

# Former Alaska Native Hospital Roadmap to Redevelopment



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Council of Development Finance Agencies

**Prepared for:**  
Anchorage, AK

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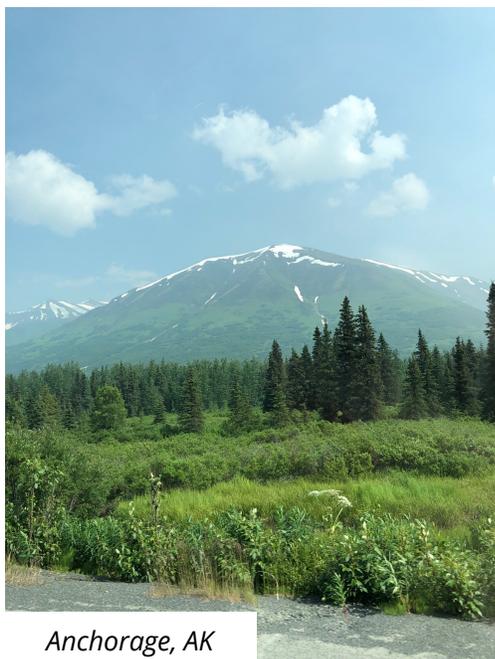
# About the Roadmap to Redevelopment

The *Roadmap to Redevelopment* is a product of the [CDFA Brownfields Technical Assistance Program](#), which is funded through a grant from the U.S. Environmental Protection Agency. The program provides technical assistance to brownfields communities on redevelopment financing. For communities requiring detailed, hands-on assistance for their redevelopment efforts, the CDFAs Brownfields Project Response Teams, comprised of CDFAs staff and technical assistance partners, are available to conduct site visits and provide recommendations. The goal of these visits is to offer communities specific, actionable advice that can transform brownfields into economically productive sites in accordance with the goals and plans of the community. CDFAs will coordinate 36 Brownfields Project Response Teams over the life of the program.

The *Roadmap to Redevelopment* was developed through a two-day process which included interviews with numerous stakeholders from the government, agriculture, business, and non-profit sectors. The plan provides a framework for the financing for the activation and redevelopment of the Former Alaska Native Service Hospital site.

The *Roadmap to Redevelopment's* recommendations combine the input of development finance experts, CDFAs staff, and the interests of stakeholder groups gathered during the Project Response Team site visit.

# Background & History



*Anchorage, AK*

The State of Alaska was admitted into the U.S as the 49<sup>th</sup> State on January 3, 1959. Prior to statehood, Alaska was considered a territory, which had been purchased from the Russian Empire. Anchorage is located in the south-central portion of Alaska at the terminus of the Cook Inlet. Originally settled by the Dena'ina Athabascan people more than 6,000 years ago, Anchorage remains a hub for native populations across Alaska and has been called “Alaska’s Largest Village”.<sup>1</sup> Anchorage is also Alaska’s most populous city with 291,538 residents as of 2018 - around 40% of the entire state’s population.<sup>2</sup> Politically, Anchorage is a unified home rule municipality governed by a mayor and an 11-member Assembly, meaning the local government is imbued with the power to govern local issues separate from the state.<sup>3</sup>

Through much of the early 1900s, the Municipality’s economy centered around the railroad and a huge military presence due to its strategic position. This was until crude oil was discovered in Cook Inlet in the late 1950s, which fueled an economic boom that continued until the 1988 collapse of oil prices. By the 1990s, Anchorage again began to grow its industry and economic development, perhaps most notably in the tourism sector. Today, Anchorage’s economy is driven by several major industries including military, transportation, municipal, state and federal government, resource extraction, and tourism.



*Downtown Anchorage, AK*

<sup>1</sup> <http://www.city-data.com/us-cities/The-West/Anchorage-History.html>

<sup>2</sup> <http://live.laborstats.alaska.gov/pop/estimates/pub/pophistory.pdf>

<sup>3</sup> <https://www.alaskahistory.org/anchorage-timeline/>



Anchorage Museum of History & Art. Library & Archives.

