the winter frozen conditions.

*Spatial Analysis of HLB Parcels* – With the help of the MOA Geographic Data and Information Center (GDIC), HLB completed an inventory of potentially developable HLB Parcels in Girdwood in 2023. HLB Staff will continue to work with GDIC Staff to expand the spatial analysis to all HLB Parcels.

*Trespass and Encroachment Issues* – HLB Staff completed a “Trespass and Encroachment Guide” in 2025 for internal use and will continue to identify, track, and resolve trespass and encroachment issues. HLB will consult with appropriate agencies as necessary, including Code Enforcement, Legal Department, and Anchorage and Whittier Police Departments. We ask that the public report any Public Lands (Title 25) code violations on HLB parcels (including prohibited motor vehicle use) to HLB Staff at [HLB@anchorageak.gov](mailto:HLB@anchorageak.gov).

### Plans, Studies & Surveys

HLB does not anticipate the initiation or completion of any plans, studies, or surveys within the 2026 calendar year. However, HLB will serve as a stakeholder and contributor for in-progress community plans such as the *AMATS Recreation Trails Plan*, *Anchorage 2040 Land Use Plan 10-Year Targeted Plan Update*, and *Girdwood Parks Plan*.



*View of the Girdwood Valley, including 6-010, 6-011B, 6-251, 6-281, 6-296*



## Chapter 4. Five Year Management Plan: 2027 – 2031

The HLB will review several of its holdings for disposal during this five-year planning period. The following pages represent HLB parcels that will be considered for sale, lease or exchange, provided such disposals are consistent with the MOA Comprehensive Plan, land use studies, wetlands mitigation policies, and market conditions. As recommendations for any disposals are made, the public hearing process will be initiated through the HLBAC and recommended to the Mayor, with subsequent approval required by the Assembly, also following a public hearing. Several of these parcels will need to be reviewed more carefully before determining final disposition or use. Housing is a municipal-wide need. HLB will continue to evaluate parcels for housing development potential as community planning documents are updated. Exploring non-profit entities for partnership is an avenue that will be considered to provide varied housing options.

### Potential Disposals, Exchanges & Transfers: 2027 – 2031

*HLB Parcels 1-081 & 1-082* – Staff may explore feasibility of residential development for an eventual disposal for that purpose with access to Chugach State Park.

*HLB Parcels 2-116 through 2-122* – These parcels may be more appropriate to be withdrawn out of HLB inventory and into Real Estate Services with Management Authority provided to Parks & Recreation if practical.

*HLB Parcel 2-125 & 126 (Section 36)* – Rabbit Creek Community Council is evaluating a connector trail from the elementary school to Bear Valley through HLB Parcel 2-125 and 126. An agreement or other proposal is anticipated for trail location, development, and management. Any trail development in this area will be in coordination with the Parks and Recreation Department and the *Section 36 Park Master Plan (2014)*.

*HLB Parcels 2-144A through D* – Per the *PVLUA*, these parcels are designated for residential and open space recreational use. 2-144C was rezoned to R6-SL in 2018 (AO 2017-163) and may be considered for disposal at a later date.

*HLB Parcel 2-146* – Although the *PVLUA* recommends a rezone for this parcel from PLI to R6-SL, the *HDP* suggests that due to slopes in the area, R-10 may be more appropriate in this general area. Staff may consult with the Planning Department to assess appropriate zoning for this parcel.

*HLB Parcel 2-152 & 2-158 (Honey Bear Circle)* – Grant an Intergovernmental Permit to Project, Management & Engineering (PM&E) for the purpose of increasing access to HLB parcel 2-152, with construction at a later date. Coordinate with MOA Parks, CSP, and the public to determine recreation access potential to several nearby parklands, and to produce a context sensitive design for access improvements.

*HLB Parcel 3-010* – Disposal by competitive bid, or leasing of part or all of the parcel may be considered.

*HLB Parcel 3-042 portion* – Potential disposal by ground lease to CEA for the purpose of a substation. Trail easement for a Northeast Connector Trail to be completed for Parks & Recreation. Intergovernmental Permit for the utility access road.

*HLB Parcels 3-078E* – Continue to evaluate environmental contamination caused by the prior owner. Evaluate possibilities for potential subdivision, and market this parcel for sale or lease.

*HLB Parcels 4-032, 4-033A-F and 4-034* – The 2040 Land Use Plan Map identifies community facility uses for a portion of these areas and HLB will consider a long-term lease consistent with that approved planning document. TSAIA has a Right-of-Way easement and a Land Use Permit in the area, which would be taken into account in any future actions.

Public Access to the Tony Knowles Coastal Trail through HLB land may be considered if/when development of the parcel(s) are proposed. Additionally, HLB will work with the Turnagain Community Council, the Parks and Recreation Department, and other interested parties to determine appropriate boundaries for a trail and natural space buffer within the areas designated as Park or Natural Area, and, as funding is available, will survey the trail and natural space buffer portions for transfer of management authority to Parks and Recreation. HLB will retain all management responsibilities pertaining to existing contracts affecting these parcels (Figure 1).

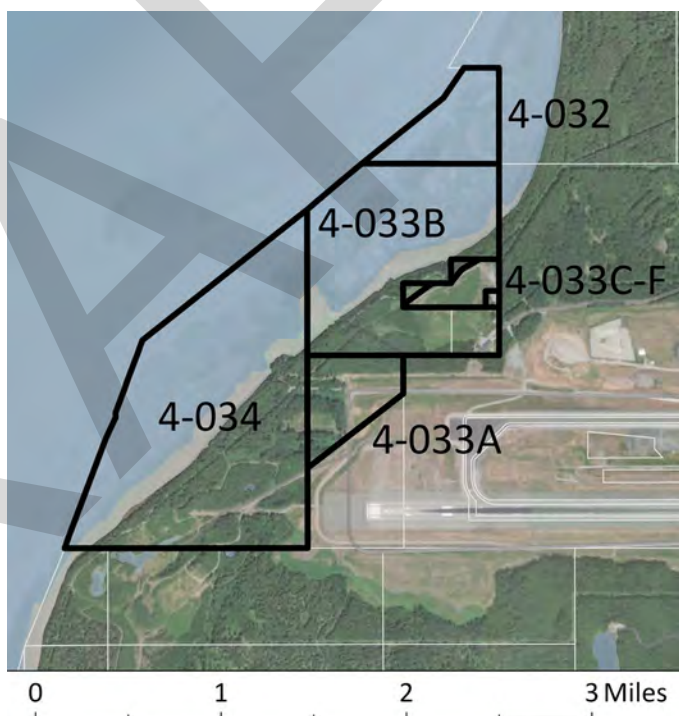


Figure 1: HLB Parcels 4-032, 4-033A-F & 4-034

*HLB Parcel 4-045* – Investigate trespass issues for possible resolutions and evaluate withdrawal of property out of HLB Inventory to Real Estate Services with management by Parks & Recreation.

*HLB Parcels 6-002 and 6-003B* – These parcels, located in Indian, may be considered for disposal for expanded utility facilities.

*HLB Parcel 6-003C* – The Turnagain Arm Community Council has expressed interest in locating a community center on this parcel and passed a resolution in support in 2016. The TACC will notify HLB when able to move forward on their effort.

*HLB Parcel 6-011B – (Nordic Ski Trails & Glacier Creek Village)* After a replat of 6-011B is complete, the disposal process to Alyeska Holdings, LP and Seth Andersen to facilitate the development of Glacier Creek Village through a purchase and development agreement will begin (see page 17 for historical context and short-term plans for the area).

This project will be required to be in compliance with the Girdwood Comprehensive Plan, the Girdwood Trails Plan, and any other applicable adopted plans. As with any HLB disposal, it will be taken to HLBAC (with public noticing) for a public hearing and recommendation to the Assembly. Then an ordinance seeking authorization for the disposal will be brought to the Assembly for an additional public hearing and decision. The Assembly will have the opportunity to approve, amend (place conditions on the disposal), or deny the ordinance. If the Assembly passes the ordinance, HLB will then be authorized to move forward with a disposal, subject to the conditions of the ordinance. HLB will include a reversionary clause, so that if conditions are not met, the Glacier Creek Village area will come back into public ownership.

Many other ideas about conditions were mentioned during the drafting and approval process of the Girdwood Comprehensive Plan and will be provided to the HLBAC and Assembly if and when they consider the disposal. These include limiting short term rentals, minimizing trail and road crossings, integrating the residential development with the existing and planned trail network, developing a Nordic ski hut and additional parking for recreators, prioritizing conventional mixed-density housing, implement design strategies for efficient construction and clustered residences, and other conditions related to making the housing more attainable for the local workforce.

*HLB Parcels 6-053, 6-054, 6-055 and 6-056 (tideland parcels)* – ADOT&PF has expressed interest in acquiring these parcels. HLB may consider a disposal or exchange.

*HLB Parcel 6-057F (Girdwood Industrial Park)* – A development analysis, survey work, and ongoing discussions with the Girdwood community, have continued to illustrate the complexity of the Girdwood Industrial Park. If a Phase 2 plat of the industrial park is completed, HLB intends to make a tract available to GVSA, dispose of a tract through competitive bid, retain two tracts for permittee use and potential further subdivision, with the other tracts remaining uncommitted with portions used for recreation at this time. HLB will continue to collaborate with GVSA on any potential additional phases of analysis, development, and expansion.

### Potential Acquisitions: 2027 – 2031

*Municipal Entitlement Lands* – HLB will continue to work for the conveyance of lands identified in the 1986 Agreement for the Conveyance of Land of the State of Alaska to the Municipality.

*HLB Parcel 2-139* – Access needs to be established through a private parcel. HLB Staff is in discussions with surrounding property owners to obtain access.

*HLB Parcels 6-251, 6-295 and 6-296* – A survey of the approximately 1,200 acres comprising the study area will be required prior to final conveyance of the land by the State to the Municipality. The BLM needs to issue a final patent to the State prior to conveyance to the MOA.

### Potential Projects: 2027 – 2031

*Revolving HLB Fund* – HLB staff will consider drafting a revolving fund account policy and procedure instrument, for review and approval by the HLBAC, to allow proactive acquisition of key parcels to achieve the mission of the HLB.

*HLB Parcel 1-111* – In February 2024, the Anchorage Assembly voted to add a bond to the general election to fund cemeteries in Eagle River and Girdwood. However, the bond did not pass. HLB Staff will continue to work with the Chugiak-Eagle River Cemetery Committee, and Chugiak-Eagle River Parks & Recreation, and the Planning Department as they work towards next steps.

*Chugach State Park Access* – In order to improve access to Chugach State Park (CSP) as several Comprehensive Plan elements encourage, HLB will continue exploring the feasibility of exchanging parcels or allowing development of access to CSP from certain HLB parcels, such as but not limited to: 2-139, 2-147, 2-152 and 2-158 in the Upper Hillside. CSP has produced an access inventory and trails and access plans through the *Chugach State Park Access Plan*. HLB will collaborate with PM&E, DNR, and the public to explore funding opportunities (i.e. CASA, Recreational Trails Program Grants) for new, improved, or expanded public access within or to HLB lands adjacent to CSP (Figure 2).

*HLB Parcel 6-018* – In February 2024, the Anchorage Assembly voted to add a bond to the general election to fund cemeteries in Eagle River and Girdwood. However, the bond was not approved by voters. HLB Staff will continue to work with the Girdwood Board of Supervisors and the Cemetery Committee as they work towards next steps.

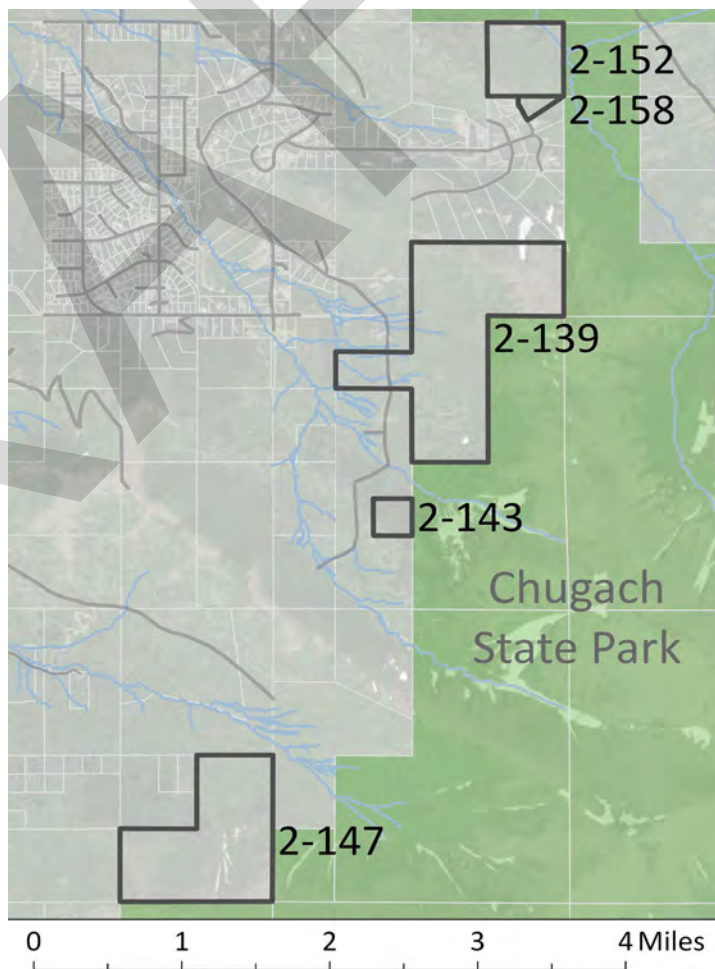


Figure 2: HLB Parcels adjacent to Chugach State Park



*Heritage Land Bank Umbrella Mitigation Banking Instrument* – HLB staff maintains that developing a program that will allow the sale of compensatory mitigation credits for the preservation of wetlands and streams is in the best interest of the Municipality of Anchorage. This program will utilize strategies available through the USACE permitting process, establishing a mitigation banking agreement with the USACE to protect our waterways and watersheds. Stewardship fees paid by permittees will provide care in perpetuity for the conserved wetlands. In response to USACE and agency comments, HLB developed the MOA Wetlands Prioritization Project to be used as a tool for selection of highest value municipally owned wetlands for preservation in the HLB Mitigation Bank. Additions to the Bank will also be subject to public review and comment. Upon USACE approval of the Heritage Land Bank Umbrella Mitigation Bank, HLB plans to place conservation easements on those sites approved as Bank sites. Staff will continue to evaluate bank sites and use the MOA Wetlands Prioritization Project as a guide.

