



MUNICIPALITY OF ANCHORAGE REAL ESTATE DEPARTMENT

HERITAGE LAND BANK

2025 ANNUAL WORK PROGRAM &
2026-2030 FIVE-YEAR MANAGEMENT PLAN

PUBLIC REVIEW DRAFT (12/09/2024)

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Front Cover Photo: View from HLB Parcel 6-068 of the Lower Girdwood Valley, including HLB Parcels 6-060 and 6-057F. Photo taken by Margaret Tyler.



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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
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 (formerly known as Girdwood Area 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 12,000 acres, which are divided into approximately 250 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 60 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. The inventory identifies all lands by HLB parcel number, municipal tax identification number, zoning classification, and acreage. See Appendix A for regional maps and a QR code to 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.

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

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	8,070	10,977
Estimated Total HLB Acreage:	2,892	1,182	8,710	12,713

Table 1.2: Development Limitations

Limiting Factor	Quantity
Wetlands - Class A&B	1,688 acres
Easements	597 acres
4 Avalanche Zone - Very High Hazard	431 acres
Special Flood Hazard Area	1,081 acres
Patent restrictions prohibiting disposal	846 acres
Leased	576 acres
Active ADEC Contaminated Sites	5 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, major HLB work items anticipated during each calendar year will be reviewed in advance by the public and be approved after public hearings before the HLBAC and the Assembly. The code states that public notice for the HLBAC public hearing on the annual work program is provided no less than forty-five (45) days prior to the hearing. The public will have the opportunity to comment on each item when a public hearing is scheduled.

All other HLB public hearings require that the public notice precede the hearing by no less than fourteen (14) days. HLB notification procedures shall include direct email notification to affected community councils, residents and list of email subscribers, as well as posting notice online, at least fourteen (14) days prior to public hearings. AMC requires that the HLBAC provide public notice and hold a public hearing prior to taking action on land disposals (sales, leases, exchanges, easements) and withdrawals from the HLB inventory. Any additions to the proposed list of disposals through sale, exchange, or lease require an amendment to the Work Program approved by the HLBAC and Assembly. The Program may be amended as needed.

Overview of the Five-Year Management Plan

Predicting future municipal need and market demand is difficult. 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 plans. 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.

Chapter 2. 2024 Progress Report

HLB made progress on several projects in 2024, including the tract plat and disposal of the first two tracts of Holtan Hills, as well as the transfer of ten HLB parcels to Parks and Recreation to help facilitate the Potter Marsh Watershed Park Project. Additionally, HLB Staff made significant strides on evaluating and presenting the feasibility of several options for the Girdwood Industrial Park. HLB also released a Request for Proposals for a Cemetery on parcel 2-156, and a proposal was successfully selected.

Disposals, Exchanges & Transfers

HLB Parcel 2-127 - 2-136 – The withdrawal from HLB Inventory and transfer of these 10 parcels (approximately 100 acres) to the Parks and Recreation Department (P&R) was recommended by HLBAC in February and approved by the Assembly in May (HLBAC 2024-03; AO 2024-48). This action was completed as part of the Potter Marsh Watershed Project. See the below *projects* section for further updates on this project.

Portions of HLB Parcels 6-011, 6-016, 6-017 – The Anchorage Assembly approved the proposed Holtan Hills disposal of approximately 60 acres in January (HLBAC 2022-09(S); AO 2023-137, As Amended). Phases 1 and 2 were conveyed to the developer in May (Recorded Document 2024-011453-0). See the below *projects* section for further updates on this project. See the *2025 Work Program* Chapter for more details on future steps.

Acquisitions

Laurel Acres (HLB Parcels 5-041) – In 2024 there were efforts to acquire parcels in Laurel Acres through donations and purchases. There are two pending donations, and two lots approved by HLBAC and the Assembly for purchase expected to close in the coming months (HLBAC 2023-01; AO 2023-113).

Projects

Potter Marsh Watershed Park (HLB Parcels 2-127 - 2-136) – The withdrawal from HLB Inventory and transfer of these 10 parcels (approximately 100 acres) to the Parks and Recreation Department (P&R) was recommended by HLBAC in February and approved by the Assembly in May (HLBAC 2024-03; AO 2024-48). The conservation value of these parcels was used for in-kind grant matches for grants acquired by RED and local non-profit partner Great Land Trust (GLT). This grant funding is being used to acquire the neighboring 200-acres, with management authority to P&R to create the 300-acre Potter Marsh Watershed Park (AO 2024-49). The park will be under a conservation easement held by GLT (AO 2024-47). *****Expected to close before the end of the year, text will need to be amended to reflect progress.**

Girdwood Industrial Park (HLB Parcel 6-057F) – Evaluation of possible improvements has been ongoing, HLB staff presented four options to HLBAC in April, received an appraisal on the scenarios, and presented the findings to HLBAC in October. Discussions with HLBAC, GBOS, and the community are ongoing. See the *2025 Work Program* Chapter for more details on future steps.

Holtan Hills – The Anchorage Assembly approved the proposed Holtan Hills disposal in January (HLBAC 2022-09(S); AO 2023-137, As Amended). HLB Parcels 6-011, 6-016 and 6-017 were replatted into five tracts as the Holtan Hills Subdivision, recorded as Plat 2024-18. Tracts 1 and 2 were conveyed to the developer in May (Recorded Document 2024-011453-0). Tracts 3, 4, and 5 remain in HLB Inventory as HLB Parcels 6-011A, B, and C. However, the Assembly approval also included the disposal of Tract 3 (6-011A) at a later date. See the *2025 Work Program* Chapter for more details on future steps.

Cemetery RFP (HLB Parcel 2-156) – In June HLB released an RFP for the development of this 9.5-acre parcel for cemetery purposes. HLB received one submission from Alaska Natural Burial, which was reviewed by a selection committee and found to meet or exceed the criteria of the RFP. A land use permit was issued to Alaska Natural Burial for the purposes of performing Due Diligence work. See the *2025 Work Program* Chapter for more details on future steps.

Girdwood Trails Plan – In February the Assembly passed an Ordinance adopting the Girdwood Trails Plan as an element of the Comprehensive Plan (AO 2024-21). In May of 2023, HLBAC unanimously passed a Letter of Acknowledgement of the draft Girdwood Trails Plan understanding that there are several proposed trails that would be located on HLB parcels that may come before the Commission for action at a later date. See the *2025 Work Program* and *Five-Year Management Plan* Chapters for more details on future steps.



*Wetland flora on HLB Parcel 6-013.
Photo by HLB Staff*

Land Management

HLB Parcel 6-013 – HLB Staff conducted a site visit to evaluate the likely presence of wetlands, which were previously identified as Class A in the 2014 Wetlands Management Plan. The site appeared to have more than fifty percent wetland characteristics. This site would be better suited for future wetland mitigation credits rather than development.

Contaminated Sites

Certain HLB parcels have been found to contain contamination in several different forms. In the past few years, several sites have been in various stages of remediation, including but not limited to the following:

HLB Parcel 3-078E – HLB continued to conduct environmental testing and monitoring as required by ADEC. New monitoring wells were installed in July to work towards delineating the potential contamination plume.