*Former Native Hospital from Anchorage Museum Archives*

In 1949, 15 acres of park space had been given to the Department of the Interior for a new hospital for Native populations. During this time, Alaskan Native populations were deeply affected by tuberculosis (TB), which then accounted for about one-third of Native deaths statewide. In Anchorage, the TB infection rate was 23 times higher than the national average in Native populations. This led to the Department of the Interior's Native Health Service to request funding for several facilities to treat Native communities suffering from TB.

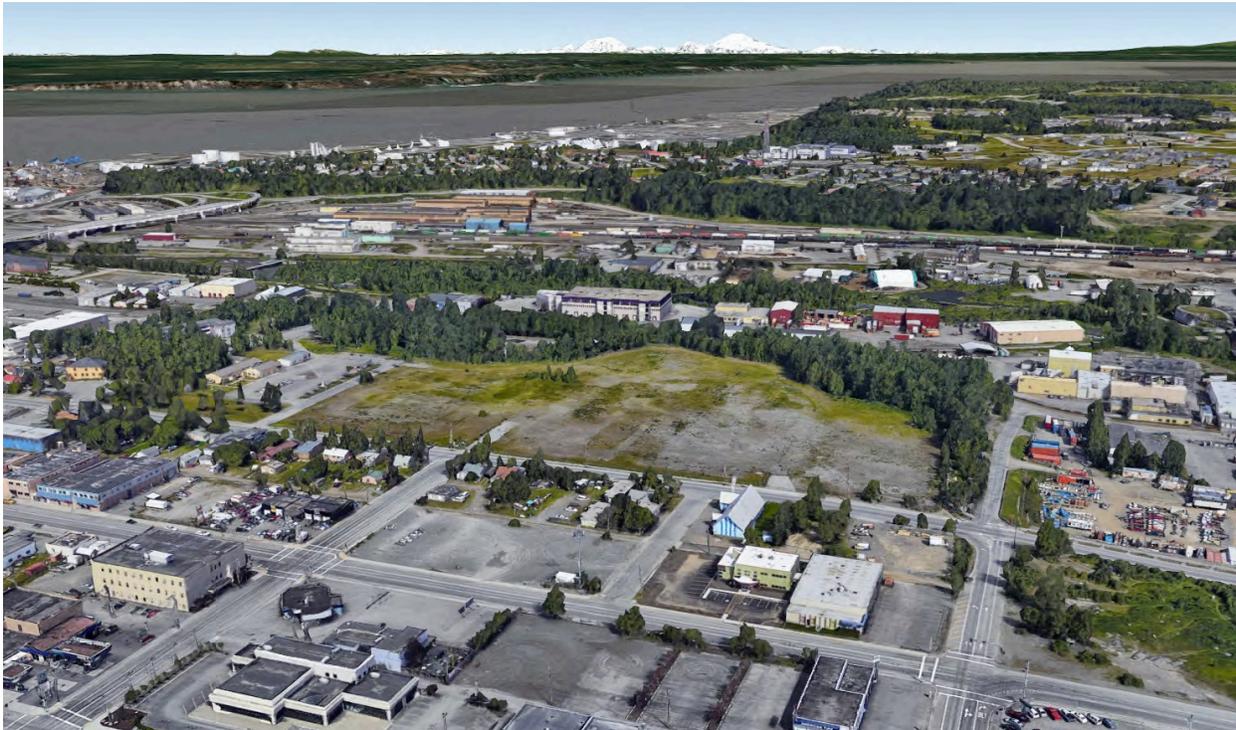
Construction on the Alaska Native Service Hospital in Anchorage began in 1949, with a plan to have a facility with approximately 400 beds. The construction of the six-story hospital was completed in November of 1953. At the time of construction, the hospital was considered the largest in the state and the first to have a mental healthcare facility in Alaska. The Alaska Native Service Hospital served the community until 1997 when the new Alaska Native Medical Center was opened in the U-Med district of Anchorage and the older Native Hospital was closed and demolished. It is not known if environmental work was conducted at the time of demolition. In 2000, the land for the former medical center was deeded to the Municipality in a three-way land exchange and then transferred into the Heritage Land Bank's inventory of properties.