#### *Potential Heritage Land Bank Umbrella Mitigation Bank Sites*

*Girdwood Valley Parcels* – Create a site plan for a mitigation bank site in the Girdwood Valley.

*HLB Parcel 5-023* – Tract C Mike Bierne Subdivision is a parcel adjacent to Sand Lake in west Anchorage primarily made up of wetlands. The *West Anchorage District Plan (2012)* recommends the parcel be transferred to Parks. This site will be considered for a wetland bank site prior to management authority transferring to Parks & Recreation. Any conservation easement placed on the property will be managed by HLB.

### Land Management: 2027 – 2031

*HLB Parcel 6-002* – One remaining party claims an interest in a mining claim on the parcel. HLB will evaluate the validity of the claim and consider the purchase of the remaining mining claim. HLB will then work towards remediation of the property and obtain a patent.

*Bird Creek Homeowners' Exchange* – A group of homeowners have been working with the State and MOA to resolve long term trespass on municipal lands in Bird Creek Regional Park. This ongoing project will clear up property descriptions for the members of the Bird Creek community and add two additional parcels to the park.

### Potential Plans, Studies & Surveys: 2027 - 2031

*Chugiak Section 16 Site Specific Land Use Study* – Conduct a site-specific land use study in compliance with the *Chugiak-Eagle River Comprehensive Plan Update (2006)* and the requirements of AMC subsection 25.40.025C. to determine an appropriate use for HLB Parcels 1-007A, 1-008, 1-090, 1-091, and 1-092.

*Girdwood South Townsite Master Plan* – considering the recent adoption of the GCP, there may be interest in updating the 2014 Girdwood South Townsite Master Plan. Further discussion is necessary to determine if this a priority for the Girdwood Community.

*Girdwood Trails Plan Implementation* – The Girdwood Trails Plan was approved by the Assembly in February 2024 (AO 2024-21). When located on HLB land, HLB’s involvement in the establishment of new trails generally begins in the conceptual phase (proposals require the support of HLBAC and the Assembly) and continues beyond approval with permitting and disposal by easement(s). HLB is aware of several proposed trails in Girdwood, both by non-profits and Girdwood Parks and Recreation, that are located on or go through HLB properties.

*Girdwood Comprehensive Plan* – On March 18, 2025, the Anchorage Assembly adopted the updated Girdwood Comprehensive Plan via AO 2024-114(S), As Amended. The Girdwood Comprehensive Plan will be consulted to guide management decisions on HLB land for the planning horizon.

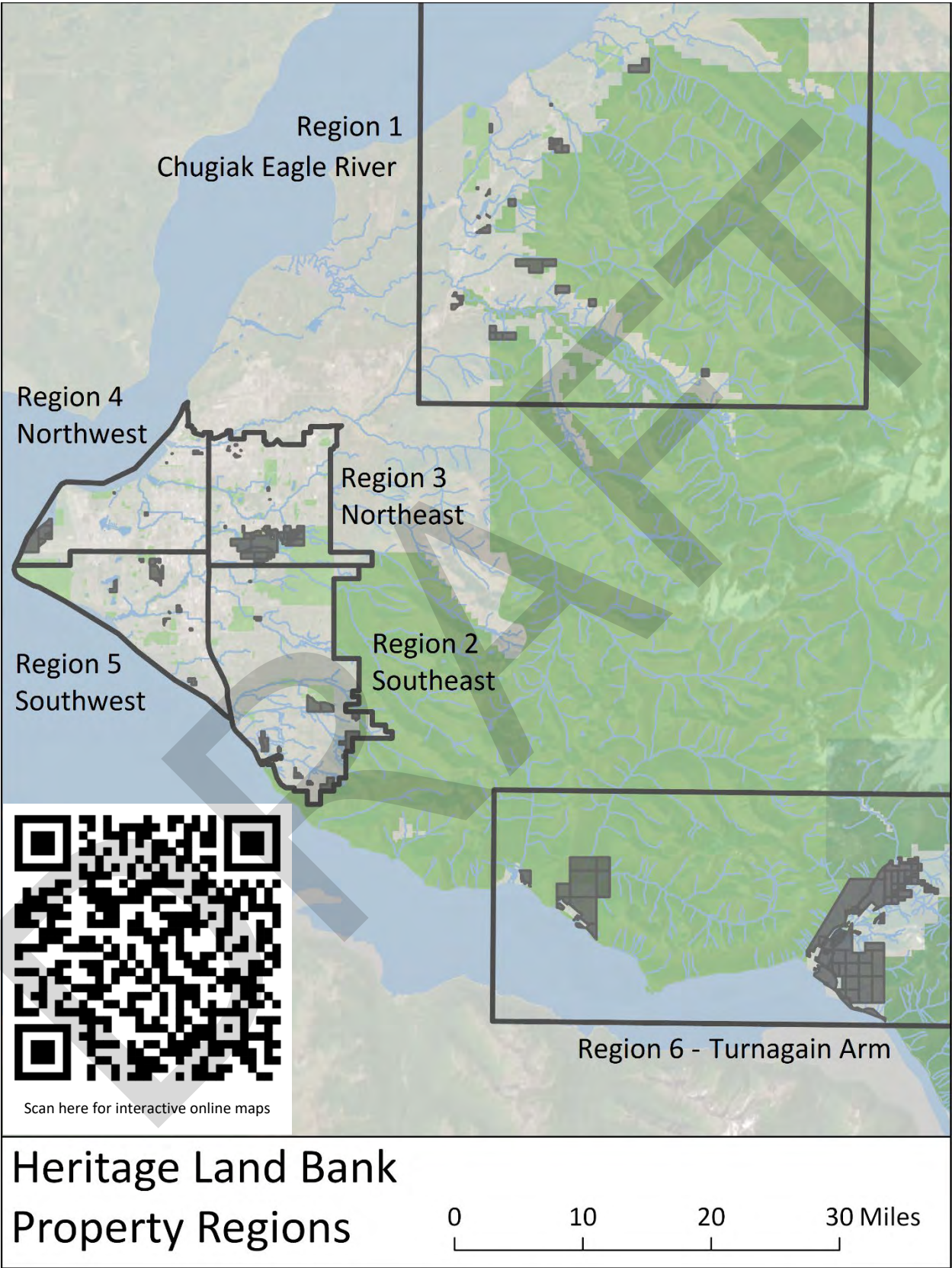
*Girdwood Valley Watershed Management Plan* – HLB recognizes the need for a watershed plan and will participate as a stakeholder on any future planning effort.