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

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 th 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: 2024 HLBAC Resolutions

Resolution	Subject	Date	Action
2024-01	Recommending approval to extend the lease of HLB Parcel 4-013, legally described as Lot 7A Block 118 Original Townsite of Anchorage (Plat 75-129), to Rupinder Alaska, Inc., dba Ramada Anchorage Downtown, for fair market value, and to amend the 2023 HLB Annual Work Program.	1/25/2024	Postponed Indefinitely
2024-02 (AO 2024-41)	Disposal by lease, at fair market value, to the United States Department of Transportation, Federal Aviation Administration of portions within HLB Parcels 4-033A and 4-034, legally described as Tract A Airport Subdivision (Plat 95-5) and E2 Sec 31 T13N R4W and to amend the 2023 HLB Annual Work Program.	1/25/2024	Approved
2024-03 (AO 2024-48)	The withdrawal and transfer of HLB parcels 2-127 through 2-136 to the Parks and Recreation Department, legally described as the W2SE4SW4 Sec 3 T11N R3W, Lots 1, 5, 6, 9, 10, 14, 15, 18 Sec10 T11N R3W, AND E2E2W4 & E2W2NE4NW4 SEC 10 T11N R3W, S.M., and to amend the 2023 HLB Annual Work Plan.	2/22/2024	Approved
2024-04 (AR 2024-92, As Amended)	Approval of the 2024 HLB Annual Work Program and 2025-2029 Five-Year Management Plan.	2/22/2024	Approved
2024-05 (pending Assembly action)	The withdrawal from HLB inventory and transfer of management authority of HLB Parcel 6-075, legally described as Alyeska - Prince Addition Tract F, to the Girdwood Parks and Recreation Department.	8/22/2024	Approved
2024-06, As Amended (pending Assembly action)	The disposal by a relocatable public use easement to Girdwood Mountain Bike Alliance of portions within HLB Parcel 6-251 and 6-296, legally described as portions within Sec 3 and 10 T10N R2E, in Girdwood, for twenty (20) years at no cost and to amend the 2024 HLB Work Plan.	8/22/2024	Approved
2024-07 (pending Assembly action)	The disposal by competitive bid of HLB Parcels 5-010, 5-011, and 5-012, legally described as Lots 3, 4, and 5, Tract 3, Maui Industrial Park Subdivision (Plat 77-133), in Anchorage.	10/24/2024	Approved

Chapter 3. 2025 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.

2025 Potential Disposals, Exchanges & Transfers

HLB Parcel 2-156 – 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 Parcel 2-156. Photo by Alaska Natural Burial

HLB Parcel 3-027A – Dispose of property to Chugach Electric Association. This disposal was recommended by HLBAC in 2022 (*HLBAC Res 2022-03*).

HLB Parcels 3-078A-D – The disposal of these lots, which includes an ADEC contaminated site, was approved by HLBAC and the Assembly (*HLBAC Res 2021-01; AO 2022-05*). The transaction is expected to be completed once environmental documents have been resolved with ADEC. *****this is expected to close in the coming weeks and may need to be amended to reflect any progress**

HLB Parcel 4-013 – Execute a lease with the current lessee for the continued use as a parking lot.

HLB Parcel 4-043D – Review request from Joint Base Elmendorf-Richardson for a non-development easement.

HLB Parcels 5-010, 5-011, 5-012 – 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. This disposal 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 – 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)*. A trail easement will be required to develop the INHT north of Hightower Road along the privately-owned Holtan Hills properties and up valley to Crow Creek and Winner Creek Trails.

Portion of HLB Parcel 6-011B – 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 with Alyeska Holdings, LP, and Seth Andersen for the development of a mixed-use project consistent with the Request for Proposals (RFP) completed in 2021. A disposal recommendation will not be brought to HLBC until after the Assembly adoption of the *Girdwood Comprehensive Plan* and will be consistent with that plan, the *Girdwood Trails Plan (2024)*, and any other applicable plans. ***May need amending depending on the pending approval of the *Girdwood Comprehensive Plan*

Portion of HLB Parcel 6-011B – HLBC unanimously approved Resolution 2017-09 to the Girdwood Nordic Ski Club for a 20-year public use easement for the development of trails. The HLBC recommended several conditions that are still being resolved prior to this action going to the Anchorage Assembly.

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

HLB Parcels 6-039, 6-061, and 6-057F – Girdwood Parks and Recreation has requested a trail easement for the Joe Danich Trail which is on the east side of Glacier Creek from the Railroad Right of Way to Alyeska Highway. This is consistent with the *Girdwood Trails Plan (2024)*.

HLB Parcels 6-039 and 6-062 – Girdwood Parks and Recreation has requested 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 Parcel 6-057F – Staff evaluated four options for the future of the Girdwood Industrial Park in 2024. The work has continued to illustrate the complexity of the Girdwood Industrial Park. HLBC Staff will work with Girdwood Board of Supervisors to evaluate if the continued analysis, with recommendation on next steps, is better completed by the Girdwood Valley Service Area with their recently expanded powers to support local housing and economic stability in the Girdwood Valley.

HLB Parcels 6-074A, 6-074B – HLBC 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. It is anticipated that this lease will be executed prior to construction.

HLB Parcel 6-076 – Girdwood Community Land Trust submitted an application for a long-term ground lease. A Letter of Intent and Land Use Permit were executed to allow due diligence to move forward. GCLT released a Request for Information to determine to best use of the land. 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 is supported.

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

2025 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.

2025 Potential Projects

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

HLB Parcel 4-033B – The 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.

HLB Parcel 4-046 and 4-047 – Until such time the Master Plan can be implemented, short-term use of the site, for the purposes of activating the site, will be pursued for immediate implementation. Uses that incorporate elements of the Master Plan will be prioritized. HLB will work with the Planning Department to incorporate the Master Plan as an element of the comprehensive plan. HLB will continue to engage with local stakeholders.

Holtan Hills Tracts 1 & 2, HLB Parcel 6-011A (formerly portions of HLB Parcels 6-011, 6-016 and 6-017) – HLB Staff will continue to collaborate with the developer and implement the Development Agreement and AO 2023-137, As Amended. HLB Staff will continue coordinating with AWWU for a sewer extension and other site-related work to support the Holtan Hills project. 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 6-011C – A separate tract containing the land that is zoned “Girdwood Institutions and Parks” will be included in the subdivision platting process of Holtan Hills Tracts 1 and 2. This new tract will be available for current and future municipal or local community needs.

2025 Land Management

Fire Fuels Reduction – HLB will work 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 area 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 with GDIC Staff to expand the spatial analysis to all HLB Parcels.

Trespass and Encroachment Issues – HLB Staff 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.

Plans, Studies & Surveys

Girdwood Comprehensive Plan Update – In April 2021 the Anchorage Assembly formally authorized Imagine! Girdwood, a non-profit organization, to develop an update of the Girdwood Comprehensive Plan (formerly known as the Girdwood Area Plan) as an element of the Municipality of Anchorage's Comprehensive Plan. The GCP is pending Assembly action and will be used to guide management of HLB land in Girdwood for the planning horizon. ***May need amending depending on the pending approval of the Girdwood Comprehensive Plan

Chapter 4. Five Year Management Plan: 2026 – 2030

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: 2026 – 2030

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 is applicable.

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.

HLB Parcel 2-125 – Rabbit Creek Community Council is evaluating a connector trail from the elementary school to Bear Valley through HLB Parcel 2-125. An agreement or other proposal is anticipated for trail location, development, and management.

HLB Parcel 2-139 – Access needs to be established through a private parcel.

HLB Parcels 2-144A - D – Per the *PVLUA*, these parcels are designated for residential and open space recreational use. 2-144C was rezoned to R-6 in 2018 (AO 2017-163) and may be considered for disposal in a future work plan.

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 2-147 – HLB received an application for the competitive bid disposal of this lot. HLB Staff will evaluate the development potential of this remote tract and perform an Agency Review to determine the public purpose need and feasibility of development.

HLB Parcel 2-158 – 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.

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

HLB Parcel 3-042 – 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 old Army access road used as a utility access road.