As a part of ongoing economic development efforts, the Municipality of Anchorage has updated its 2020 Land-Use Plan to extend strategic development efforts past 2040. Over the next 25 years, the population of Anchorage is projected to increase by around 20,000. With these growth estimates in mind, the Municipality developed a set of guidelines for future development which include: building communities in existing commercial and neighborhood districts, and striving to create

an environment comprising great places, streets, and spaces that together generate a positive city image, support economic viability, attract new residents and workforce talent,

and promote affordable development”.<sup>4</sup> As such, the Municipality’s Heritage Land Bank has identified the Former Alaska Native Service Hospital site as a critical redevelopment opportunity to build and grow the character of the downtown community for its active citizenry, its prospects for creative place-making, and the historical significance of the site. This report looks to provide “next step” recommendations on how to carry the project forward. The financing section of this report will broadly address the programs that may be beneficial for the Municipality to consider when embarking on any redevelopment.



*Former Alaska Native Service Hospital*

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<sup>4</sup><http://www.muni.org/Departments/OCPD/Planning/Publications/Documents/Anchorage%202040%20Land%20Use%20Plan/Anchorage%202040%20LUP-Section1.pdf>

# Former Alaska Native Service Hospital Site Roadmap to Redevelopment

## Recommendations: Former Alaska Native Service Hospital Site

The Municipality of Anchorage is working towards the redevelopment of this 15-acre site located east of downtown. The site is under the management of the Heritage Land Bank, a division of the Municipality's Real Estate Department. The Heritage Land Bank's mission is to manage uncommitted municipal lands in a manner beneficial for current and future citizens of Anchorage. As such, the redevelopment strategy for this site should continue to be community-focused and driven to promote economic development on land that has largely been unused for the last twenty years. The following recommendations are the first steps the Municipality can take to move the Former Alaska Native Service Hospital site forward.

### Part I: Complete Environmental Assessment of the Site

#### **Explore the Comprehensive Environmental Response, Compensation, and Liability Act**

If contamination is identified in the Targeted Brownfields Assessment (TBA) that is currently underway, then an appropriate consideration is the cost recovery through the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). Claims can be costly and time-consuming but may be worthwhile if contamination is found on the site. CERCLA is an option for current owners to attempt to recover costs from those responsible for the pollution and their historic insurers. Any party responsible for the release of hazardous substances may be liable for the cleanup costs incurred by anyone else.<sup>5</sup> Costs recoverable under CERCLA may include site investigation, preparation of a work plan, removal of contamination and disposal of waste, remediation activities, engineered barriers and treatable equipment, monitoring, oversight, and demolition. Additionally, the Department of the Interior, as the former owner of the site, must adhere to CERCLA and may have liability if any contaminants are found that can be traced back to the former Native Hospital. Environmental response and restoration activities under CERCLA are coordinated by the Office of Environmental Policy and Compliance (OEPC) in the Department of the Interior. The Department has standardized

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<sup>5</sup><https://www.cdfabrownfields.org/cdfa/cdfaweb.nsf/ordredirect.html?open=open&id=Brownfieldswebcast12>

procedures for performing response actions, as well as working with other agencies.<sup>6</sup>

## **Part II: Complete Market & Feasibility Analysis Studies for the Community**

The Former Alaska Native Service Hospital site will require a level of due diligence review which accompanies many redevelopment sites. Any site plans should be thoroughly researched and studied before any development effort is made. Market and feasibility analyses are important informational reports that can help focus the current site plans on what type of development and potential uses will be most economically viable and successful in that area of Anchorage. These reports vary somewhat and will address different development questions. Generally, a market analysis searches for the intersection of demand and supply that will create a market for a type of development at a given price of that development. A feasibility analysis tests whether a certain development will meet financial or social benchmarks in that specific market.<sup>7</sup>

Any market and feasibility analysis should be area-wide and take into account not only the Former Native Service Hospital Site but the needs of the overall neighborhood. Assessing whether the development will serve local, regional, or national markets may be helpful, particularly when examining the benefit to residents and job creation. These studies will also assist in identifying barriers to investment in the area which the Municipality can work to mitigate. Because of the complexity of the analysis and modeling involved, the Municipality should hire a consultant to assist in drafting a market and feasibility analysis. A viable market and feasibility analysis will be an important tool in soliciting additional political and community support for the redevelopment.