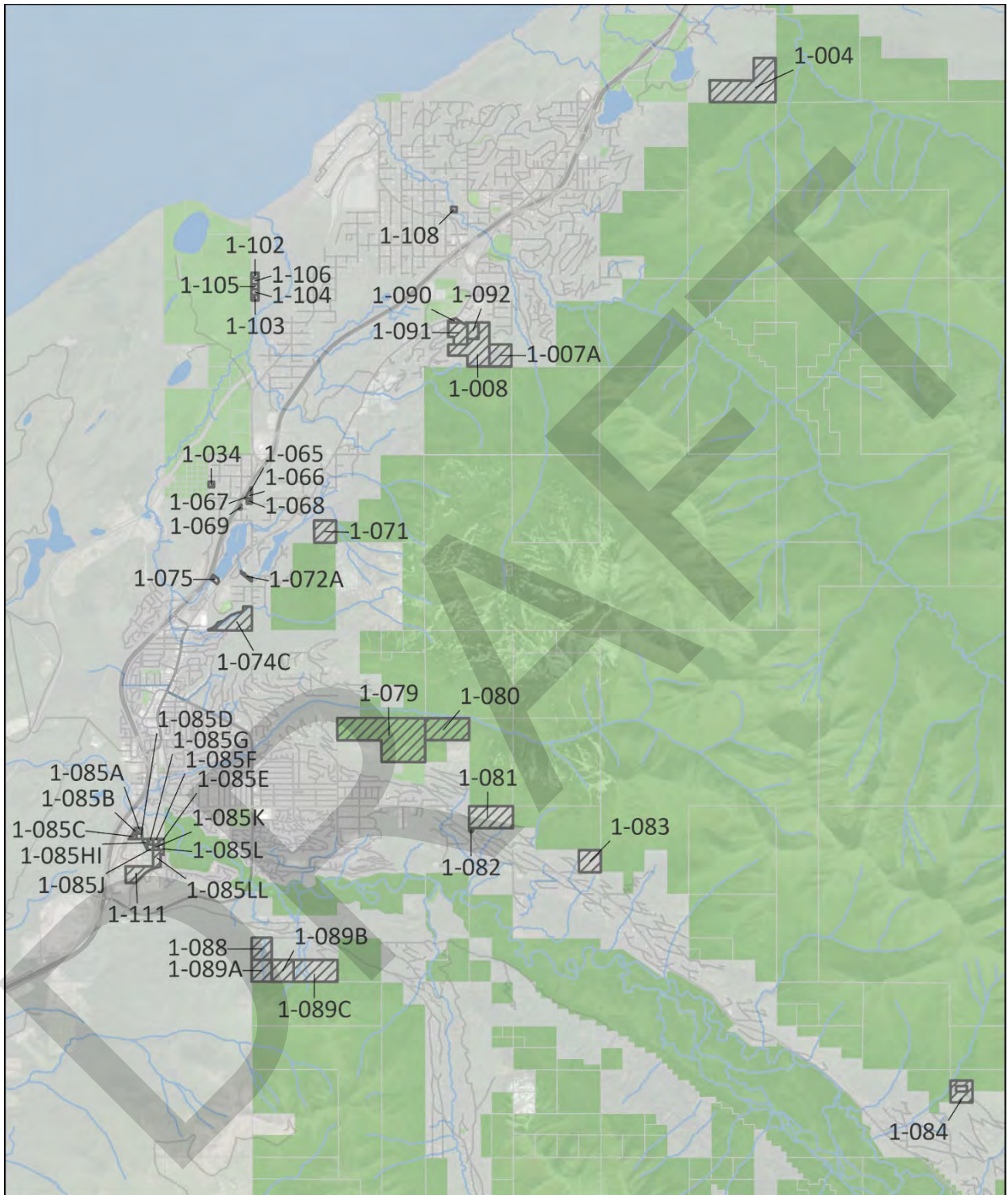
*HLB Parcel 6-010: Beaver Pond Trail*



Appendix A





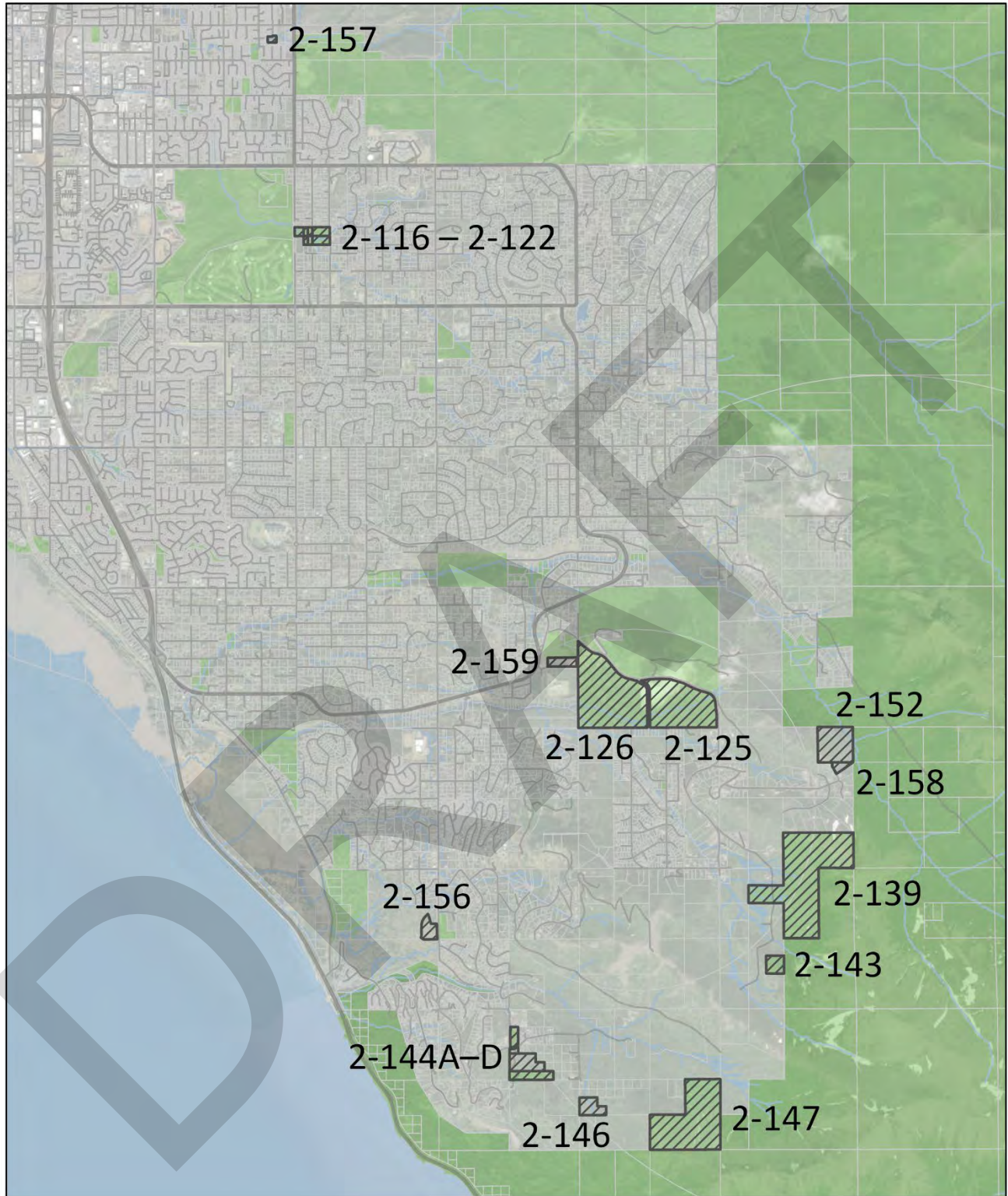


# HLB Property Region 1

## Chugiak Eagle River Parcels

0 2 4 6 Miles

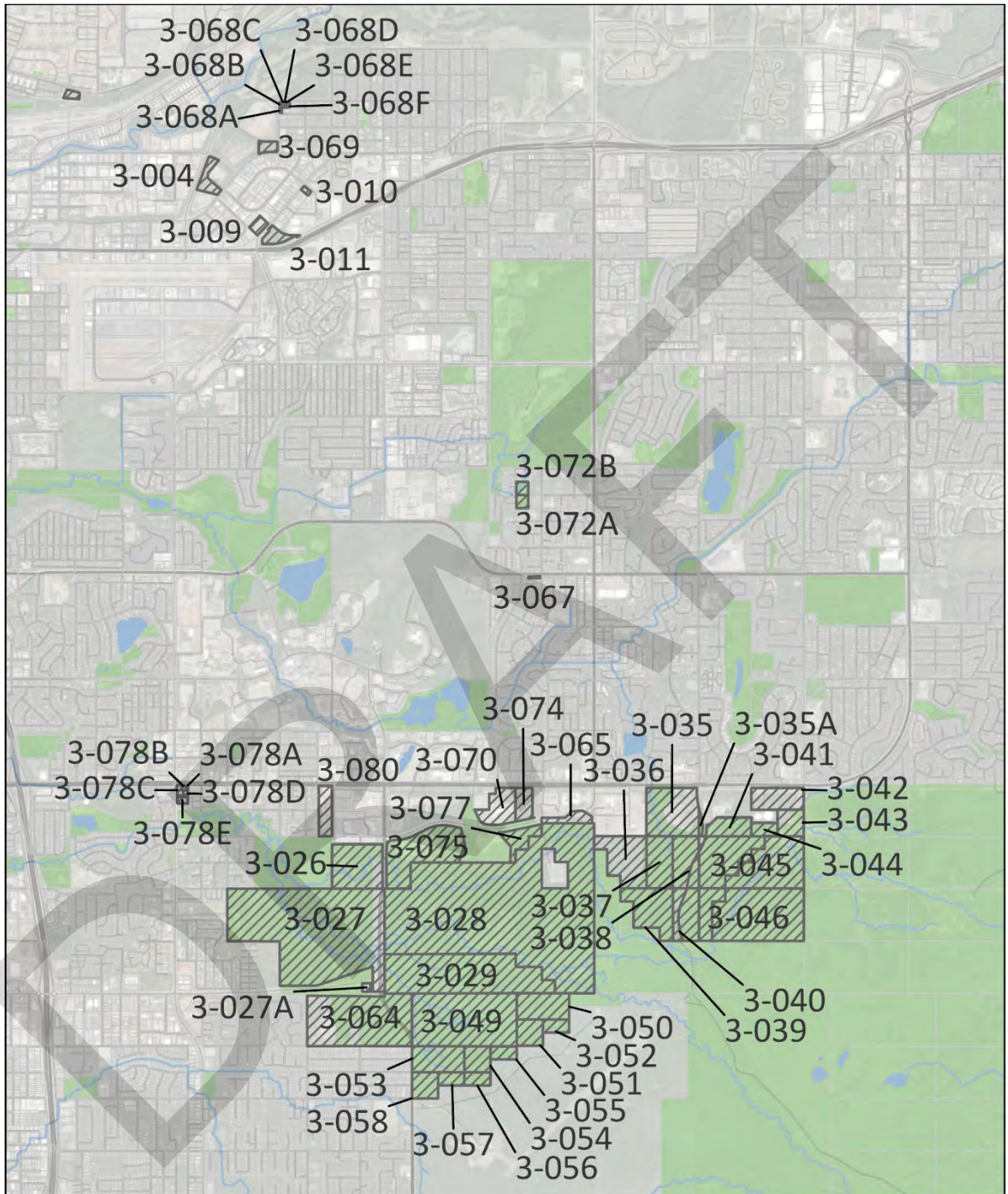




## HLB Property Region 2 Southeast Parcels

0 1 2 Miles

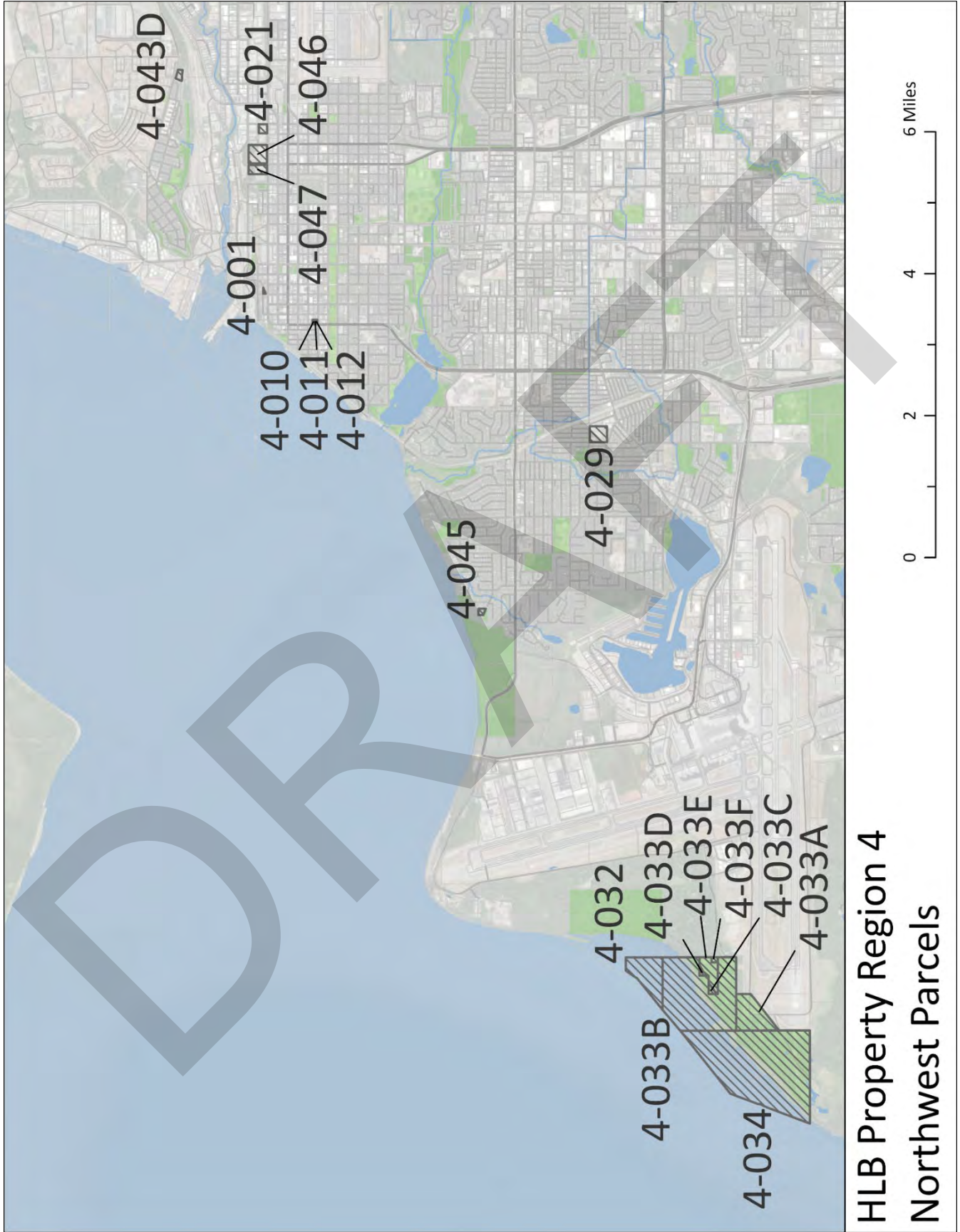




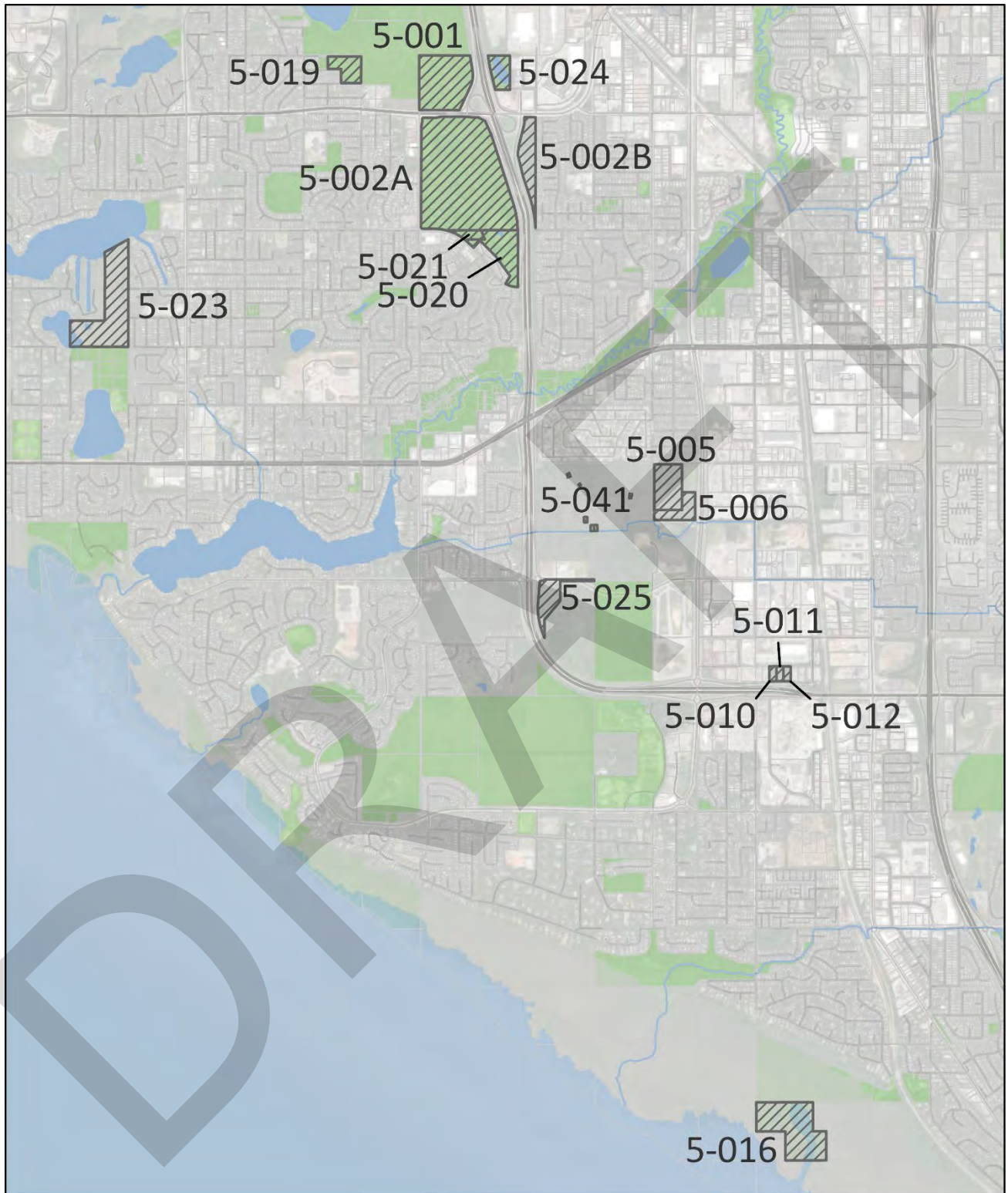
## HLB Property Region 3 Northeast Parcels

0 1 2 3 Miles





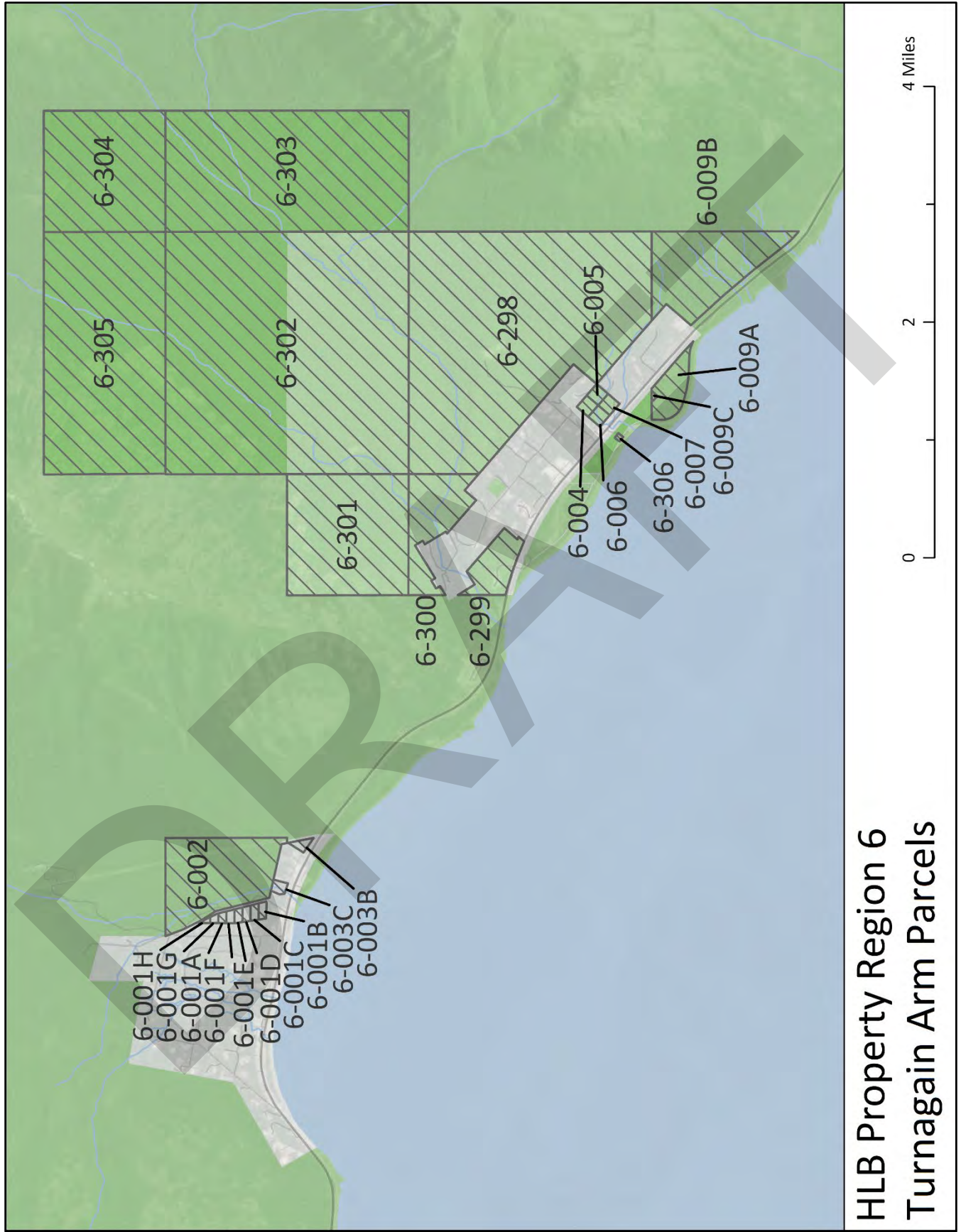
## HLB Property Region 4 Northwest Parcels