HLB Parcels 3-078E – Continue to evaluate environmental contamination 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

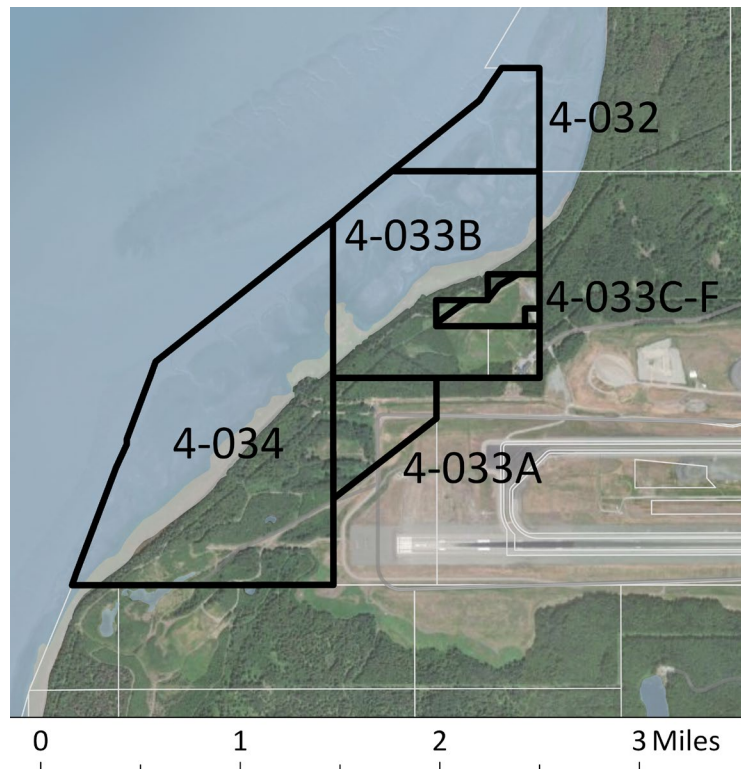


Figure 1: HLB Parcels 4-032, 4-033A-F & 4-034

affecting these parcels. HLB will work with the Turnagain Community Council, the Parks and Recreation Department, and other interested parties to discuss possible park dedication or other permanent protection status for the trail and natural space buffer (Figure 1).

HLB Parcel 4-045 – Resolve trespass issue and evaluate withdrawal of property out of HLB Inventory to Real Estate Services with management by Parks & Recreation.

HLB Parcels 6-003B – This parcel, located near the Indian Valley Bible Chalet, may be considered for disposal. The site is also located near utility lines and may be requested 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 6-039 – Evaluate this parcel for potential replat into residential lots for disposal.

HLB Parcels 6-053, 6-054, 6-055 and 6-056 – Potential Pursue disposal to ADOT&PF in support of future Alyeska Highway intersection redesign.

HLB Parcels 6-075 – Withdraw from HLB inventory and transfer to Girdwood Parks and Recreation.

Potential Acquisitions: 2026 – 2030

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.

Potential Projects: 2026 – 2030

Revolving HLB Fund – HLB staff will draft 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.

Chugach State Park Access – In order to improve access to Chugach State Park (CSP) as the *Anchorage 2020 Comprehensive Plan (2001)* encourages, HLB will continue exploring the feasibility of exchanging parcels or allowing development of access to CSP from certain HLB parcels, such as HLB Parcels 2-139 and 2-152 in upper Bear Valley. CSP has produced an access inventory and trails and access plans. HLB will work with the State and the public to accommodate some of these desired access areas and evaluate these parcels for issuance of access easement across HLB land to provide CSP access (Figure 2).

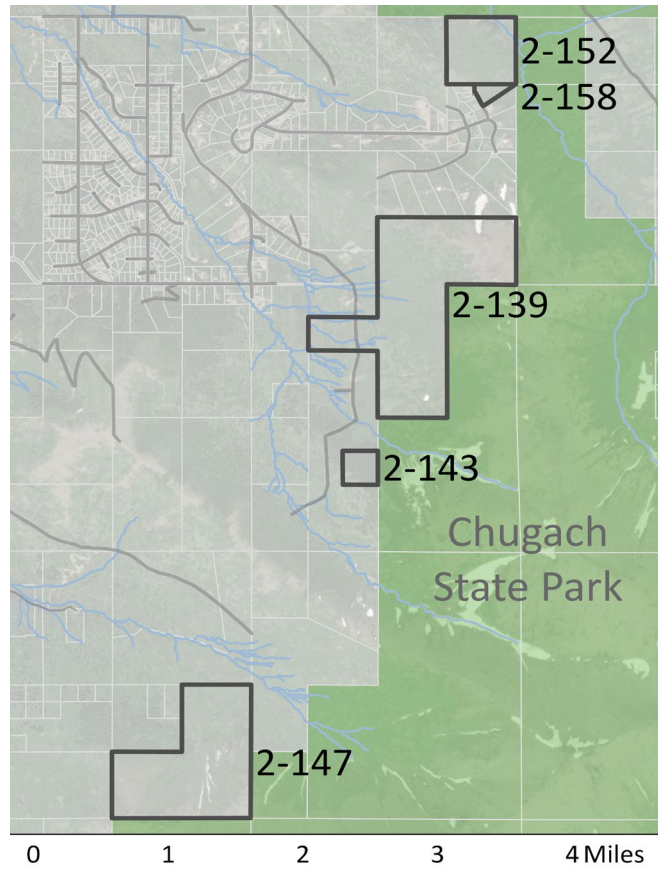


Figure 2: HLB Parcels adjacent to Chugach State Park

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.

HLB Parcels 4-046 and 4-047 – The 3rd & Ingra Former Alaska Native Service Hospital Master Plan 2019 will be implemented. Uses that incorporate elements of the Master Plan will be prioritized. HLB will commence action and by 2029 complete the Near-Term Implementation (Pre-Development) Actions listed in Section 8.7 of the Master Plan. HLB will also explore means to incorporate the Master Plan as an element of the comprehensive plan, whether alone or as part of a neighborhood, district or small-area plan.

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 did not pass. HLB Staff will continue to work with the Girdwood Board of Supervisors and the Cemetery Committee as they work towards next steps.

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. *Glacier-Winner Creek Access Corridor Study (1996)* and the *Girdwood Area Plan (1995)* identified several thousand acres of HLB and state land near the confluence of Glacier and Winner Creeks in the upper Girdwood Valley for development, constrained at this time by market demand and infrastructure costs.

Heritage Land Bank Umbrella Mitigation Banking Instrument – HLB staff still finds 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: 2026 – 2030

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: 2026 - 2030

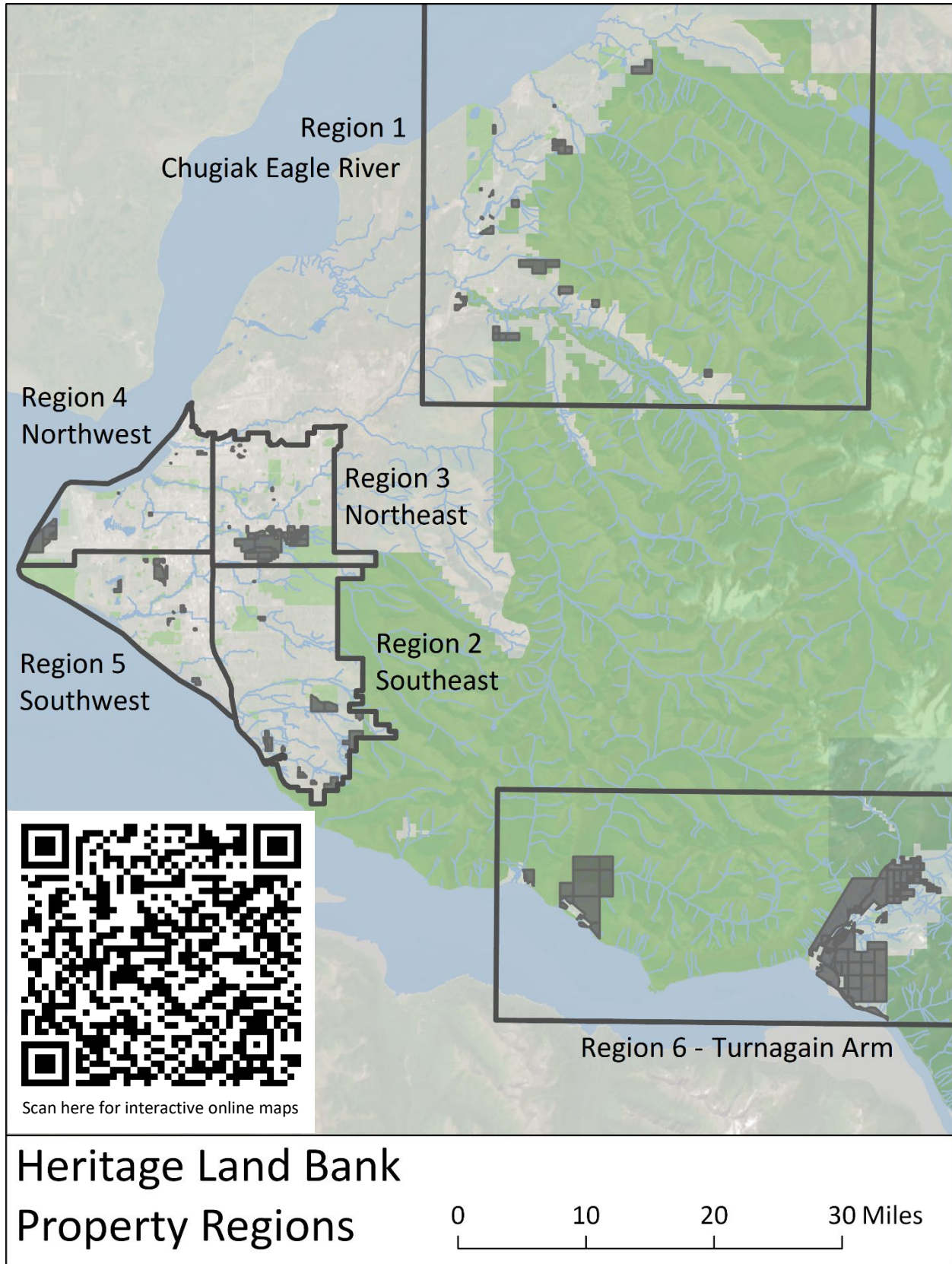
Girdwood South Townsite Master Plan – potential update after the GCP is adopted.