## **Part III: Market the Former Alaska Native Service Hospital Site**

Another important aspect of the process is for the Municipality to let the public and potential developers know the site is available for redevelopment. There are several ways to accomplish this, including online marketplaces matching developers and opportunities, issuing an RFP, emailing and/or sending letters to local developers, social media, showcasing the site at conferences, and creating a prospectus.

Marketing should not be a one-time engagement but an on-going strategy that helps businesses and Anchorage flourish. A strong marketing strategy informs developers and investors of opportunities within the city; maintains the city's presence within the development field; engages your audience and builds relationships; and fosters

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<sup>6</sup> <https://www.doi.gov/ocl/federal-agency-responsibilities-under-cercla>

<sup>7</sup> <https://pages.uoregon.edu/rgp/PPPM613/downloads/How%20to%20do%20a%20Market%20Analysis.pdf>

opportunities for the city to grow, increase the number of businesses, and improve the tax base.

Especially with the advent of Opportunity Zones and their place-based investment, many communities in the U.S. have begun to think critically about how to market themselves in a way that draws investment. The City of Anchorage should have a robust marketing strategy for not only the Former Alaska Native Service Hospital Site but the whole city.

## **Part IV: Activate the Former Alaska Native Service Hospital Site**

To make any potential development more streamlined, the following recommendations should be considered:

### **I. Selecting Developers**

Based on stakeholder conversations, there are unique challenges associated with developing in Alaska. Construction costs can be 20-30% higher than in the lower 48 states and the building season is significantly shorter. As such, the Municipality should consider working with experienced, local property developers who are familiar with these challenges.

### **II. Consider Creating Multiple Land Parcels on Site**

The Municipality should consider dividing the 15-acre lot into multiple smaller parcels of land to further facilitate the development of the site. A site of this size will most likely require more than one developer. As such, splitting the lot into several manageable parcels may attract more developers and spread the risk over multiple small developments over a longer time which is more sustainable to the city. While the city may not be able or willing to develop the whole site, they may consider keeping a few strategically located parcels to develop alongside private development as an incentive. Additionally, the preferred development plans call for several specialized development types including a brewery, a solar farm, a grocery store, and mixed-use housing. Splitting the lot provides the added benefit of allowing developers with the needed specialties to carve out a portion of the overall project area that is sized appropriately for them to succeed.

### **III. Examine Phased Approach to Development**

It may be beneficial, based on development constraints and the potential need for multiple developers, for the Municipality to consider developing the site in phases. While dividing the lot will encourage this, there are creative ways for a community to start initial phases on a site even if no vertical development has taken place. This

could include a memorial to Alaskan Natives, expanding the urban gardens, or a multi-use path to begin drawing community members into the eastern side of downtown.

#### **IV. Consider Re-Zoning with Regards to Future Land Uses**

The 15-acre site is currently zoned under Public Lands and Institutions (PLI). Development on PLI zoned lands should be “major public and quasi-public civic, administrative, and institutional uses and activities.” Although the zoning is fairly broad, the master plan calls for private business and mixed-use construction on portions of the site to spur economic development in the area. The Municipality should consider re-zoning all or a portion of the site for a broader range of potential private uses.

#### **V. Consider 3<sup>rd</sup> Avenue Expansion**

The Municipality should consider expanding 3<sup>rd</sup> Avenue to a two-way street to ease and expand the traffic that will potentially head towards the Former Native Service Hospital Site. Potential end-users of the site may find it difficult to navigate the one-way streets in the area. This change may also make the site more attractive for investment from private entities.

#### **VI. Identify Potential Partnerships**

The Municipality of Anchorage should work to establish strategic partnerships with anchor institutions which may help leverage both financial and educational resources for activating this site as a community-focused project. Anchor institutions, by nature, are rooted in local communities and have the potential to be excellent partners in economic and community development strategies. These anchor institutions can be but are not limited to local hospitals, local universities such as the University of Alaska Anchorage, and other philanthropic organizations.