## HLB Property Region 5 Southwest Parcels

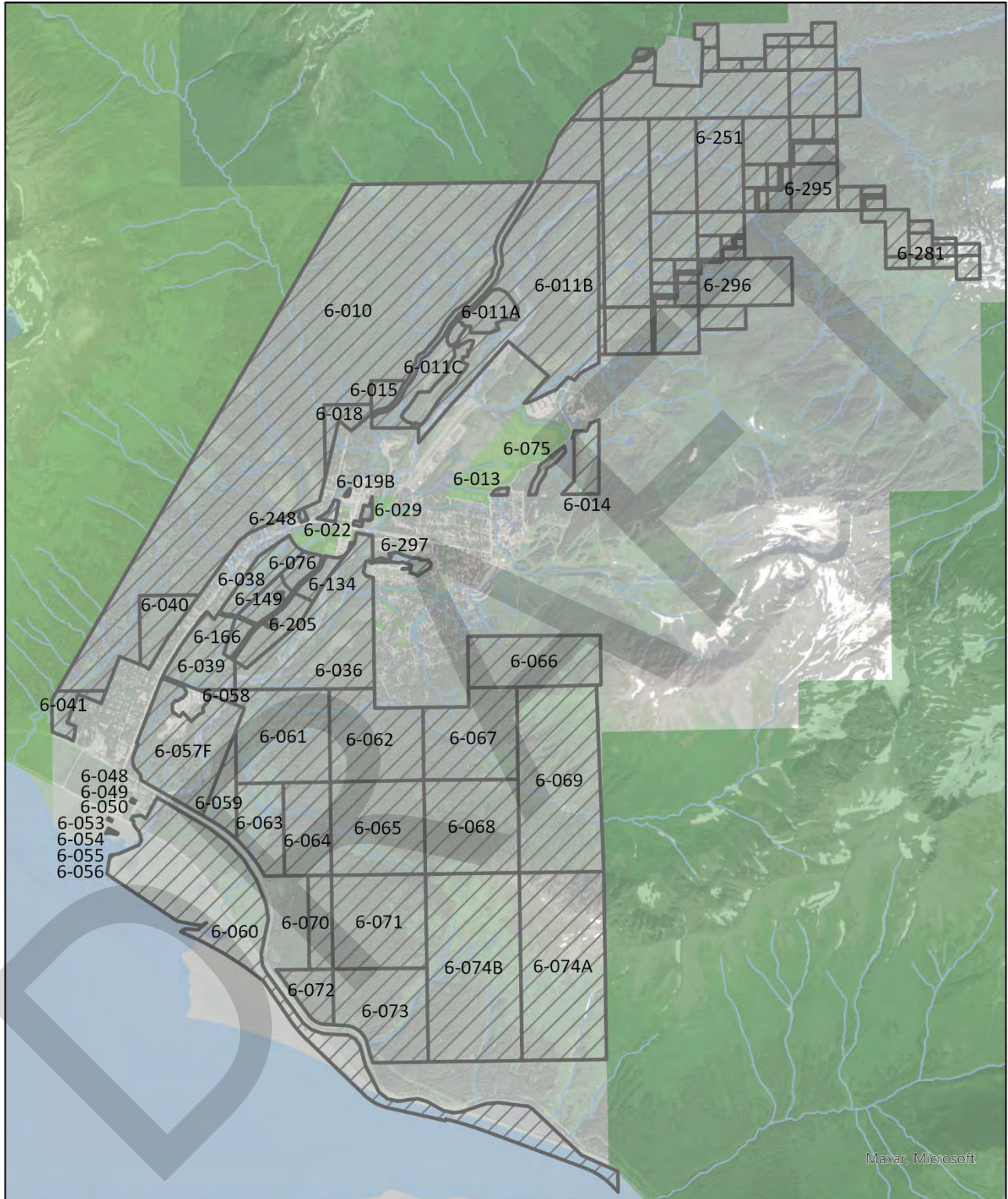
0 1 2 3 Miles





## HLB Property Region 6 Turnagain Arm Parcels





## HLB Property Region 6 Girdwood Parcels

0 0.5 1 2 Miles

## Appendix B

### OVERVIEW & POLICIES

#### I. Overview

The Municipality of Anchorage Heritage Land Bank (HLB) is responsible for managing the majority of the municipality's uncommitted land base, currently consisting of over 12,000 acres. This acreage is distributed from Chugiak to Girdwood and classified as residential, commercial, industrial, open space, and recreational areas. The HLB manages this land in a manner designed to benefit the present and future citizens of the Municipality of Anchorage, promote orderly development, and achieve the goals of the Comprehensive Plan (AMC § 25.40.010).

All land and resources subject to HLB management should be included in the HLB Inventory. Land transferred to the Municipality from the State of Alaska under separate agreement or as part of the Municipal Entitlement Act is added to the inventory. Land may be withdrawn from the inventory and management transferred to other municipal agencies if such land is needed for the location of public facilities or purposes, including schools and dedicated or designated parks and open space. In addition, if HLB land is determined excess to municipal need, such land may be disposed of through land sales, exchanges, or leases. HLB staff also issues land use permits for a variety of temporary uses on HLB land.

The HLB Fund exists to receive income generated by the HLB land. The HLB Fund is used for HLB operating expenses, to acquire new land needed for municipal use, and for improvements to HLB land. All monies held in the HLB Fund are managed in a public fiduciary capacity in an account separate from other municipal funds. HLB is not tax supported and therefore has no impact on property tax revenues.

The HLB Policies and the Anchorage Municipal Charter and Code provide the general principles and guidelines necessary to govern the HLB functions related to the management of HLB land and the HLB Fund.

Any issues not explicitly covered by these policies shall be reviewed and decisions made on a case-by-case basis by the Executive Director of the Office of Economic and Community Development or their designee after consultation with the Municipal Attorney and a determination of conformance with AMC § 25.40.

#### II. Heritage Land Bank Advisory Commission

A seven member HLB Advisory Commission (HLBAC) from a diversity of geographic residence, occupations, and civic involvement is appointed by the Mayor and confirmed by the Assembly. The HLBAC generally makes advisory recommendations on proposed HLB actions to the Mayor and Assembly. HLBAC members serve a maximum of two consecutive three-year terms. The commission holds regular monthly meetings to consider proposed actions, except when there is no action pending.

### III. Public Notice and Hearing Procedures

HLB staff provides public notice and holds a public hearing prior to making a recommendation to the Mayor and Assembly regarding actions affecting HLB land or the HLB Fund. Public notice must be postmarked 14 days prior to the public hearing. Public noticing is accomplished by:

- a. posting a sign on the land proposed for the action; and
- b. mailing notices to all property owners within 500 feet of the outer boundary of the affected HLB parcel (or the 50 parcels nearest the outer boundary of the HLB parcel, whichever is greater); and
- c. emailing notification to the Community Council where the affected HLB land is located, and the HLB distribution list, per AMC § 25.40.030; and
- d. posting the agendas on the HLB web page at <http://www.muni.org/HLB>, as well as the Municipal Boards and Commissions and Public Hearing Notices websites.

### IV. HLB Land Disposals

The HLB periodically makes determinations regarding disposal of land or interests in land, consistent with the Municipal Charter, Municipal Code, the HLB Annual Work Program and Five-Year Management Plan, and HLB Policies. All land disposals must also be consistent with the Comprehensive Plan and implementing measures as well as long-term municipal and community development needs. After a public hearing on a proposal, the HLBAC submits a written finding and recommendation to the Mayor and Assembly, stating whether or not a proposed land disposal is in the best interest of the Municipality and consistent with the HLB mission and purpose. Any disposal utilizing AMC § 25.40.025H shall include additional requirements and conditions to ensure the proper development and completion of the project in the public interest, these types of disposals shall be solicited through requests for proposals or through invitations to bid.

#### A. Land Sales

All proposed HLB land sales occur by a competitive bid process as described in AMC § 25.40.025D for at least the appraised fair market value of the land. An application to purchase HLB land grants the applicant no right of preference or other priority.

#### B. Land Exchanges

The HLB may exchange HLB land for other land on at least an equal value basis, as determined by a fair market value appraisal by a certified real estate appraiser.

#### C. Leases

Per AMC § 25.40.025F, leases are awarded by open competitive bid process based upon one of three forms of compensation:



1. for at least appraised fair market rental rates as determined by a certified real estate appraiser; or
2. a percentage of gross receipts; or
3. a user fee. Lease rates are adjusted at intervals of not more than every five years, except as otherwise approved by the Mayor and Assembly, to reflect current market conditions. HLB land may also be leased non-competitively to a non-profit agency for less than the appraised fair market value if the municipal benefits projected to accrue are found by the Mayor and Assembly to be in the best interest of the Municipality. An application to lease HLB land grants the applicant no right of preference or other priority.

#### **D. Easements**

Easements are a disposal of an interest in land, granted non-competitively for a one-time fee based upon appraised fair market or use value, with approval of the Mayor and Assembly.

#### **E. Rights-of-Way**

Rights-of-Way (ROW) are another form of land disposal where an area may be awarded non-competitively to a specific utility or government body requesting the ROW. As with easements, the HLB allows the disposal for a one-time fee or payment based on fair market or use value of the area to be disposed of as ROW.

#### **F. Anchorage School District**

AO 2007-124(S), passed 9/25/07, covers specific procedures for site selection and acquisition of properties for school lands, amending AMC § 25.40 to include a new section (AMC § 25.40.015D), detailing selection, acquisition, and compensation to HLB for land selected as a school site.

### **V. Permits**

HLB staff administratively issues a variety of land use permits for HLB land and resources. These permits are not a disposal of HLB land; rather a permit is a temporary grant to an individual, corporation, or agency of the right to use HLB land for a particular purpose for one year or less in duration. These authorizations include Land Use and Special Event Permits. The HLB Fee Schedule specifies the fees appropriate to various permits and use authorizations (see Section X).

### **VI. Intra-Governmental Authorizations and Intra-Governmental Permits**

Generally Intra-Governmental Authorizations and Intra-Governmental Permits are granted to another municipal department or agency for the duration of a construction/utility project; where necessary to complete a specific project, the timeframe may exceed one year. Intra-Governmental Permits may be public use easements that are recorded and convert to full easements if the property is ever conveyed.

## **VII. Withdrawals from the HLB Inventory**

Some HLB lands are needed by other municipal agencies for specific municipal purposes. If the need is permanent or long-term in duration, the Mayor and Assembly may withdraw the land from the HLB Inventory and transfer it to Real Estate Services. Withdrawals requested by the Mayor with Assembly approval become effective only after at least 30 days prior written notice to the HLB Advisory Commission and at least one HLBAC public hearing, per AMC § 25.40.015B. If land is withdrawn from the HLB Inventory for the use and management of a public agency not supported by municipal taxes, compensation must be paid to the HLB for at least the fair market value of the land as well as administrative and associated costs. Withdrawals of HLB land for other municipal agencies may include a date certain reversionary clause, as determined by the Director of Community Development or their designee. If the agency does not use the parcel for the requested municipal purpose by the date certain, the Mayor may designate the land for return to the HLB inventory. The requesting agency may resubmit a second request for withdrawal at a later date, if necessary.

## **VIII. HLB Land Management**

HLB land management practices are governed by AMC § 25.40. The code requires the HLBAC to submit for Assembly approval an Annual HLB Work Program that conforms to the Five-Year Management Plan, Policies covering the management of the HLB land, and the HLB Fund. The Five-Year HLB Management Plan is often included with the annual work program but is required by code to be updated at least once every five years. The Five-Year Management Plan generally identifies the land acquisition, inventory, management, transfer, and disposal objectives anticipated during this timeframe. The Annual HLB Work Program includes more detailed descriptions of the proposed activities for the coming calendar year and related revenue and expenditure projections.

## **IX. HLB Policies**

### **A. Land Management Policies**

1. HLB staff shall manage land in the HLB inventory with the objective of maximizing municipal purposes and benefits. Its present responsibility is to provide sites for public facilities and uses for the present and future citizens of the Municipality of Anchorage. HLB staff shall consult regularly with other municipal agencies and the Assembly to determine whether HLB land is needed to fulfill various municipal purposes. If an agency has identified a municipal need for HLB land (present or future), and provides sufficient justification in support of the need, HLB staff may either (a) initiate a process to remove the land from the HLB inventory and transfer to Real Estate Services for transfer of management authority to the requesting municipal agency, or (b) create an Intra-governmental Authorization, and retain the land in the HLB Inventory.