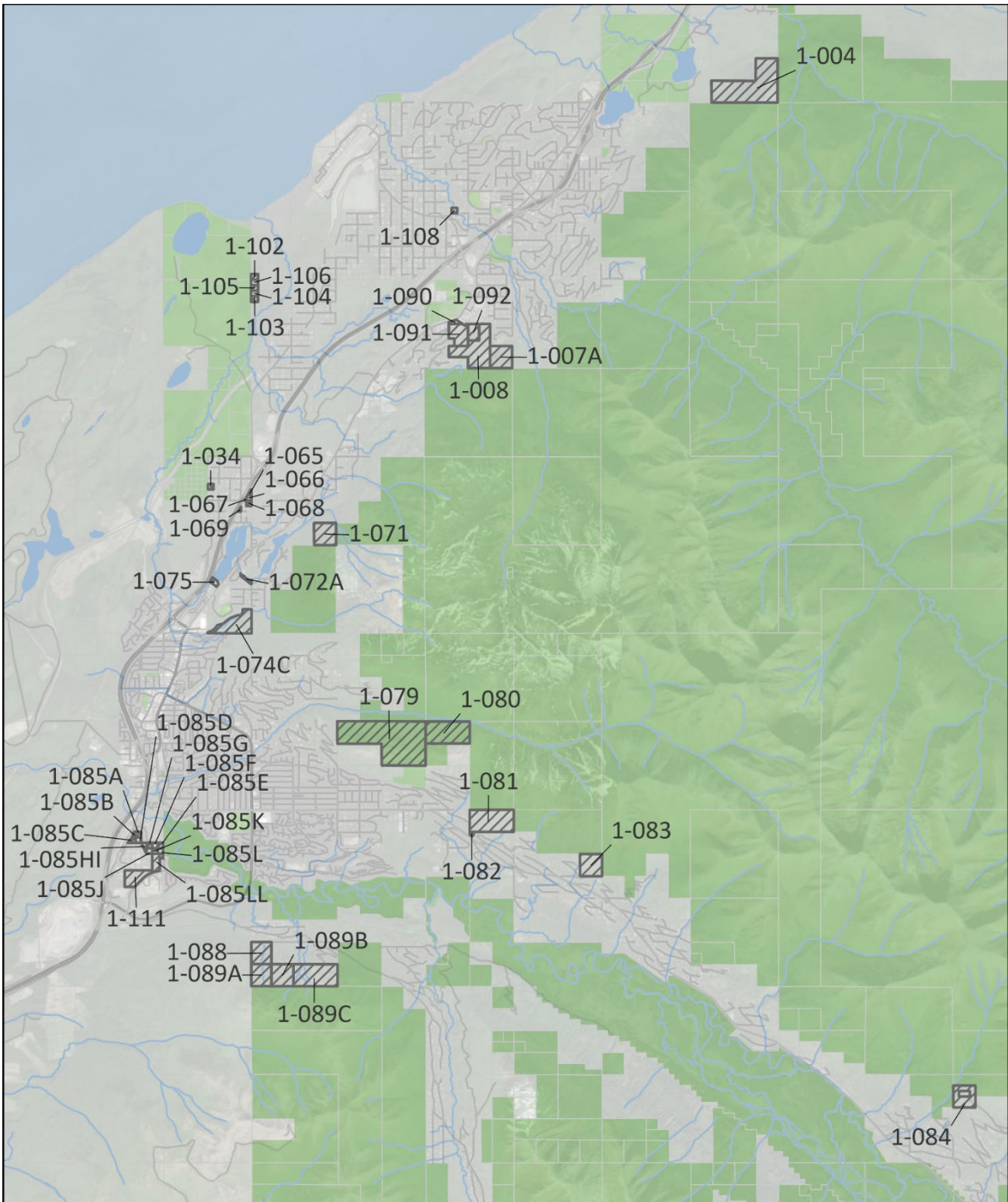
Girdwood Trails Plan Implementation – The Girdwood Trails Plan was approved by the Assembly in February 2024 (AO 2024-21). When located on HLB land, HLB’s involvement in the establishment of new trails generally begins in the conceptual phase (proposals require the support of HLBAC and the Assembly) 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.