Another option would be to present the development opportunity to local foundations or philanthropic organizations as a value proposition partnership. Some local and regional foundations across the U.S. have begun impact investing, where foundations allocate a portion of their endowment to invest in catalytic projects or programs which support economic and community development.

# Former Alaska Native Service Hospital Site Roadmap to Redevelopment

## Recommendations: Financing the Former Alaska Native Service Hospital Site

### Part I: Financing Programs for Housing

#### I. Home Investment Partnerships Program

The Home Investment Partnerships Program (HOME) provides formula grants to states and local communities to use – often in partnership with local non-profit groups. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. The program is flexible in obtaining and utilizing funds as long as it advances the development or rehabilitation of low-income housing.

#### II. Section 108 Loan Guarantee Program

The Section 108 Loan Guarantee Program (Section 108) provides communities with a source of financing for economic development, housing rehabilitation, and public facilities. Section 108 offers state and local governments the ability to transform a small portion of their CDBG funds into federally guaranteed loans. Underwriting for Section 108 loans is strict and will require a detailed development and operation proforma, and a high level of documented compliance throughout the life of the loan. Section 108 could potentially be used for financing housing on the Former Native Service Hospital site.

#### III. Low-Income Housing Tax Credits

The Low-Income Housing Tax Credit (LIHTC) program finances the construction, rehabilitation, and preservation of affordable housing by providing a tax incentive to encourage developers to create more affordable units. The program was established in 1986 and is now one of the largest financing sources of affordable housing in the United States. LIHTCs are allocated to each state using a per capita formula. In Alaska, the Governor has selected the Alaska Housing Finance Corporation as the allocating agency. LIHTCs are normally classified as either a 4% or 9% tax credit, meaning for every 10 years, the tax credit equals roughly 4% and

9% of a project's qualified basis (cost of construction). The 9% tax credit is highly competitive within Alaska, while the 4% LIHTC is more likely to be awarded for a project, assuming all the qualifications are met. The developer should work closely with the Municipality when applying for the LIHTC. This tool is best used if it is decided that affordable or workforce housing will be placed on the Former Alaska Native Service Hospital Site.

#### **IV. Multifamily Loan Purchases**

The Alaska Housing Financing Corporation (AHFC) participates with approved lenders to provide financing for housing consisting of buildings with at least five units and are designed principally for residential use. The loan proceeds may be used to acquire, refinance, rehabilitate in conjunction with the acquisition or refinance of the property, construction of new housing, and/or extract equity in conjunction with a refinance in order to purchase another multifamily property that is financed by AHFC. This loan could be best utilized for residential areas within the site.

## **Part II: Local Financing Strategies for Commercial, Housing, and Public Space**

As mentioned previously, there are several conceptual designs that tentatively call for a myriad of development to take place on the Former Alaska Native Service Hospital Site. Such development includes several mixed-use buildings, an amphitheater, a dog park, and a grocery store. As no plan is yet solidified, there are several funding mechanisms that can be used to finance these site improvements.

#### **I. Community Development Block Grant Program**

The Community Development Block Grant funding is a flexible spending program and allows jurisdictions to address various community development needs in four main funding categories: Public Service, Community and Economic Development, Capital Improvements Projects, and Planning and Administration. Anchorage is a qualified entitlement community through the U.S. Department of Housing and Urban Development (HUD) and accepts federal housing and community development funds. Alaska received an allocation of \$3 million of funding in 2019. CDBG funding could potentially be used to help spur development on the Former Native Service Hospital site.

#### **II. Utilize New Markets Tax Credits**

The project site is located in an NMTC-eligible census tract. The NMTC program incentivizes economic growth through the use of tax credits to attract private investment to distressed communities that provide significant direct benefit to lower-income individuals. The NMTC Program can potentially generate a substantial amount of private equity (approximately 20% of project costs) for eligible projects depending on the fee structures of the Community Development Entity (CDE) providing the credits and investors.