2. All HLB land management decisions shall be based upon a finding of compatibility with municipal interests and the overall mission of the HLB. It is anticipated the majority of the land in the HLB inventory shall continue to be held for future municipal use. Where retained, HLB land shall be managed in a manner to protect and enhance its present and future economic and other municipal values. The HLB shall ensure all HLB lands are reasonably protected from adverse impacts, including fire, insect damage, plant disease, illegal dumping, Off-Road Vehicle damage, hazardous or contaminated materials, trespass, vandalism, theft, etc.
3. HLB staff may allow temporary use permits on HLB land, provided such permits do not exceed one year (12 months), any contract longer than one year requires Assembly approval. Such temporary use includes short-term Land Use Permits (LUP), Temporary Construction Permits (TCP), and such other specific use authorizations as approved in advance by HLB staff. Where there are agreements for another MOA Agency to do maintenance or land management activities on a parcel HLB is considering a LUP, HLB will provide an opportunity for that agency to review and concur on any issued LUP. Revenue sharing will be at the discretion of the HLB Executive Director.
4. All land use permits shall be based upon prevailing market rates, unless otherwise provided by AMC § 25.40 or the HLB Fee Schedule. All payments due to the HLB and all terms of the permit shall remain current, or the HLB shall take appropriate action to ensure payment or terminate the permit.
5. HLB staff shall regularly update and maintain complete and accurate land records in the HLB Inventory. HLB staff shall continue integrating its land records with the municipal Geographic Information System (GIS) to enhance the ability of the HLB to make land use decisions based upon the best available information, including geospatial data.
6. The use of HLB land for wetlands mitigation approved by the U.S. Army Corps of Engineers (USACE) is allowed, provided the mitigation is consistent with the mission of the HLB and is approved by the HLBAC and Assembly.
  - a. HLB staff may execute an In-Lieu Fee Agreement with the USACE allowing the sale of credits to public or private developers. The funds received pursuant to an In-Lieu Fee Agreement shall be used for subsequent wetland and/or riparian acquisition, restoration, creation, enhancement, and preservation in accordance with plans authorized by the USACE.
  - b. HLB may create a mitigation bank by placing conservation easements on lands owned by the MOA. HLB staff may then sell the mitigation credits to developers needing credits to satisfy USACE permit requirements.
  - c. HLB staff may enter into permit-specific agreements with developers to provide mitigation credits on an ad hoc basis, when approved by the USACE.

- d. When HLB land has a recorded Conservation Easement, that property would be withdrawn from the HLB inventory into RES for land management. HLB staff would be responsible for the management of the Conservation Easement.

## **B. Land Use Planning Policies**

1. HLB staff shall manage land and resources consistent with approved Comprehensive Plans and implementing measures. If it cannot be determined whether a proposed land management or disposal action is consistent with the appropriate comprehensive plan or implementing measures, HLB staff shall complete a site-specific land use study prior to taking action on the proposal; the land use study and process may be coordinated with the Planning Department. A site-specific land use study shall address, at a minimum, the following information:
  - a. The need for community facilities such as roads, parks, trails, schools, satellite municipal offices, etc.
  - b. Identify historical and natural landmarks, natural hazards, and environmentally sensitive areas.
  - c. Public utility needs.
  - d. Potential residential, commercial and industrial uses.
  - e. Land use compatibility with adjacent areas.
  - f. Consistency with land uses identified in the Comprehensive Plan, adopted area plans, and with zoning in the area.
  - g. Potential municipal, public and community development needs.Site specific land use studies shall be adopted through a public process, including public notice, opportunity for public comment, public hearing, and review by appropriate community council(s), HLBAC, Planning and Zoning Commission, and Assembly adoption.
2. The HLB shall initiate prudent predevelopment activities as appropriate in order to increase the value of an HLB parcel including, but not limited to, rezoning, re-platting, master planning, environmental assessment and/or remediation, and geotechnical investigations.
3. To the extent possible, the HLB shall strive to acquire and assemble additional HLB land to achieve more efficient and cost-effective land management. The HLB shall explore land exchange opportunities with other landowners where doing so benefits municipal interests

## **C. Land Disposal Policies**

1. HLB staff regularly reviews land in the HLB Inventory to identify parcels that are potentially excess to municipal needs as part of drafting the annual HLB Work Program and Five-year Management Plan. HLB may take advantage of unforeseen opportunities or urgent need not identified in the work program or five-year

management plan. If a proposed disposal is included, HLB staff may initiate the disposal process. An unforeseen situation may prompt an amendment to the Work Plan and is brought to the Commission and Assembly in tandem with the action item resolution.

2. The HLB may dispose of land when it is determined there is no current or considered municipal use for the land and market conditions are determined to be favorable. A decision to dispose of HLB land shall be based upon written findings addressing how the disposal is in the best interest of the Municipality and consistent with the purpose and mission of the HLB. The written finding shall also identify the details associated with the disposal, including method, timing, terms, projected effects on the neighborhood and public facilities, and other relevant information. HLB, will consider adding a reverter clause stating that if the buyer does not initiate progress on a development project, the land will revert back to the MOA Heritage Land Bank inventory after five (5) years of inactivity.
3. All land sales shall occur by a competitive bid process for at least the appraised fair market value of the land. HLB staff shall provide at least a 14-day period for accepting qualified bids to purchase land. The successful bidder shall be the applicant submitting the highest qualified bid. Unless otherwise authorized, sealed bid offerings shall be the preferred method of disposal. An application to purchase HLB land shall grant the applicant no right of preference or priority.
4. HLB land may also be leased non-competitively to a non-profit agency for less than the appraised fair market value, if the municipal benefits projected to accrue are found by the Mayor and Assembly to be in the best interest of the Municipality. **HLB land may be leased to other than non-profit agencies only through an open competitive bid process.** The method of compensation to the HLB shall be one of the following:
  - a. At least appraised fair market value;
  - b. A percentage of the annual gross receipts as determined by the HLB;
  - c. A user fee as determined by the HLB; or
  - d. Any combination of the above.

Lease rates shall be adjusted at intervals of no more than five years, except as otherwise authorized by the Assembly, to reflect current market conditions. An application to lease HLB land grants the applicant no right of preference or priority. Lease terms shall generally be commensurate with the length of the proposed uses, although no lease shall be longer than 55 years.

5. Prior to issuing an RFP for a specific project, the Executive Director will inform the HLBAC of the pending action during the Director's Report at a regular meeting. After the RFP is issued, HLB will provide periodic updates on the progress through written monthly updates provided in the HLBAC meeting packet.

6. HLB will deliver an executed Development Agreement along with a pro forma to the HLBAC prior to any resolution seeking a recommendation for disposal.
7. Lessees shall be consulted on proposed activities affecting their authorized uses or any proposed changes in lease terms and conditions. HLB staff shall encourage lessees to make improvements to HLB land consistent with lease purposes. However, any lessee proposing such improvements must obtain HLB staff authorization, or as instructed in lease agreement, prior to making the improvement, and must agree in writing to maintain the improvement in good working order over the term of the lease.
8. If there is reason to believe HLB land proposed for disposal may contain hazardous or contaminated waste or other materials, HLB staff shall complete an environmental assessment of the property prior to offering the land for disposal. If the assessment reveals the potential presence of hazardous or contaminated waste or materials, HLB staff may exclude the land from the proposed disposal and remediate the site in accordance with applicable law. Contamination and indemnity clauses on all contracts shall be reviewed during annual contract summaries and upon amendments or renewals.
9. HLB land may be exchanged for other land of equal or greater fair market appraised value with greater potential value or attributes for municipal use. HLB staff may accept or pay cash to another party in order to equalize land values.
10. The HLB shall authorize easements at the current fair market rate, although another public agency may obtain an easement at less than fair market value if determined to be in the best interest of the municipality, including Intra-Governmental Permits.
11. Any entity acquiring HLB property shall indemnify or hold the HLB/MOA harmless from any third-party liability, damages, or claims arising from the disposal.

#### **D. Land Acquisition Policies**

1. HLB staff shall seek to obtain the highest quality land available when acquiring new land by exchange or by selection from the state under the Municipal Entitlement Act. Particular priority and emphasis shall be placed upon obtaining lands to satisfy present or future municipal needs and purposes.
2. HLB staff shall ensure all prior land agreements, court settlements, and legislative acts are fulfilled as intended to result in the conveyance of land to the Municipality.
3. The HLB may accept donations of land, consistent with the mission of the HLB.

4. If there is reason to believe land proposed for acquisition by the HLB may contain hazardous or contaminated waste or other materials, HLB staff shall ensure an environmental assessment of the property is conducted prior to making a recommendation to acquire the land.

#### **E. HLB Fund Management**

1. The HLB Fund shall be used only for HLB operating expenses, acquisition of land for municipal purposes, and for maintenance and improvements to HLB land.
2. HLB staff shall manage the HLB Fund in a fiduciary manner seeking to increase the value of the Fund corpus over the long-term.
3. The HLB Fund may be used to acquire land for municipal purposes if alternative means of acquisition have been explored and determined to be untimely, impractical, or infeasible.
4. HLB staff may invest HLB capital in land improvements on HLB land, or other lands with community benefit consistent with the Comprehensive Plan, Assembly approval, in such direct capital investments and value enhancement activities including but not limited to site planning, rezoning, platting, access and utility acquisition, pursuant to AMC § 25.40.035F.

#### **X. HLB Fee Schedule**

The HLB shall establish administrative and other fees associated with processing land disposals and permits. Please refer to Section IV for an overview of the types of land disposals and general procedures. **All fees may be modified at the discretion of the Director of Community and Economic Development or their designee.**

##### **A. Application Review Fee**

Applicants seeking to acquire HLB land are required to pay the HLB a non-refundable \$500 fee to initiate the application review process. The application fee must be submitted with the application. An additional \$500 fee may be charged by HLB for acquisitions or disposals where an expedited review, to be completed within ten business days, is requested. NOTE: An application to purchase HLB land grants the applicant no right of preference or other priority (AMC § 25.40.025A).

##### **B. Disposal Fees**

1. Land Sales - All HLB land sales shall be awarded competitively for no less than the fair market appraised value of the land plus costs and a \$500 administration fee. Land sales shall be awarded to the highest qualified bidder through a procedure determined by HLB to be the most appropriate for a given sale. Details for this process shall be provided in advance in the bidding instructions. In the case of identical



highest qualified bids, the HLB shall obtain a best and final offer from among the highest identical qualified bids (AMC § 25.40.025D).

2. Leases – Leases shall be awarded by an open competitive bid process, unless issued under Section IX.C.4., and HLB shall determine the most appropriate compensation method for the particular property, with details described in the bidding instructions, and may include one or more of the following:
  - a. At least the fair market appraised value of the land; or
  - b. A percentage of the gross receipts anticipated to be received by the bidder and attributed to the leasehold; or
  - c. A user fee attributed to the leasehold; or
  - d. Any combination of the above.

An administrative fee of \$500 shall also be paid by the successful bidder upon completion of the lease award. The successful bidder shall be the applicant proposing the method of compensation providing both the greatest monetary return to the HLB and the most consistent with the HLB mission and the best interests of the municipality.

Lease rates shall be adjusted by the HLB at intervals of not less than every five years to reflect current market conditions, except as otherwise specifically authorized by the Assembly.

### **C. Disposals to Non-Profit Agencies**

The HLB may lease HLB land non-competitively, where the lessee or purchaser is a non-profit or governmental agency, for less than its appraised fair market value, if the projected municipal benefits are found by the Mayor and the Assembly to be in the best interest of the Municipality.

A \$500 administrative fee shall apply for processing non-competitive or less than fair market value disposals to non-profit agencies or groups.

Other non-competitive disposals include:

1. Exchanges – HLB may conduct an equal value land exchange for other land on at least an equal value basis plus \$500 administrative fee (AMC § 25.40.025E).
2. Easements – Easements are awarded non-competitively for a one-time fee equal to the fair market value of the easement interest to be conveyed; a \$500 administrative fee shall be paid by the requestor.



### C. Permit Fees

1. Applicants seeking to acquire a Permit are required to pay HLB a non-refundable \$250 fee to initiate the application review process. An additional administration fee of \$250 may be charged by HLB for issuance of permits on an expedited basis, i.e., within 10 working days.
2. Intra-Governmental Authorizations requested by non-tax based municipal agencies, including but not limited to AWWU, Port of Anchorage and ACDA, shall pay a minimum \$500 administration fee or 10% of the property's assessed value, whichever is greater.
3. Renewals, amendments, subleases, assignments or extensions of existing HLB leases and permits may require a minimum administrative fee of \$250 for each action (includes subleases and assignments). A security deposit may be required, based on the property to be permitted and the use proposed.

Permit Type	Fee Estimate
Special Event Permit (race, tournament, etc.)	\$500/day
Land Use Permit	10% of Assessed Value per year, or minimum of \$750/week for up to four weeks; \$250/week for remaining 48 weeks.
Land Use Permit (user fee)	Fee based on number of users. Minimum \$2 per user adjusted based on anticipated impact.
Intra-Governmental Authorization/Permit	\$500 or 10% of the Assessed Value, whichever is greater

*All permit fees are reviewed and approved by the Director.*

### XI. Definitions

**Appraised Fair Market Value.** The most probable price in cash, terms equivalent to cash, or in other precisely defined terms, for which the appraised property will sell in a competitive market under all conditions requisite to fair sale, with the buyer and seller each acting prudently, knowledgeably, and for self-interest, and assuming neither is under duress. Professional services may be obtained to coordinate an agreed upon purchase price and/or terms.

**Disposals.** Per AMC § 25.40.025A, HLB land disposals include land sales, land exchanges, leases and easements.

*Fair Market Lease/Rental Value.* The rental income a property most probably commands in the open market, indicated by the current rents paid for comparable area or space as of the effective date of agreement.