Campbell Creek on HLB Parcel 3-027. Photo by HLB Staff

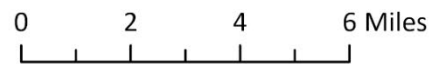
Appendix A

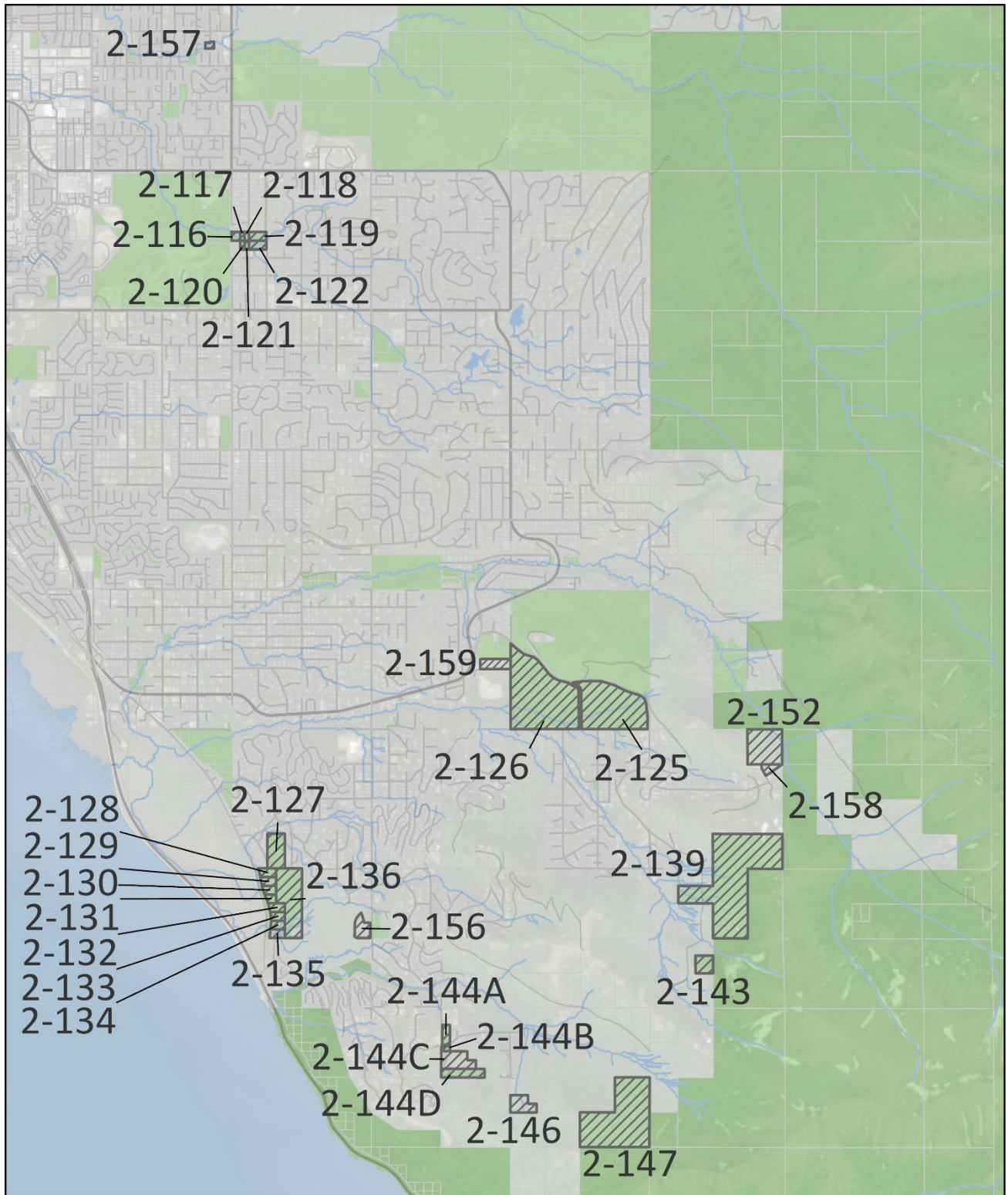




HLB Property Region 1

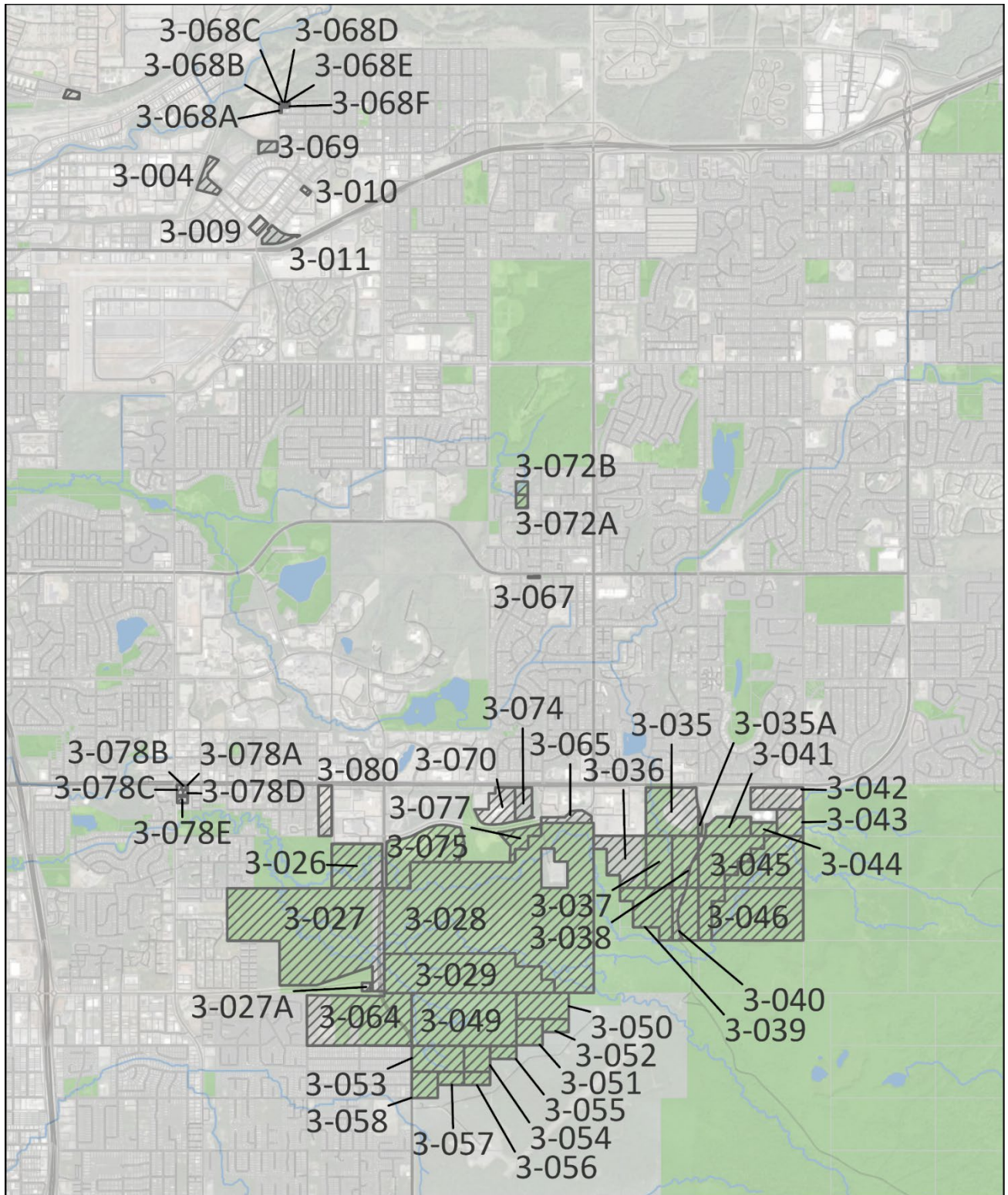
Chugiak Eagle River Parcels