However, to be competitive, proposals must have a strong commercial or retail component providing direct benefit to low-income persons. NMTC is intended to fill financing gaps on a project and requires that 80% of the total project cost be funded through other sources, including conventional lending, certain bond financing, equity from the project owner or investors, other government or public subsidy (grants/loans, etc.), private donations, and/or fundraising. The average minimum size of most NMTC projects is around \$8 million (generating under \$2 million in actual funds). Projects requiring in excess of \$10 million may require multiple grant allocations over the course of several years or from a combination of multiple CDEs. The tax credits are highly competitive and are awarded by the CDE according to the criteria described above, and the specific mission of the CDE. CDFA can assist in identifying CDEs working in Alaska whose mission may align with the project.

*a. Alaska Industrial Development and Export Authority*

The Alaska Industrial Development and Export Authority (AIDEA) was created to provide financing for Alaskan businesses to expand the economy of the state and generate jobs for Alaska. AIDEA acts as a conduit issuer of several different bonds including G.O. bonds and private activity bonds. AIDEA also lends conventional debt through one of their many loan programs. In this case, AIDEA's most useful program would be its NMTC program.

The NMTC transaction generally has two distinct pieces: Equity, gained from the sale of NMTC, and debt gained from leveraging the equity contribution. AIDEA's program is specifically focused on the leveraged loan portion of the transaction as this is often the most difficult to secure.

### **III. Opportunity Zones**

The Tax Cuts and Jobs Act (HR 1) that was signed into law late in 2017 creates a new tax incentive to attract capital to low-income census tract areas. This allows investors to defer tax on capital gains if the proceeds are invested in a Qualified Opportunity Fund (QOF), which is used to support new or existing business activities within the zone. The capital gains invested in a QOF are eligible for partial tax

forgiveness if the investment is held in a QOF for at least 5 years, and if an investment is held for 10 years, any tax on the appreciation of that investment is forgiven. Many investors are willing to provide capital to projects but lack the wherewithal to locate and follow through on opportunities in needy communities. The QOF democratizes economic development by allowing a broad array of investors throughout the country to pool resources, mitigate risk, and increase the scale of investments going into underserved areas. An Opportunity Zone in Anchorage includes The Former Native Service Hospital Site. The Municipality of Anchorage should develop a strategy for the use of these funds which emphasizes the development of this project and long-term economic development initiatives, and market this incentive to potential investors nationwide.

#### **IV. Tax Increment Financing**

The Municipality should consider creating a TIF district that encompasses the site. Typically, TIFs are based on the increase of property values due to the improvements of the properties within the district. Property taxes within the district are “frozen” at the time the TIF district is created and any increase of property taxes are then used to pay for the initial redevelopment of the targeted property. The Municipality should carefully and thoroughly explore whether a TIF based on property taxes is achievable.

A sales tax TIF is also a viable option that the Municipality can consider. Once established, the TIF district will capture the new sales tax increases to finance infrastructure improvements. If the Municipality wishes to pursue developing a sales tax TIF, it should be thoroughly studied and planned as to how the district will ensure the TIF is financially feasible as well as consider pairing the sales tax TIF with a real estate TIF to maximize the effectiveness.

#### **V. Investment Crowdfunding**

In 2016, the Alaska State Legislature passed the Innovating Alaska Act which allows Alaskan businesses to raise \$1 million in debt or equity from individual investors for contributions of up to \$10,000. The Alaska Department of Commerce, Community, and Economic Development’s (Alaska DCCE) Division of Banking and Securities oversees the investment crowdfunding program. This unique stream of funding could be utilized to help support future development on the Former Alaska Native Service Hospital Site. A strength of this tool is the flexibility of what it can pay for and that residents are able to contribute to projects they would like to see in their city.

## **VI. Downtown Improvement District**

A special assessment district is a common financing tool that adds an additional tax on a piece of property, generally in the form of real estate taxes. This additional assessment is collected by the local taxing authority and redirected to a designated fund to finance projects, improvements, or programming for the assessed district. Special assessment districts have also been used to establish revolving loan funds that can be used for road, sewer, and facade improvements. Such enhancements would encourage economic development within the district. Special Assessments have several different names, one of which is called a Downtown Improvement District.