*Gross Receipts.* All money, income, revenue and any and all other things of value received by, paid to or transferred for the benefit of a lessee on HLB land, without offsets or deductions of any sort whatsoever, where such receipts or payment(s) are made as a result of or in connection with the lessee's interest in the leasehold.

*Improvements.* A valuable addition to HLB property or an amelioration in its condition, intended to enhance its value or utility or adapt it for new or further purposes, including expenditures to extend the useful life of the property asset, to improve its performance, or for off-site mitigation necessary to improve HLB land.

## Appendix C

### MAJOR FUND ACTIVITIES BY YEAR

YEAR	END BALANCE
1983	\$2,586,713
1984	\$4,537,120
1985	\$4,308,970
1986	\$3,005,271
1987	\$1,803,175
1988	\$2,594,701
1989	\$3,293,525
1990	\$3,624,931
1991	\$3,700,673
1992	\$3,966,486
1993	\$2,406,449
1994	\$2,962,852
1995	\$3,546,394
1996	\$4,138,399
1997	\$3,228,745
1998	\$4,217,517
1999	\$4,185,393
2000	\$3,234,525
2001	\$2,924,418
2002	\$3,925,486
2003	\$5,981,641
2004	\$4,289,774
2005	\$2,971,400
2006	\$2,265,044
2007	\$1,530,258
2008	\$713,705
2009	\$1,005,448
2010	\$1,699,849
2011	\$1,134,197
2012	\$884,995
2013	\$6,670,173
2014	\$6,792,168
2015	\$6,328,043
2016	\$5,388,261
2017	\$5,392,257

2018	Start Balance	\$5,392,257
	Revenue	\$775,747
	Expenses	-\$840,147
	Other Sources	-\$164,000
	End Balance	\$5,163,857

2019	Start Balance	\$5,163,857
	Revenue	\$1,521,635
	Expenses	-\$696,377
	Other Sources	\$426,250
	End Balance	\$6,415,365

2020	Start Balance	\$6,415,365
	Revenue	\$999,189
	Expenses	-\$690,134
	Other Sources	\$643,000
	End Balance	\$7,367,420

2021	Start Balance	\$7,367,420
	Revenue	\$493,783
	Expenses	-\$650,117
	Other Sources	-\$2,933,352
	End Balance	\$4,277,734

2022	Start Balance	\$4,277,734
	Revenue	\$669,525
	Expenses	-\$437,482
	Other Sources	\$1,172,054
	End Balance	\$5,681,831

2023	Start Balance	\$5,681,831
	Revenue	\$1,069,794
	Expenses	-\$521,498
	Other Sources	\$2,025,540
	End Balance	\$8,255,667

2024 and 2025 financials have not yet been completed and audited by the Finance Department.

DRAFT

## Appendix D

### LEASE AND PERMIT LIST (AS OF SEPTEMBER 2025)

Contract Number	Permittee / Lessee	HLB Parcel Number	Permitted Use	Contract End Date
1973-001	Chugach Electric Association	3-027A	Dowling Substation	2028-01-28
1987-002	Mt. Alyeska Ski Resort, LP sublease to Alyeska Resort Operations LP	6-014	Ski Operations	2028-02-28 sublease; 2048-03-31 lease
1996-004	Alascom, Inc. dba AT&T Alaska	6-048 (portion); 6-049; 6-050	Cell tower and equipment	2029-12-31
1996-005	SOA DNR/DPOR	1-090 & 1-091	Ptarmigan Valley trailhead	2046-11-03
1998-003	Anchorage Fueling and Service Co.	Tidelands on west side of AKRR ROW and 1 Port leased parcel	12" pipeline	2038-10-11
2003-02	Alaska Botanical Garden, Inc.	3-038; 3-040; 3-041; 3-044; 3-045; 3-046	Botanical garden	2058-01-31
2004-05	Catholic Social Services assigned to Cook Inlet Housing Authority	4-021	Brother Francis shelter	2043-02-02
2007-08	Girdwood Parks & Recreation	6-134, 6-076 (portion)	Frisbee Golf Course	2024-12-31
2008-06	ACS Easement	4-033A, 4-033B, 4-034	non-exclusive utility easement	2028-04-29
2008-23	The Salvation Army (Clitheroe Center)	4-033B (portion)	Rehabilitation Facility	2024-04-15
2009-03	SOA/Dept. of Admin. GSA	3-070	Crime Lab	2059-02-28
2009-06	Rupinder Alaska, Inc. (Ramada)	4-013	Ramada parking	2024-03-31
2009-13	Girdwood Valley Service Area	6-057F (portion)	Equipment & materials storage; woodlot	2025-12-31
2011-15	Robert Wolfe dba Snow Free Snowplowing	6-057F (portion)	Equipment and sand materials storage	2025-12-31
2012-05	GCI Cable, Inc.	6-002	Telecommunication Easement	2030-12-31
2012-07	Chugach Electric Association Telecom	6-009C	Telecommunication facility lease	2032-01-31
2014-09	Chugiak Volunteer Fire & Rescue Lease	1-075	Lease fire station #35	2069-12-31
2015-06	Boys & Girls Clubs of Southcentral Alaska; Woodland Park	4-029	Lease: Operate Boys & Girls Club; Ice Rink Management Agreement	2030-05-31
2015-17	Girdwood Nordic Ski Club	6-251, 6-296	Nordic 5k ski loop	2029-07-29
2016-09	Girdwood Forest Fair	6-076, 6-134	Camping	2025-07-07
2016-17	Tesoro Alaska Pipeline Co.	4-033A-E (portion), 4-034 (portion)	Nikiski pipeline	2031-01-29

Contract Number	Permittee / Lessee	HLB Parcel Number	Permitted Use	Contract End Date
2016-21	Silverton Mountain Guides	6-011; 6-064; 6-066; 6-067; 6-068; 6-069; 6-070; 6-073; 6-074E; 6-251; 6-295; 6-281; 6-296	Heli-skiing	2025-06-30
2017-10	Alaska Railroad Corp.	6-060; 6-074A; 6-074B	Avalanche mitigation	2025-12-31
2017-12	FAA	4-033A; 4-043	Runway protection zone	terminated 2025-02-28
2017-29	Chugach Adventure Guides, LLC dba Chugach Powder Guides	6-014, 6-251, 6-281, & 6-295	Sno-Cat, Heli-skiing	2025-05-31
2018-01	ADOT&PF/TSAIA	4-034	Access permit	2026-03-20
2018-10	Chugach Adventure Guides, LLC dba Chugach Powder Guides	6-281	Shelter access	2025-05-31
2018-13	Alaska Guide Collective, LLC	6-011; 6-066; 6-067; 6-068; 6-069; 6-251; 6-295; 6-281; 6-296	Recreation	2024-06-30
2019-08	GVSA Street Maintenance	6-022 (portion)	Park & Ride	2025-12-31
2020-10	Straight to the Plate	6-057F (portion)	Storage	2026-05-31
2021-03	SOA Department of Public Safety	3-065 (portion)	Emergency Heliport	2032-11-01
2021-07	Turnagain Tree Care	6-057F (portion)	Contractor wood lot	2026-02-10
2021-18	Ridgetop Builders	6-057F (portion)	Wood mill	2026-07-31
2022-04	Girdwood Community Land Trust	6-057F (portion)	Storage	2026-02-10
2023-01	Ritual Bough	6-061; 6-062; 6-036; 6-067; 6-034; 6-011 (portion)	Ceremonies	2026-01-31
2023-02	Girdwood Community Land Trust	6-076	Land and site planning, surveying etc.	2026-04-30
2023-03	AWWU	6-011 & 6-029 (portions)	Investigative geotechnical	2025-04-25
2023-05	Alyeska Development Holdings, LP and Seth Andersen	6-011 (portion)	Land and site planning, surveying etc.	2026-09-15
2024-01	ACDA	4-046 & 4-047	Due diligence	2025-10-15
2024-06	Alaska Natural Burial	2-156	due diligence	2025-10-27
2024-07	Ridgetop Builders	6-057F (portion)	Wood Mill	2025-05-31

<b>Contract Number</b>	<b>Permittee / Lessee</b>	<b>HLB Parcel Number</b>	<b>Permitted Use</b>	<b>Contract End Date</b>
<b>2024-08</b>	Sundog Mountain Guides	6-010 (portion), 6-011B, 6-251, 6-296, 6-295, 6-281, 6-062, 6-065, 6-066, 6-067, 6-068, 6-069, 6-071, 6-072, 6-073, 6-074A, 6-074B	Guided Skiing	2025-05-31
<b>2025-01</b>	Anchorage Fire Department	3-035, 3-035A, 3-039, 3-040, 3-041, 3-045	Vegetation Clearing for Shaded Fuel Break	2025-10-31
<b>2025-02</b>	Anchorage Police Department	4-033B,4-033C,4-033D,4-033E,4-033F	Incident Response and Police Tactics Training	2025-08-31
<b>2025-03</b>	Anchorage Police Department	3-080	Incident Response and Police Tactics Training	2025-06-30
<b>2025-04</b>	QAP	3-064	Equipment and Materials Storage	2025-09-15
<b>2025-05</b>	Girdwood Backcountry Guides	6-281, 6-251, 6-296, 6-295, 6-062, 6-065, 6-066, 6-067, 6-068, 6-069, 6-071, 6-072, 6-073, 6-074A, 6-074B, 6-011B, and a portion of 6-010	Notch Hut access and guided backcountry skiing	2026-08-21
<b>2025-06</b>	Anchorage Fire Department	2-126 and 2-125	Vegetation Clearing for Shaded Fuel Break	2026-02-28
<b>2025-07</b>	Bikewood (Girdwood Mountain Bike Alliance)	6-251 and 6-296	Construction of Bikewood Phase 2	2025-12-15
<b>2025-08</b>	Anchorage Soil and Water Conservation District	Portions of HLB Parcels 4-032, 4-033A-F, and 4-034	Invasive plant management activities	2025-12-31
<b>2025-09</b>	U.S. Marshals Service	4-033B,4-033C,4-033D,4-033E,4-033F	Incident Response and Police Tactics Training	2025-10-31

## Appendix E

### Response to Public and Community Council Comments on the Public Review Draft 2025 Annual Work Program & 2027-2031 Five-Year Management Plan

Chapter 1. Heritage Land Bank Overview			
Reference	Commenter	Comment	Response
1	Pg.		
2			
Chapter 2. 2025 Progress Report			
Reference	Commenter	Comment	Response
Chapter 3. 2026 Work Program			
Reference	Commenter	Comment	Response
Chapter 4. Five Year Management Plan: 2027-2031			
Reference	Commenter	Comment	Response
Appendices			
Reference	Commenter	Comment	Response
Other General Comments			
Reference	Commenter	Comment	Response
HLB Staff Comments on the HLBAC Public-Hearing Draft			
Reference	Commenter	Comment	Response
Comments Received In-Person at the HLBAC Public Hearing			
Reference	Commenter	Comment	Response
Amendments made by HLBAC			
Reference	Commenter	Comment	Response
Amendments made by the Assembly			
Reference	Commenter	Comment	Response



## Appendix F

### MUNICIPALITY OF ANCHORAGE HERITAGE LAND BANK ADVISORY COMMISSION

#### HLBAC Resolution 2025-XX

##### **A RESOLUTION OF THE HERITAGE LAND BANK ADVISORY COMMISSION RECOMMENDING ASSEMBLY APPROVAL OF THE 2026 HLB ANNUAL WORK PROGRAM AND 2027-2031 FIVE-YEAR MANAGEMENT PLAN.**

---

WHEREAS, pursuant to AMC § 25.40.010, the Heritage Land Bank (HLB), a division of the Municipality of Anchorage's Real Estate Department, was established to manage uncommitted municipal land and the HLB 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; and

WHEREAS, pursuant to AMC § 25.40.020, the HLB Advisory Commission (HLBAC) shall recommend and submit for assembly action a comprehensive land and fund management program to accomplish the purpose and mission of the HLB, 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, pursuant to AMC § 25.40.020A, the Five-Year Management Plan shall identify those land acquisition, inventory, management, transfer and disposal objectives anticipated during this time frame; and

WHEREAS, pursuant to AMC § 25.40.020B, 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 HLB for the coming year; and

WHEREAS, pursuant to AMC § 25.40.020B, a public notice, as set forth in this chapter, of not less than forty-five (45) days, is required prior to a hearing by the HLBAC on the Annual Work Program; and

WHEREAS, on XXXXXX, 2025, the Public Review Draft of the 2026 HLB Annual Work Program and 2027-2031 Five-Year Management Plan (Work Plan) was posted on the HLB website, the MOA Public Notice website, and an e-mail was sent to Assembly members, all community councils, municipal department heads, and public and private organizations that have subscribed to the HLBAC mailing list; and

WHEREAS, on XXXXXX, 2025, the notice for the XXXXXX, 2025, HLBAC public hearing on the Work Plan was posted on the HLB website, the MOA Public Notice website, and an e-mail was sent to Assembly members, all community councils, municipal department heads, and public and private organizations that have subscribed to the HLBAC mailing list; and

WHEREAS, on XXXXXX, 2025, the HLBAC held a public hearing on the Work Plan; and

WHEREAS, the Draft 2026 HLB Annual Work Program and 2027-2031 Five-Year Management Plan document complies with the provisions as set forth in AMC § 25.40.020A-C; now, therefore,

**BE IT RESOLVED, THE HLBAC APPROVES THE DRAFT 2026 HLB ANNUAL WORK PROGRAM AND 2027-2031 FIVE-YEAR MANAGEMENT PLAN WITH ANY AND ALL ADOPTED AMENDMENTS.**

**THEREFORE, BE IT FURTHER RESOLVED, THE HLBAC RECOMMENDS THE WORK PLAN FOR CONSIDERATION OF APPROVAL AND ADOPTION BY THE ASSEMBLY.**

PASSED and APPROVED on this, the XXX day of XXX 2025.