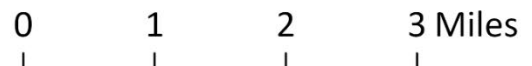


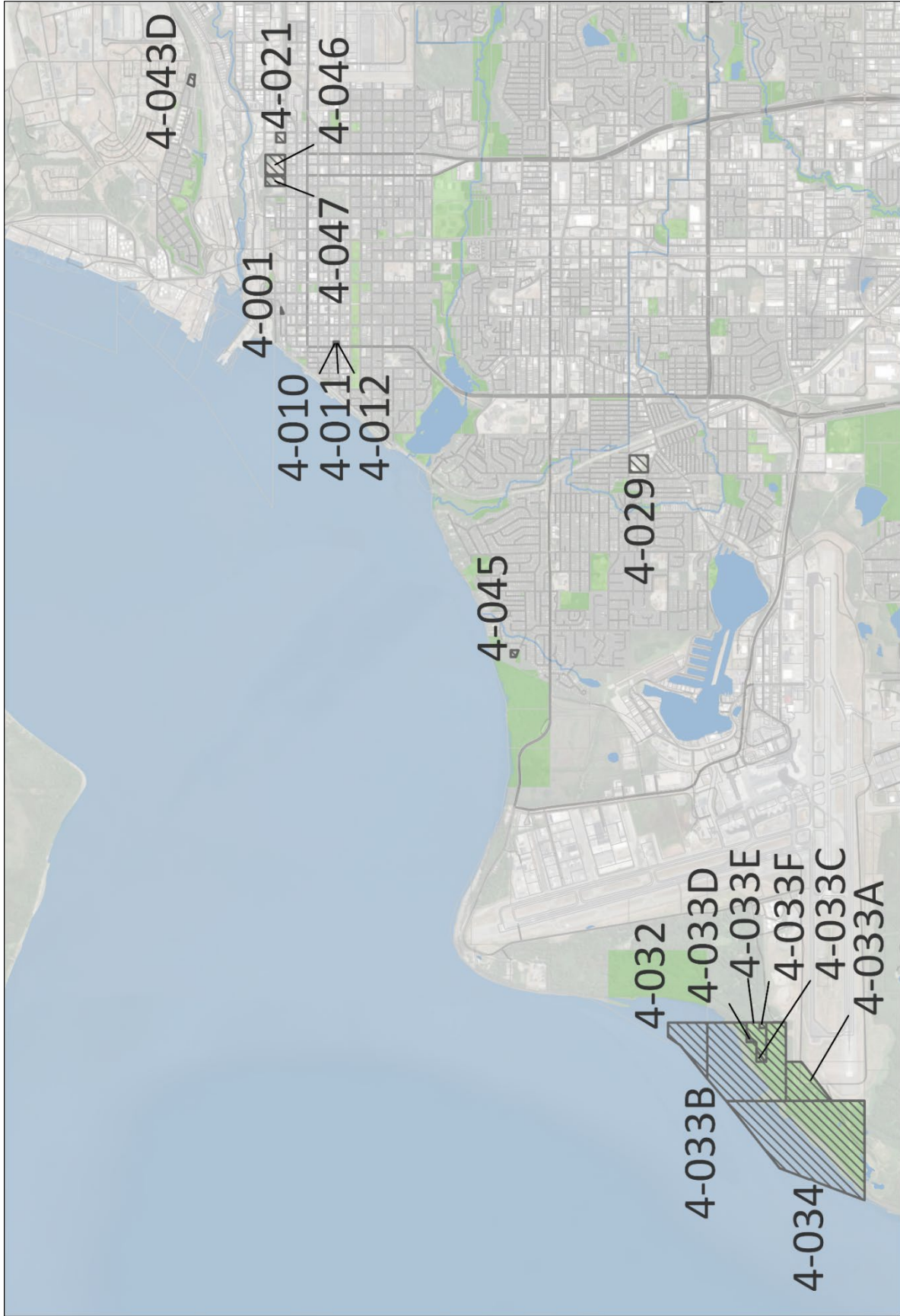
HLB Property Region 2 Southeast Parcels

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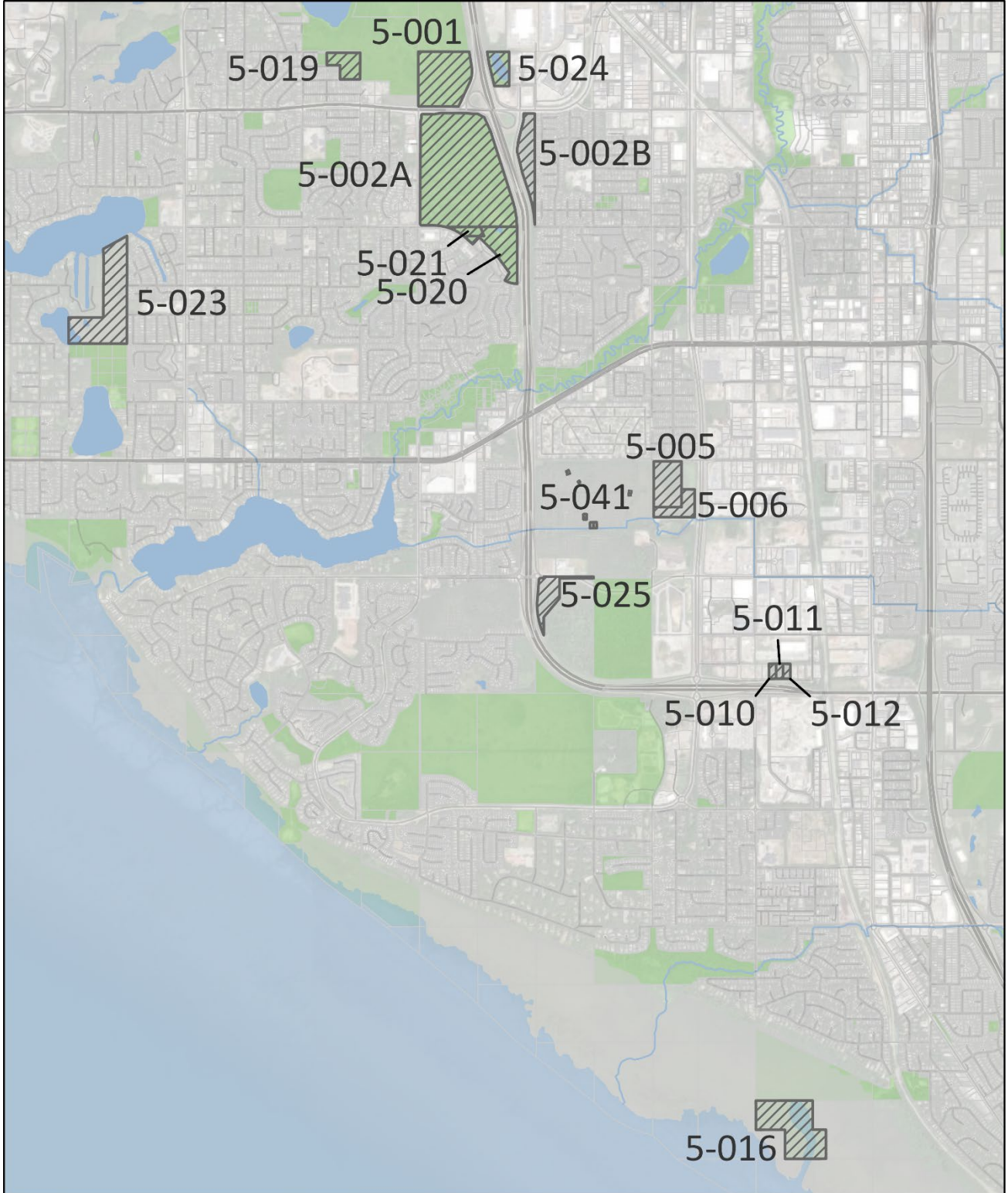