With the Former Alaska Native Service Hospital Site, a way to activate this site and to generate an increase in tax revenue is to expand the existing Downtown Improvement District managed by the Anchorage Downtown Partnership. Increasing the boundaries of this district can direct and expand the services available to existing and future businesses and community members in the area east of downtown. Expanding these services can also amplify, enhance, and help fund some of the infrastructure improvements that may be needed in and around the Former Native Service Hospital Site.

## **VII. General Obligation Bonds**

General Obligation (G.O.) Bonds are used to finance projects which serve a public purpose. Private entities may not significantly use, operate, control, or own the facilities that are being financed by G.O. Bonds. In Alaska, G.O. Bonds are voter-approved and are backed by the Municipality's full faith and credit. If the land is parceled out and a parcel is principally owned by the public for public use, then G.O. Bonds may be an option.

## **VIII. Conduit Revenue Bonds**

The Alaska Industrial Development and Export Authority (AIDEA) has the ability to issue conduit revenue bonds for qualified projects throughout Alaska. Conduit Revenue Bonds are not direct obligations of AIDEA or the State of Alaska, but are paid back by the revenues from the project provided by the borrower. If one of the end-users of the site is a qualified 501(c)3, the organization may be able to take advantage of this low-cost financing. A business enterprise or non-profit corporation may apply for the issuance of bonds under the Conduit Revenue Bond Program by submitting an application to AIDEA. If the development of the Former Native Service

Hospital Site concludes with a non-profit end-user, it may be beneficial for the end-user and the Municipality to develop a relationship with AIDEA to see if conduit revenue bond financing is a good fit.

## **IX. Property Tax Abatement**

The first economic development tool identified in the Anchorage 2040 Land Use Plan was a property tax abatement for new multi-unit housing construction. It was created to incentivize the building and growth of economic development in downtown Anchorage. As stated, the Alaska Legislature amended AS 29.45.050(m) to, among other things, permit a municipality to exempt “economic development property” from taxation if doing so will “enable” a significant capital investment in physical infrastructure that (i) expands the tax base of the municipality; and (ii) will generate property tax revenue after the exemption expires.<sup>8</sup> As the site would fall into this district, it would be prudent to consider this tool as a way to help offset the development cost of building a dense residential area.

## **X. Public Works Program**

The Economic Development Administration (EDA)’s Public Works program helps distressed communities revitalize, expand, and upgrade their physical infrastructure. EDA grant funding is targeted for distressed areas and is tied to job creation. These grants are highly competitive, but the Municipality has a compelling story of community grassroots action and passion. As a property that has sat blighted and vacant, the site now has the potential to become an economic generator for the eastern downtown area and potentially a public space to continue to promote and develop community identity.

# **Part III: Funding for the Native Service Memorial**

## **I. Grant Funding**

For the Native Memorial, grant funding will most likely be the best funding tool available to the Municipality. With the site’s historical significance to Native communities, the Municipality has a great, captivating story of historical significance and a celebration of Native heritage and spirituality. It would be beneficial if the Municipality or a community organization, pursued a relationship with a number of the Native Corporations and foundations in Alaska to see if there is an appetite for this type of project. A few foundations which CDFA found through some cursory

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<sup>8</sup>[http://www.muni.org/Departments/finance/property\\_appraisal/Exemption/Documents/Downtown%20Housing%20Incentive%20Ordinance.pdf](http://www.muni.org/Departments/finance/property_appraisal/Exemption/Documents/Downtown%20Housing%20Incentive%20Ordinance.pdf)

research are below. The Municipality should carefully research funding priorities to see if they are a good match.

**a. The Anchorage Community Foundation**

The Anchorage Community Foundation has a broad mission of cultivating, celebrating, and sustaining all forms of philanthropy to strengthen Alaska's communities forever. They are a conglomeration of foundation money that connects interested donors to projects they are interested in supporting.

**b. Paul G. Allen Family Foundation**

This foundation's goal is to invest in organizations and projects which support Native heritage and cultures throughout the Pacific Northwest Region. They work to fill the crucial funding gap that often exists for Native populations in need.