Approved:

Attest:

---

L. Dean Marshall, MPA, Chair  
Heritage Land Bank Advisory Commission

---

Tiffany Briggs, Director  
Real Estate Department

**TO:** *GHEC*

**FROM:** *Brooks Chandler*

**DATE:** October 15, 2025

**SUBJECT:** Draft RFP

---

**I put together the attached for discussion at the November meeting. I will be several time zones away but hopefully will be able to Zoom in. If not, here is a brief review of how this was prepared.**

**First the last year's meeting minutes and packets were reviewed. Then I looked at the City of Whitefish web site which has 2 housing plans one from 2017 and one from 2022. Highly recommend others on the committee check these out if you have not already done so.**

**Next I looked at the RFP GVSA put out for the Parks plan. This draft has a similar structure but leaves out lots of legalese. This would be added later.**

**Then I started writing. Part way into that process I listened to the entirety of the September work session. That made this exercise feel like walking a tightrope given the wide range of views within the committee.**

**This draft takes a kitchen sink approach. The scope of work includes most everything I could think of that would advance what GHEC has identified as priorities including some of my own ideas (which definitely can be eliminated from the RFP) in a potentially useful way. My assumption is that GHEC will want some of the items to drop out before the RFP is issued. For example, it is not clear if the RV campground is considered a component of housing or falls into the economic development bucket.**

**I understand there is a belief that some of the tasks in the scope should not be done until after a commitment from HLB on transferring properties has been obtained. But it is still useful to identify information and analysis needed going forward even if these are not included in the consultant's final scope of work.**

**The way the RFP is structured the final scope of work is defined AFTER the consultant has been selected. Mainly because every task costs money and GHEC needs to decide how much to spend on this plan. Also some of the suggested tasks (like outreach meetings and analysis) could be done by GHEC either collectively or through dividing the work between committee members and then incorporated into the draft plan.**

# REQUEST FOR PROPOSAL (RFP)

## GIRDWOOD HOUSING ACTION and IMPLEMENTATION PLAN

**DRAFT- FOR DISCUSSION AND DELIBERATION PURPOSES ONLY**

### Introduction

#### GENERAL INFORMATION

The Municipality of Anchorage, Girdwood Valley Service Area is soliciting proposals from qualified consultants to provide professional services for the preparation of a **Girdwood Housing Action and Implementation Plan** (“Plan”) “that takes a comprehensive look at developing sustainable housing” in Girdwood. (2025 GCP Goal H.3.1). The Municipality will select a firm or firms with demonstrated professional expertise and experience in development of strategies, analysis of financing sources, and feasibility of specific housing projects all intended to serve as a reference resource for the creation/expansion of workforce housing in Glacier Valley.

The Municipality will engage the contractor and will be responsible for contract administration and supervision. Preparation of the plan will be coordinated by the Municipality and will include a range of stakeholders potentially including the Girdwood Housing and Economic Committee, the Girdwood Land Use Committee, the Girdwood Board of Supervisors, Girdwood employers, local building contractors, the Municipality of Anchorage Heritage Land Bank, CY Investments (developer of Holtan Hills) and Pomeroy Lodging (owner of Alyeska Resort).

The result of the project will be a public hearing draft of the Girdwood Housing Action and Implementation Plan that will be submitted for formal review and approval by the Girdwood Board of Supervisors. The Girdwood Housing Action and Implementation Plan is intended to be a step towards “develop[ing] additional organizational capacity for housing development in Girdwood” (2025 GCP Goal H3). Such increased capacity will be important to fulfill the community’s desire to develop workforce housing and increase the number of housing units used as a primary residence in the Girdwood Valley Service Area as expressed in the 2025 Girdwood Comprehensive Plan. **The final outcome of this process will be an approved Girdwood Housing Action and Implementation Plan that will be an appendix to the Girdwood Comprehensive Plan.**

## **Background**

The 2025 Girdwood Comprehensive Plan (“GCP”) discusses the lack of affordable housing for the Girdwood work force, the impact of short term rental housing on housing availability for the Girdwood work force, the relatively small proportion of existing housing units used as primary residences and immediate and future needs for housing through 2035. (GCP pp.2-41 through 2-55). The GCP shows an immediate need for 75 units of work force housing and a future need for 242 new housing units. The GCP contains a number of general goals including:

- H1- Maximize use of existing housing inventory
- H2- Encourage broad range of new housing development
- H3- Develop organizational capacity for housing

The Girdwood Valley Service Area enabling ordinance was amended in 202\_ to add housing and economic development as specific services authorized to be provided within service area boundaries. After this expansion the Girdwood Board of Supervisors (“GBOS”) created the Girdwood Housing and Economic Committee (“GHEC”). The GHEC has assembled a detailed compilation of housing data and potential housing development opportunities and strategies. These are contained in a document titled “Program Matrix” which is available at \_\_\_\_\_. The GHEC adopted a Housing Implementation Plan in November of 2024 and has discussed but not taken formal action on two related plans titled Housing Action Plan for Girdwood and Girdwood Housing Action Plan. At a work session in September 2025 the GHEC approved using the Housing Goals portion of the GCP as the framework for a more detailed action/implementation plan. The previous work done by GHEC and previous public engagement in connection with the adoption of the GCP informs the proposed scope of work.

**INSERT STANDARD LANGUAGE REGARDING PREP COSTS/QUESTIONS/RULES  
GOVERNING COMPETITION FROM SECTIONS 1 AND 2 OF PARKS AND REC MASTER  
PLAN RFP**

## **3. Scope of Work**

**3.1 Narrative-** Work on the Girdwood Housing Action and Implementation Plan (“the Plan”) will take place in 2025 and 2026, beginning with contractor engagement with the GHEC and working through Plan development and final approval by the Girdwood Board of Supervisors (“GBOS”). It is anticipated that the contract will be negotiated and a Notice to Proceed will be issued by January 2026.

The Scope of Work outlined in this RFP is intended to provide flexibility to Contractors to propose the most appropriate means of completing this project in the most efficient, timely, and cost-effective manner. The primary tasks anticipated to complete the Plan are described below. The selected Contractor will be expected to work closely and regularly with the GHEC throughout the project, to ensure successful completion of the scope of work.

Initial project tasks include review of the GCP, the GHEC Program Matrix, the GHEC Housing Implementation Plan and the drafts of the Housing Action Plan for Girdwood and Girdwood Housing Action Plan followed by a kickoff meeting with the GHEC.

### **3.2 Tasks**

#### **3.2.1 Develop Plan Framework/Finalize Scope - Work with the GHEC and GBOS to:**

Task 1:- identify the specific components of the GCP Housing Goals, GHEC Program Matrix, GHEC Housing Implementation Plan and draft Housing Action Plans that have been substantially completed.

Task 2- identify which of the remaining components of the GHEC Program Matrix, GHEC Housing Implementation Plan and draft Housing Action Plans can be analyzed and included in the Plan within the limits of the Project Budget.

Task 3- determine what if any stakeholder interviews/meetings should be conducted in development of the Plan within the limits of the Project Budget. Potential interviews/meetings conducted by the Consultant include:

HLB- Meet with HLB to confirm level of HLB commitment to making land available to the community through management transfer or conveyance including a parcel at the intersection of Ruane Road and Alyeska Highway and a parcel adjacent to Karolius Ave.

CY Investments- Include CY Investments in joint meeting with HLB to explore timing of availability of two lots for development of workforce housing as envisioned in AO- \_\_\_\_\_ and options for accelerating transfer of ownership to MOA/HLB.

MOA Planning Department- Meet with MOA Planning Department to determine realistic timeline for completion of Chapter 9 rewrite assuming flat departmental budget

and existing work load and projects. In addition, determine if any zoning changes are required to facilitate Ruane/Alyeska proposed development and establish a potential timeline for such changes.

Girdwood Community Land Trust/Girdwood, Inc.- Meet with GCLT and GI to confirm interest and capacity in development of workforce housing. Identify additional capacity, if any, needed by GCLT and GI to successfully deliver and manage proposed Ruane/Alyeska project.

GVSA Staff- Meet with GVSA staff to determine existing capacity to manage an RV campground and/or administer STR to LTR incentive programs and develop management options for each .

Local Builders- Host/Coordinate a listening session to gauge developer interest in building workforce housing either in partnership with a local non-profit or as a stand alone project and learn what incentives increase developer interest to build workforce housing. Obtain information from builders about per square foot cost of new residential construction and if/how current zoning regulations increase cost.

Pomeroy Lodging- Meet with Pomeroy Lodging to confirm number of anticipated workforce housing units and non-workforce housing units to be constructed and probable timing of construction. Determine what incentives would increase Pomeroy interest in developing non-rental deed restricted workforce housing.

Short Term Rental Owners/Realtors/Property Managers- Host/Coordinate an STR listening session to gauge interest/willingness in conversion of STR units to long term rental units and what incentive level would be attractive for such conversion. Receive input on any objection to STR registration or regulation requirements.

Local Employers- Interview local employers to engage interest in partnering on workforce housing via voluntary contributions to workforce housing programs in return for employee preference to access programs. Identify options for employer participation as master lessor or owner of deed restricted property.

Assembly Members- meet with Girdwood representatives on the Assembly to understand support for STR registration and Girdwood specific STR regulations.

Task 4- Determine scope of Consultant review of housing strategies developed by other mountain resort/tourist communities within the limits of the Project Budget potentially including:



Whitefish, Montana

Breckenridge, Colorado

Task 5- Determine scope of Consultant review of STR regulation strategies developed by other communities within the limits of the Project Budget potentially including

Seward, Alaska

Soldotna, Alaska

Whitefish, Montana

Breckenridge, Colorado

Task 7 - Determine scope of Consultant responsibility for completion of work items listed in Task 3 – Analysis and Task 4- Financing.

**Task 2: Objectives/Goals-** Develop specific objectives for:

1. creation of workforce housing through new construction including a specific number of units and timelines based on need identified in the GCP and taking into consideration the planned Holton Hills and Pomeroy developments, anticipated time to secure funding and typical time for project development.
2. target for mix between short term rental housing, primary residence housing and owner-occupied housing.
3. number of units converted from short term to long term rentals.
4. Consideration of STR registration and regulation program either specific to the GVSA or as a component of pending municipal ordinance.
5. Rewrite of Chapter 9 of Title 21.

### **Task 3: Analysis**

The following elements are to be included in the Plan unless modified or eliminated during development of the Framework in Task 1. Additional analysis may be required as deemed

necessary to successfully complete the Plan. The analysis focuses on the following potential tools to develop workforce housing:

1. New construction

Ruane

Holton Hills

2. Campground development
3. Rental Assistance
4. Conversion of Short Term Rentals to Long Term Rentals
5. STR Registration and regulation
6. Property Tax Incentives

Task 1- Cost Analysis- New construction/campground. Provide a rough order of magnitude cost estimate of the following potential housing actions:

Construction of Phase 1 of the Ruane/Alyeska housing project

Development of an RV campground adjacent to Karolius

Construction of single family and multifamily housing on the 2 lots anticipated to be deeded through MOA to a local non-profit as set forth in AO-\_\_\_\_\_.

Task 2- Rental Assistance Programs- identify and analyze “gap” between typical workforce wages and existing rents (possibly using Creekside rental rates as lower typical rent) for long term rental housing in Girdwood using federal baseline for “affordable housing” of 30% of gross pay for rent and utilities. Based on this analysis develop estimate of rental assistance needed per worker to meet affordable housing criteria under current rental market conditions and hourly wage assumptions.

Task 3- STR to Long Term Rental Conversion Incentive-

1. identify and analyze the “gap” between STR revenue and long term rental revenue for a typical ADU used as an STR. Based on this analysis develop estimate of amount of incentive needed per ADU to provide a “no cost” result for property owner who converts to a long term rental. Discuss whether this strategy has been successful in other communities.

2. Identify potential property tax incentives to encourage use of ADU's for long term rental units. Determine what changes to state law would be required. Identify how such an incentive program would be managed. Discuss whether such tax incentives have been successful in other communities.

**Task 4- Financing Options** - Identify potential sources of housing project/program funding and Girdwood eligibility/ability to create or access a funding source including:

Service Area property taxes- estimate the potential increase in the existing property tax base resulting from current or planned construction of housing over the next ten years and the amount of property tax revenue that would result based on the 2025 mill rate.

Service area bed tax- estimate potential revenue from bed tax assuming proposed increase to bed tax is adopted and Girdwood receives proportion of this revenue.

Service area excise tax- estimate potential revenue from an excise tax on ski tickets using the "surcharge" on Anchorage Performing Arts Center tickets as an example of a similar program. Analyze process for creation of excise tax specific to ski tickets purchased from Hillside, Alyeska and Arctic Valley or specific to ski tickets purchased from Alyeska Resort.

Service Area housing specific tax- estimate potential revenue from a Girdwood specific "add on" tax patterned after the Anchorage Downtown special tax district used to fund community service patrols (among other things). Discuss process for adoption.

Housing Trust Fund- analyze ability of GVSA to create a dedicated Housing Trust Fund and deposit revenue into fund during annual budget process and retain revenue in the Trust Fund at the end of each annual budget cycle.

Development Impact Fee- analyze potential revenue that would result from assessment on new building permits with fees collected by Anchorage and remitted to GVSA.

AHFC Funding- Analyze potential for service area or local non-profit partnership with the Alaska Housing Finance Corporation (AHFC) to access GOAL

program grants, Low-Income Housing Tax Credits, and HOME funds for constructing or rehabilitating affordable rental units, Housing Choice Vouchers and Rural Professional Housing Grants( for teachers, law enforcement and health professionals).

AIDEA financing- identify whether AIDEA has existing housing programs for which Girdwood projects could be eligible.

Charitable funding- identify existing foundations/non-profits (both local and national) that assist in creation of workforce housing. Include analysis of potential contributions from local employers based on stakeholder interviews.

Federal Housing programs- identify whether Girdwood would be eligible to apply for federal funding for local workforce housing projects including Community Development Block Grants and USDA Rural Development programs.

Low Income Housing Tax Credits- identify existing LITHC programs similar to program used to develop Creekside apartments and explain how they work. Evaluate likelihood and avenue for success for Girdwood based entity to qualify and potential partners.