HLB Property Region 3 Northeast Parcels

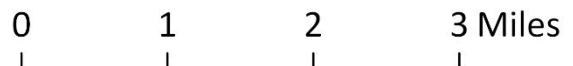


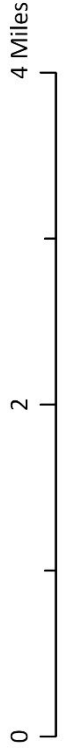
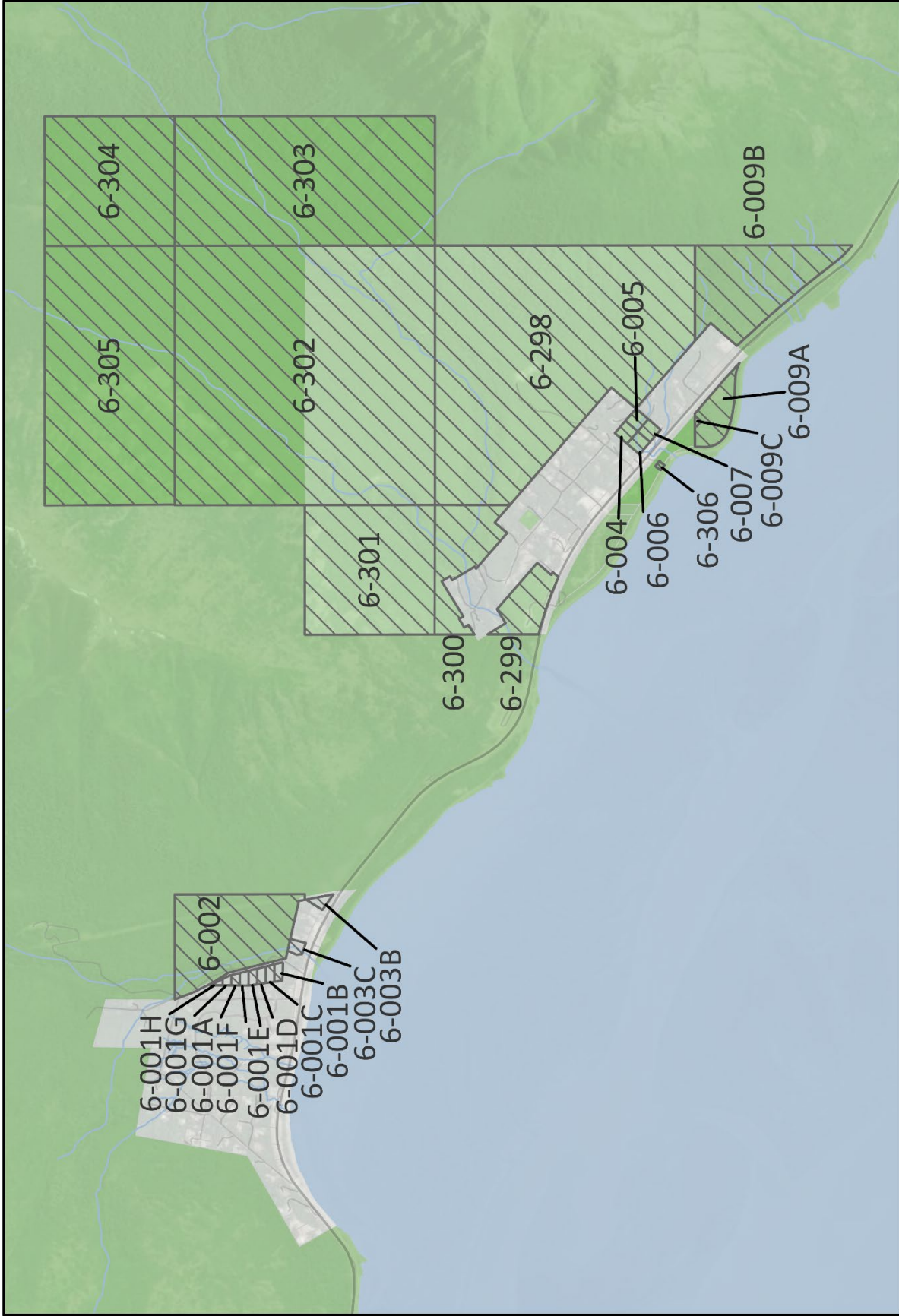


**HLB Property Region 4
Northwest Parcels**

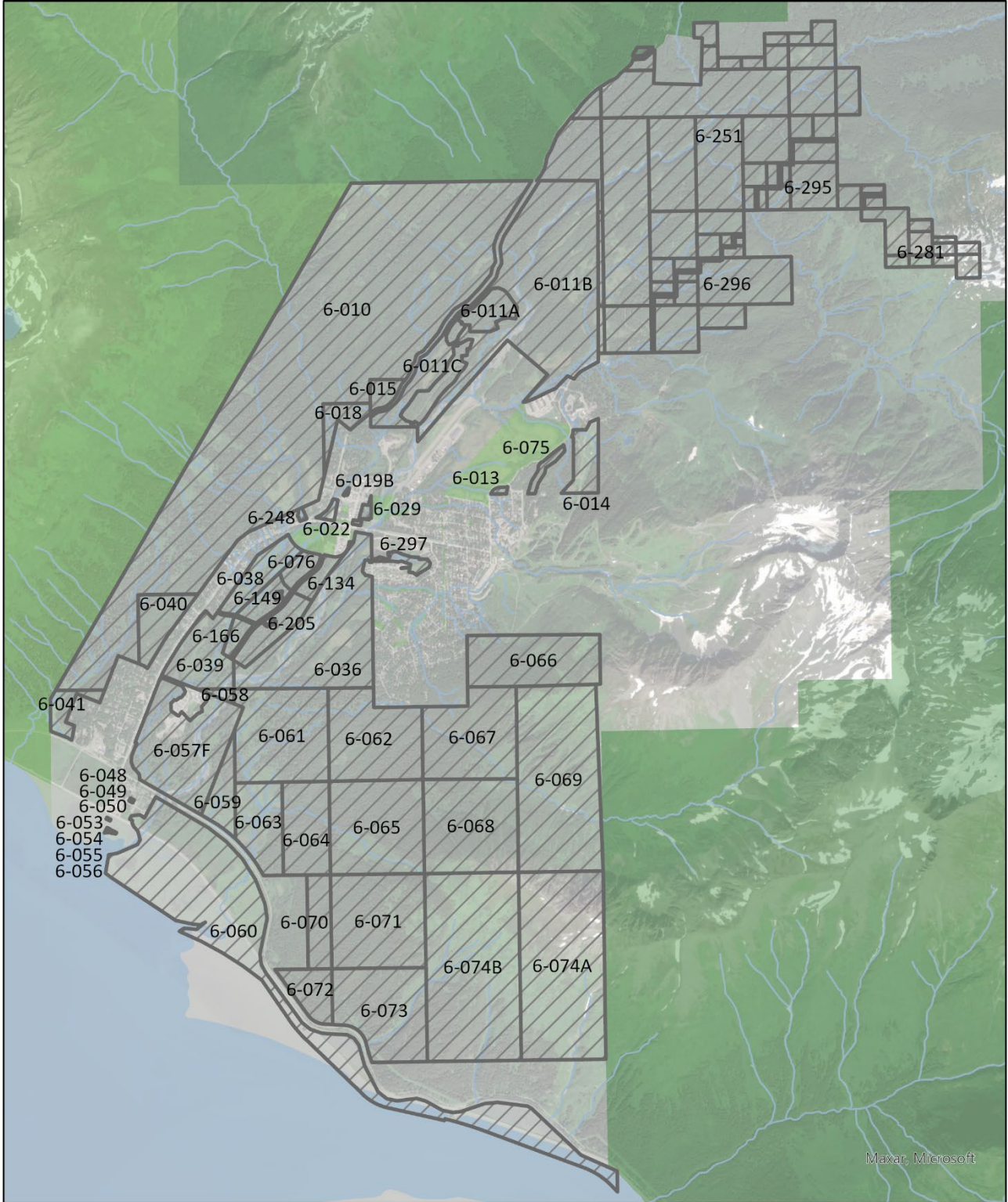


HLB Property Region 5 Southwest Parcels





HLB Property Region 6 Turnagain Arm Parcels



HLB Property Region 6 Girdwood Parcels



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 HLBC 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 HLBC 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 or sell 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.