**c. Kalliopeia Foundation**

The Kalliopeia Foundation has a national giving effort with an interest in Indigenous programming that strengthens Native lifeways and worldviews. Other grant focus areas include spiritual ecology, soul in society, and media.

**d. Margaret A. Cargill Foundation**

The Cargill Foundation provides funding for Native arts initiatives. Other areas of interest include natural resources and animal habitat protection; natural disaster preparedness, relief, and recovery; arts, music, and human creativity; human services; animal welfare; professional development for educators; and special projects.

**e. Santa Fe Natural Tobacco Company Foundation**

The Santa Fe Natural Tobacco Company Foundation provides financial assistance for organizations that support the preservation, promotion, and advancement of American Indian self-sufficiency and culture in the United States. Focus areas include American Indian entrepreneurship, education, and cultural preservation.

**f. Shakopee Mdewakanton Sioux Community**

The Shakopee Foundation provides funding to tribes and Native organizations across the state, region, and country. In 2015, Shakopee donated nearly \$19 million to projects and programs impacting Indian Country.

**g. W.K. Kellogg Foundation**

The Kellogg Foundation provides funding for Indigenous communities. Focus areas of interest include educated kids, healthy kids, secure families, racial equity, and community/civic engagement.

**II. Traditional Crowdfunding**

Although perhaps not appropriate for the Municipality to manage, traditional crowdfunding may be an alternative way for a community organization to raise money to fund a Native memorial. Traditional crowdfunding pools together small amounts of funding from people who want to support a specific cause, business, or product. Unlike investment crowdfunding, many traditional crowdfunding platforms are reward-based, in which an investor receives a reward in return for pledging, such as a plaque or brick on the site or a product of some kind; sometimes the reward is the product being funded and is received after the successful financing is realized. Hundreds of platforms for crowdfunding exist, and some have a local or regional focus.

## Additional Resources

CDFA Brownfields Financing Toolkit |

<https://www.cdfabrownfields.org/cdfa/cdfaweb.nsf/pages/brownfields-resources.html>

CDFA Online Resource Database |

<http://www.cdfa.net/cdfa/cdfaweb.nsf/ordsearch.html>

CDFA Federal Financing Clearinghouse |

<https://www.cdfa.net/cdfa/cdfaweb.nsf/ffcsearch.html>

Types of Brownfields Grant Funding (Environmental Protection Agency) |

<http://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-1>

Native American Trade History |

<http://www.city-data.com/us-cities/The-West/Anchorage-History.html>

Alaska Statistics |

<http://live.laborstats.alaska.gov/pop/estimates/pub/pophistory.pdf>

Property Tax Abatement for Multi-Unit Development |

[http://www.muni.org/Departments/finance/property\\_appraisal/Exemption/Documents/Downtown%20Housing%20Incentive%20Ordinance.pdf](http://www.muni.org/Departments/finance/property_appraisal/Exemption/Documents/Downtown%20Housing%20Incentive%20Ordinance.pdf)

Multi-Family Loan Purchases |

<https://www.ahfc.us/pros/loans/multi-family-loan-purchases>

Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) |

<https://www.epa.gov/superfund/superfund-cercla-overview>

AIDEA |

<http://www.aidea.org/Programs.aspx>

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Jim Renkert  
John Tatham  
Jon Cecil  
Joy Britt  
Kristine Bunnell  
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### *Organizations*

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3rd Ave Radicals  
Alaska Department of Environmental  
Conservation  
Alaska Department of Transportation  
& Public Facilities  
Alaska Food Policy Council  
Alaska Native Tribal Health Consortium  
Anchorage Community Development  
Authority  
Anchorage Economic Development  
Corporation  
Anchorage Woman's Club  
Cook Inlet Housing Authority  
Downtown Community Council  
Downtown Partnership, Inc  
Fairview Community Council  
Heritage Land Bank Advisory  
Commission  
Huddle AK  
Municipal Light & Power  
Municipality of Anchorage  
Office of Senator Tom Begich  
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The *Roadmap to Redevelopment Plan* was authored by the Council of Development Finance Agencies (CDFA), a national association dedicated to the advancement of development finance concerns and interests. Learn more about CDFA at [www.cdfa.net](http://www.cdfa.net).

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