## **Task 5- Regulatory Options**

Task 5.1- STR Regulation- Based on review of STR regulation strategies in other communities identify at least 3 options for regulation of STR's within the Girdwood Valley Service Area in addition to the proposed registration requirement previously advanced by GHEC.

Task 5.2- Zoning Changes- identify potential increase in number of housing units from implementation of changes to existing density, lot size, and areas where multi-family units are allowed as referenced in the GCP. Of the various items mentioned in the GCP identify which changes could be expected to have the most impact. Discuss timeline for Chapter 9 rewrite. Identify at least 3 interim fixes to Chapter 9 that could result in increase in housing units while waiting for Chapter 9 rewrite.

Task 5.3- Builder Incentives- Identify options for incentives tied to new construction that includes workforce housing and inclusionary zoning regulations requiring future subdivisions or PUD's to have minimum number of deed restricted units. Analyze potential impact of these incentives on creation of workforce housing in Girdwood especially with regard to remaining HLB property potentially available

for private development. Identify potential state law incentives including state authorized property tax exemption or corporate tax credits.

Task 5.4- Commercial Development- identify potential regulation requiring future commercial developments to provide for or contribute to a specified number of workforce housing units based on number of added employees. Estimate possible number of additional units such a requirement could generate.

Task 5.5- Subdivision Covenants- analyze options for enforcement of covenants limiting STR's within proposed Pomeroy and Holton Hills developments.

**Task 6- Deed Restrictions.** Identify types of deed restrictions potentially applicable to development and management of workforce housing. These include Income eligibility, Local employment requirements, initial pricing, resale pricing, and appreciation limits. Include analysis of any limitations on deed restrictions under Alaska law.

### **Task 7- Management Project Delivery Options**

Task 7.1- Karolius RV Campground- analyze options for development and management of an RV Campground by:

GVSA Parks and Recreation- including whether employee or campground host could manage the campground

Private entity via management contract using USFS/NPS/Alaska State Parks as a model

Task 7.2- Ruane Road/AlyeskaProject- GHEC has supported an initiative of the Girdwood Community Land Trust as a potential partner with a private builder and the MOA Heritage Land Bank for development and management of this Project. Analyze feasibility of this concept including whether similar models for project delivery have been used in other communities. Explain options for how such a collaboration would work including risks and responsibilities of each of the partners in the project. Discuss options for how workforce housing component of the project would be managed post construction including deed restrictions, mix between rental and owner occupied units and how rental units would be managed. Identify potential alternatives to this model of project delivery for development of this

particular property. Analyze if size of proposed project meets or exceeds projected need for housing referenced in the GCP.

Task 7.3- Discuss potential structure of a Girdwood Housing Task Force as an alternative to or as a supplement to the Girdwood Housing and Economic Committee for ongoing monitoring and efforts to develop workforce housing. Identify whether Pomeroy Lodging and HLB are willing to participate in such a task force.

Task 7.4- Provide explanation/model for enforcement of any new STR regulations. Include discussion of whether additional service area employee or contractor would be needed for enforcement, estimate costs of enforcement.

Task 7.5- Provide options for administration of an STR conversion program including whether additional service area staff would be required to administer program and provide rough order of magnitude estimate of cost of administration.

## **Task 8- Monitoring Metrics**

Task 8.1- develop measures for quantifying workforce housing development with specific goals such as number of affordable units built and occupied by local workers and percentage of housing stock used as primary residences vs. short-term rentals.

Task 8.2- establish short term and long term goals for each metric identified .

Task 8.3- discuss and recommend options for continual collection and monitoring of housing data include discussion of

Sources of data

Entity collecting data (GHEC, Housing Task Force, contractor, GVSA staff)

Frequency of data collection and reporting

**Task 9: Housing Action and Implementation Plan .** Using findings and conclusions from Tasks 1 through 8, the Contractor will draft the components for the Girdwood Housing Action and Implementation Plan. The Plan will prioritize specific goals and objectives including a timeline for reaching goals. Plan components may be adjusted during plan development; however, at a minimum, they should include the following general information:



- Introduction
- History of the Development of the Plan
- Relevance of other planning documents
  - Existing Conditions: Summarize and cross reference the data identified in the GCP and Program Matrix . The contractor is to work primarily from customer supplied data and assume accuracy of such data.
- Analysis: As identified in Tasks 3-7
- Goals: Proposed goals for development of workforce housing/mix of primary and secondary homes/mix of renter/owner units as identified in Tasks 2 and 8.

Financing: Identify the most promising/achievable funding sources and timeline for securing financing from those analyzed in Task 4.

- Implementation Plan: This section will provide specific recommendations for the implementation of the Plan. It may be integrated into the various plan elements or provided as a separate chapter in the Plan. The implementation plan will include a timeline, planning level cost estimates, and a prioritized list of workforce housing initiatives. The plan should also identify potential funding sources prioritized by achievability as well as project partners.

Roles and Responsibilities: Identify what entities are responsible for each component of plan implementation including potential partners and who is the “lead” entity initiating implementation. Include timeline for “lead” to initiate component of plan implementation.

Capacity: Identify any additional capacity needed by any entity with a role or responsibility for plan implementation. (for example, grant writer needed to apply for funding assistance).

- Appendices: This section will include items not included in the plan but relevant to the plan and planning process. Potential examples include: meeting minutes, links to GHEC program matrix, public comments, etc.

The Contractor will provide a draft of the Plan for internal review by GHEC. After review of the Draft Plan is complete, the Contractor will present the Draft Plan to the Girdwood Land Use committee, the Girdwood Housing and Economic Committee and the Girdwood Board of Supervisors for additional feedback and resolution. The Contractor will make recommended revisions and prepare a Public Hearing Draft of the plan for review, consideration and adoption by the Girdwood Board of Supervisors. Additional reviews by other decision-making bodies may be scheduled.

3.4 Project Schedule The project will commence in early 2026 and should be completed by August 1 2026. The successful proposer selected for this RFP will be the Contractor for all phases of the project. Following are proposed major milestones for plan development subject to scheduling, internal review, and printing needs:

- January 2026 Notice to proceed to the successful proposer
- February 2026 Kick off meeting with GHEC
- February-April 2026 Stakeholder Meetings/Private Interviews /Review of other communities plans and STR regulations/review of financing options
- May 2026 Draft Girdwood Housing Action and Implementation Plan
- June-July 2026 GHEC Review, Land Use and Board of Supervisors Review
- August-September 2026 GBOS Adopts Plan

The selected Contractor shall present a schedule for performance of various elements of the scope of work, which fit into the above milestones in a timely manner. The selected Contractor must be available to attend work sessions associated with the development of this plan, as needed with GVSA staff, Girdwood public meetings, and other advisory entities as needed. Most of the public planning process took place during development of the GCP (community meetings, roundtables, charettes etc.) and will NOT be repeated during the development of this Plan.

3.5 Project Budget The total contract amount, including expenses, for this project is approximately \$\_\_, \_\_[**THERE IS \$117,000 AVAILABLE- HAS PART OF THIS ALREADY BEEN INFORMALLY DESIGNATED FOR CAMPGROUND FEASIBILITY STUDY AS A SEPARATE STUDY??? REGARDLESS ASSUME GHEC MAY WANT TO KEEP SOME OF THIS IN RESERVE. PREVIOUSLY GHEC WAS SENSITIVE TO COSTS OF THIS PLAN. PARK PLAN RESPONSES TO RFP SHOULD PROVIDE A GUIDE. SCOPE CAN BE REDUCED AFTER RESPONSES ARE RECEIVED TO LIMIT POTENTIAL FOR COST OVERRUNS. ]**. Fee and payment schedule will be negotiated with the selected Contractor.

[insert list and links]

**Issues and Concerns:** To date the Anchorage Assembly has shown limited interest in regulation of Short Term Rentals beyond a registration requirement.

**Opportunities and Constraints:**

1. Limited ability of a service area within the Municipality of Anchorage to tax or regulate within service area boundaries.
2. Girdwood is part of the Municipality of Anchorage. Girdwood may not qualify for state or federal programs targeted to “rural” communities.
3. Girdwood’s census data on income may place some of the potential funding sources identified in this RFP out of reach.
4. Girdwood must rely on the MOA Heritage Land Bank to make property available for development of workforce housing.
5. Inability of an MOA service area to create its own Housing Authority. The existing housing authority for Anchorage is believed to have no interest in Girdwood housing issues.

**INSERT STANDARD LANGUAGE FROM SECTIONS 4, 6 and 7 OF PARKS MASTER PLAN RFP**

**STANDARD EVALUATION CRITERIA APPEAR BELOW FOR GHEC  
REVIEW/DISCUSSION- KYLE CAN EXPLAIN TYPICAL PROCESS FOR SELECTING THE  
REVIEW COMMITTEE, SIZE OF COMMITTEE ETC. I AM NOT SURE IF MOA ACCEPTS  
CHANGES TO THE STANDARD EVALUATION CRITERIA.**

## **5.0 EVALUATION CRITERIA AND PROCESS**

### **5.1 Criteria**

The criteria to consider during evaluations, and the associated point values, are as follows:

1. Project Methodology and Approach	0-30 points
2. Experience of Firm(s)	0-25 points
3. Qualifications of Key Personnel	0-25 points
4. <u>Management Plan</u>	<u>0-20 points</u>
<b>Total Points Available</b>	<b>100 points</b>

### **5.2 Qualitative Rating Factor**

Firms will be ranked using the following qualitative rating factors for each RFP criteria:

- 1.0 Outstanding
- .8 Excellent
- .6 Good
- .4 Fair
- .2 Poor
- 0- Unsatisfactory

The rating factor for each criteria category will be multiplied against the points available to determine the total points for that category.

EXAMPLE: For the evaluation of the experience factor if the evaluator feels the response as provided was “Good” they would assign a “qualitative rating factor” of .6 for that criterion. The final score for that criterion would be determined by multiplying the qualitative rating factor of .6 by the maximum points available (30) and the resulting score of 18 would be assigned to the experience factor. This process would be repeated for each criterion.

**NOTE IF YOU ELECT TO USE SECTION 5.2 MAKE SURE THAT THE RESULTING SCORES ON EVALUATIONS ARE MATHEMATICALLY POSSIBLE.**

### **5.3 Evaluation Process**

A committee of individuals will perform an evaluation of the proposal. The committee will rank the proposal as submitted. The Municipality of Anchorage reserves the right to award a contract solely on the written proposal.

The Municipality also reserves the right to request oral (in-person or telephone) interviews with the highest ranked firms (short list). The purpose of the interviews with the highest ranked firms is to allow expansion upon the written responses. If interviews are conducted, a maximum of (3) firms will be short-listed. A second score sheet will be used to score those firms interviewed. The final selection will be based on the total of all evaluators’ scores achieved on the second rating. The same categories and point ranges will be used during the second evaluation as for the first. The highest ranked proposer after the second scoring, if performed, may be invited to enter into final negotiations with the Municipality for the purposes of contract award.



**Mayor Suzanne LaFrance  
Municipality of Anchorage**

October 14, 2025

**Mayor LaFrance announces \$500,000 grant award to revitalize rural communities  
through historic preservation**

Mayor Suzanne LaFrance is proud to announce that the National Park Service has awarded the Municipality of Anchorage a \$500,000 grant aimed at revitalizing its rural communities through historic preservation, heritage tourism, and job creation.

The program funding is specifically tailored toward the rehabilitation of culturally significant sites. The program targets rural areas with a population center of 3,000 or fewer, located at least 25 miles from downtown Anchorage. Key areas include the Native Village of Eklutna, Indian, and Girdwood, each rich in cultural heritage but facing unique preservation challenges.

“This grant represents a tremendous opportunity for our rural areas, allowing us to celebrate and preserve our history while creating jobs and growing our economy,” **said Mayor LaFrance.** “We are committed to ensuring that all areas of the Municipality, including those that are often overlooked, benefit from sustainable, long-term investment.”

The Municipality will award 5 to 7 subgrants, ranging from \$25,000 to \$75,000, to property owners, including private, public, nonprofit, and educational entities.

This project is being supported by the Paul Bruhn Historic Revitalization Program Grant from the Historic Preservation Fund administered by the National Park Service, Department of the Interior.

This marks the first time Anchorage has been eligible for the Paul Bruhn Historic Revitalization Grant Program.

The LaFrance administration established a Grant Development Office last year to target unique funding opportunities for Municipal projects. The office identified the grant opportunity, applied, and advocated successfully for the Park Service to revise its definition of “rural” to include underserved areas of the Municipality. This success underscores the value of the Municipality’s investment in the new office.

To receive the subgrants, properties must be eligible for listing on the National Register of Historic Places (NRHP) and demonstrate potential for economic revitalization through heritage tourism and job creation to ensure long-term benefits for the community. Each subgrantee will be required to provide a 10% match and enter preservation easements to ensure long-term protection of the areas.

For the next year, the program's focus will be on program development and outreach to educate property owners. The first round of subgrants will be awarded in Fall 2026 for the 2027 construction season, with additional projects to be funded in 2028.

###



**Krystal's Comments on Ruane Community Led Development Project:**

Preference would be for land to be under private ownership prior to RFP being issued.

Once land is transferred with a Letter of Intent in place for an RFP Jointly with HLB

**Guiding Principals:**

Responder to include: Material portion or percentage of the acres must be affordable/workforce housing.

Responder to include: Plan would need to state quantifiable numbers in response.

Responder to include a Landscape Architect as a member of the development team for expertise on best use of land.

Responder to include a watershed expert to consider impacts of surrounding area

**Deliverables:**

Summary/Guardrails for developers into what is feasible or not on that property tract.

Conceptual Plan – Including Utilities layout and feasibility

Conceptual Budget Estimate

**Conditions:**

Parcels/Lots that would go at market value would have the highest development associated with them.

Parcels/Lots that are set aside for community housing purposes shall have the least development costs associated with them.

**Possibilities to consider:**

Proceeds of market rate lots and proceeds of Holtan Hills 2 community lots can be invested into Ruane Community Project.

GHEC requested GBOS to request HLB to issue an RFP for a Landscape Architect to work alongside a watershed expert to create a Master Plan for the 13 acre tract at Ruane.