D. 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

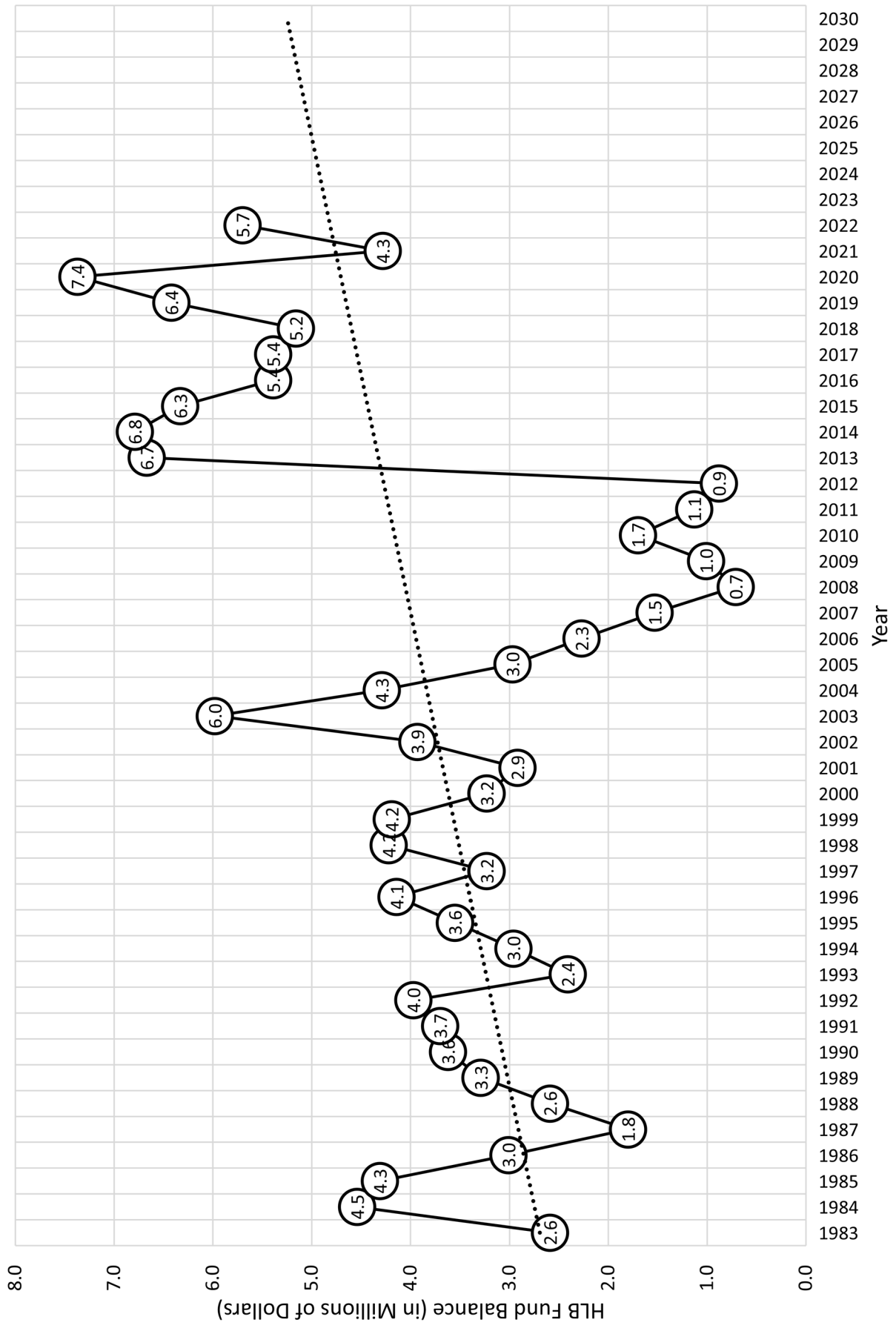
2021	Start Balance	\$7,367,420
	Revenue	\$493,783
	Expenses	-\$650,117
	Other Sources	-\$2,933,352
	End Balance	\$4,277,734

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
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2023 and 2024 financials have not yet been completed and audited by the Finance Department.

HLB Fund Balance (year-end in millions) with 5-year projection



Appendix D

LEASE AND PERMIT LIST (AS OF DECEMBER 2024)

Contract Number	Permittee / Lessee	HLB Parcel Number	Permitted Use	Contract End Date
73-001	Chugach Electric Association	3-027A	Dowling Substation	2028-01-28
87-002	Mt. Alyeska Ski Resort, LP sublease to Alyeska Resort Operations LP	6-014	Ski Operations	2028-02-28 sublease; 2048-03-31 lease
96-004	Alascom, Inc. dba AT&T Alaska	6-048 (portion); 6-049; 6-050	Cell tower and equipment	2029-12-31
96-005	SOA DNR/DPOR	1-090 & 1-091	Ptarmigan Valley trailhead	2046-11-03
98-003	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	2024-12-31
2011-15	Robert Wolfe dba Snow Free Snowplowing	6-057F (portion)	Equipment and sand materials storage	2024-12-31
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	2025-05-31

Contract Number	Permittee / Lessee	HLB Parcel Number	Permitted Use	Contract End Date
2015-17	Girdwood Nordic Ski Club	6-251, 6-296	Nordic 5k ski loop	2029-07-29
2016-17	Tesoro Alaska Pipeline Co.	4-033A-E (portion), 4-034 (portion)	Nikiski pipeline	2031-01-29
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	2024-12-31
2017-12	FAA	4-033A; 4-043	Runway protection zone	2021-09-30 holdover
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	2025-03-30
2018-10	Chugach Adventure Guides, LLC dba Chugach Powder Guides	6-281	Shelter access	2025-08-31
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	2023-12-31
2020-10	Straight to the Plate	6-057F (portion)	Storage	2025-08-20
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	2025-02-10
2021-18	Ridgetop Builders	6-057F (portion)	Wood mill	2025-07-31
2022-02	Girdwood Equipment Rental	6-057F (portion)	Storage	2024-05-31
2022-04	Girdwood Community Land Trust	6-057F (portion)	Storage	2025-02-10
2023-01	Ritual Bough	6-061; 6-062; 6-036; 6-067; 6-034; 6-011 (portion)	Ceremonies	2025-01-31
2023-02	Girdwood Community Land Trust	6-076	Land and site planning, surveying etc.	2025-04-30
2023-03	AWWU	6-011 & 6-029 (portions)	Investigative geotechnical	2024-07-15

Contract Number	Permittee / Lessee	HLB Parcel Number	Permitted Use	Contract End Date
2023-05	Alyeska Development Holdings, LP and Seth Andersen	6-011 (portion)	Land and site planning, surveying etc.	2025-09-15
2023-07	3 Barons Renaissance Fair, Inc.	3-080 (portion)	Storage	2024-05-31
2024-01	ACDA	4-046 & 4-047	Due diligence	2024-04-15
2024-02	QAP	3-064 Snow Dump	Storage	2024-10-31
2024-03	USFS Forest Inventory and Analysis	3-029	forest research	2024-09-30
2024-04	USFS	3-028 & 3-029	spruce beetle research	2024-07-31
2024-05	True North Sustainable Development Solutions, LLC	6-060	archaeological surveying	2024-06-30
2024-06	Alaska Natural Burial	2-156	due diligence	2025-10-27
2024-07	Ridgetop Builders	6-057F (portion)	Wood Mill	2025-05-31
2024-08	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

Appendix E (***)to be updated prior to Assembly approval)

**Response to Public and Community Council Comments on the
Public Review Draft 2024 Annual Work Program
& 2025-2029 Five-Year Management Plan**

Chapter 1. Heritage Land Bank Overview			
Reference No.	Commenter	Comment	Response
Chapter 2. 2024 Progress Report			
Reference No.	Commenter	Comment	Response
Chapter 3. 2025 Work Program			
Reference No.	Commenter	Comment	Response
Chapter 4. Five Year Management Plan: 2026-2030			
Reference No.	Commenter	Comment	Response
Appendices			
Reference No.	Commenter	Comment	Response
Other General Comments			
Reference No.	Commenter	Comment	Response
HLB Staff Comments			
Reference No.	Commenter	Comment	Response
Comments Received In-Person at the Public Hearing on February 22, 2024			
Reference No.	Commenter	Comment	Response

Appendix F (***)to be updated prior to Assembly approval)

**MUNICIPALITY OF ANCHORAGE
HERITAGE LAND BANK ADVISORY COMMISSION**

HLBAC Resolution 202X-XX

A RESOLUTION OF THE HERITAGE LAND BANK ADVISORY COMMISSION RECOMMENDING ASSEMBLY APPROVAL OF THE 2025 HLB ANNUAL WORK PROGRAM AND 2026-2030 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 XXXX XX, 202X, the Public Review Draft of the 2025 HLB Annual Work Program and 2026-2030 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 XXXX XX, 202X, the notice for the XXXX XX, 202X, 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 XXXX XX, 202X, the HLBAC held a public hearing on the Work Plan; and

WHEREAS, the Draft 2025 HLB Annual Work Program and 2026-2030 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 2025 HLB ANNUAL WORK PROGRAM AND 2026-2030 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 XX day of XXXX 202X.

Approved:

Attest:

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

Tiffany Briggs, Director
Real Estate Department