

**ASSEMBLY STANDING COMMITTEE
COMMITTEE OF THE WHOLE
THE CITY AND BOROUGH OF JUNEAU, ALASKA**

January 11, 2021, 6:00 PM.

Zoom Webinar & FB Live Stream

Zoom Webinar Link <https://juneau.zoom.us/j/91942765154> or call 1-929-436-2866 or 1-301-715-8592 and enter Webinar ID: 919 4276 5154; The COW Meeting is conducted as a Worksession and no public testimony will be taken.

AGENDA

- I. ROLL CALL**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES**
 - A. August 10, 2020 Assembly Committee of the Whole Draft Minutes**
 - B. September 14, 2020 Assembly Committee of the Whole Draft Minutes**
- IV. AGENDA TOPICS**
 - A. Visitor Industry Task Force Report**
 - B. Cruise Ship COVID Protocol Discussion Update**
 - C. Juneau Economic Plan (JEP) Update**
- V. SUPPLEMENTAL MATERIALS**
- VI. ADJOURNMENT**

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THE CITY AND BOROUGH OF JUNEAU, ALASKA
ASSEMBLY STANDING COMMITTEE OF THE WHOLE
DRAFT Meeting Minutes – August 10, 2020

The Committee of the Whole meeting held virtually via Zoom Meetings, was called into order by Deputy Mayor Maria Gladziszewski at 6:00p.m.

I. ROLL CALL

Assemblymembers Present: Maria Gladziszewski, Loren Jones, Rob Edwardson, Wade Bryson, Carole Triem, Alicia Hughes-Skandijs, Michelle Bonnet Hale, and Mayor Beth Weldon.

Assemblymembers Absent: Greg Smith

Staff present: City Manager Rorie Watt, Deputy City Manager/Incident Commander Mila Cosgrove, City Attorney Robert Palmer, Municipal Clerk Beth McEwen, Library Director Robert Barr, Deputy Clerk Diane Cathcart, Finance Director Jeff Rogers, Assistant City Attorney Emily Wright, Engineering/Public Works Director Katie Koester, CDD Planner Irene Gallion

II. APPROVAL OF AGENDA

The agenda was approved as presented.

III. APPROVAL OF MINUTES

A. March 9, 2020 Committee of the Whole Minutes

MOTION by Ms. Hughes-Skandijs to approve the minutes of the March 9, 2020 Committee of the Whole meeting and asked for unanimous consent. *Hearing no objections, the minutes were approved as presented.*

IV. AGENDA TOPICS

A. Ordinance 2020-32(b) Systemic Racism Review Committee

Mr. Edwardson provided the Committee with an update on Ordinance 2020-32(b). The Systemic Racism Review Committee was last discussed at the July 20, 2020 COW meeting where it was referred to the Human Resources Committee for their meeting on August 3, 2020. The Assembly shared several amendments to the ordinance, which Mr. Edwardson worked with Mr. Palmer to add and amend the ordinance before it was submitted.

Mr. Bryson asked for clarification regarding members being required to have had “experience with unlawful discrimination”, to which he said that the committee seems to be concerned with lawful discrimination. Mr. Edwardson clarified that one of the reasons he wanted that phrase in the ordinance was because he would like to cast the net rather wide in who would qualify. He added that being able to recognize unlawful discrimination will aide candidates into understanding lawful discrimination.

Ms. Hale asked Mr. Edwardson to explain the definitive use of the term “systemic racism” and how it compares to overt or covert individual racism as written in the ordinance. Mr. Edwardson said that the term had been suggested by one of the organizations he had been working with. He explained that although systemic racism tends to be more covert and unintentional, it does not necessarily have to be, and it can be overt and intentional.

Mayor Weldon said it would be more fitting if the committee was staffed under City Manager’s office, where the Human Resources and Human Rights committees are staffed, rather than the City Attorney’s office. Mr. Edwardson said that he believed there was a direct connection between the committee that is reviewing statutes and the people that write the statutes.

Ms. Hale recommended changing the draft to have the committee work under the City Manager. She also proposed having the Assembly provide \$50,000 to the City Manager’s Office for the remainder of the fiscal year.

MOTION by Mayor Weldon to change the language of the ordinance to have the committee work under the City Manager.

Mr. Watt said that this committee will likely work with both the City Manager’s Office and the City Attorney’s Office, and his guess was that the committee will be a lot more time-intensive on the Manager’s Office. Mr. Palmer shared the City Manager’s perspective that the committee will require input from the both of them.

Hearing no objections, the motion was passed by unanimous consent.

MOTION by Ms. Hale for the Assembly to provide \$50,000 to the City Manager’s Office for the remainder of the fiscal year as the Manager’s Office sees fit to use to assist in the implementation of this committee.

In speaking to her motion, Ms. Hale said that she would like to provide resources to the Manager’s Office, considering their increased workload. Mayor Weldon noted that this did not seem like an amendment to this ordinance, but rather should be an appropriation ordinance.

Mr. Palmer agreed with the Mayor, and said that because this title has already been introduced it would be easier to introduce Ms. Hale’s motion as a supplemental appropriation ordinance.

Ms. Hale amended her motion to request an appropriating ordinance be drafted for introduction. *Hearing no objection, the amendment was accepted.*

MOTION by Ms. Hale to modify the term dates from three years to December 30, 2021, at that point the Assembly could review the results of the committee.

Objection by Mr. Edwardson. Mr. Edwardson said that three year term limits are standard with Assembly committees, and there is nothing preventing the Assembly from making adjustments to the committee if needed.

Ms. Hughes-Skandijs said she also appreciated where Ms. Hale was coming from, and agreed that this is a massive problem to solve which requires a lot of thoughtful work. She said that she agreed with Mr. Edwardson, and added that nothing would prevent the Assembly from taking action prior to the sunset date. Ms. Hughes-Skandijs said that she would speak against changing the sunset date to one year instead of the typical three years.

Ms. Gladziszewski referenced her experience with the Juneau Commission of Sustainability and how they worked towards their charge. She believes the duty belongs to the Assembly to set the charge of the committee and that they should be the ones having this conversation. She acknowledged that the Assembly has not had a long discussion on this topic, nor have they had the opportunity to hear what experts in the field have to say on the matter. Ms. Gladziszewski said that this could bring out a forced review of this issue, which she believes is not a bad idea. She said she would be supportive of this.

Mr. Edwardson responded to Ms. Gladziszewski's comments, he said having this committee sunset in a year would potentially disinterest prospective applicants from applying to it. He said he did not understand why the Assembly would not simply make any changes to the committee as needed while the committee completes its three year term.

Ms. Hale asked Mr. Edwardson to explain why he felt that people would be discouraged from applying to a committee with a one year term, and asked if he was concerned that one year would not be enough time. Mr. Edwardson responded that he was thinking of regular business stages of group development. He mentioned that this would be a new group in its developmental stages, and a dynamic will have to be created with time, and giving them only one year to do so would be risky. Mr. Edwardson added that there is a difference between signing on for one year and signing on for three years, signing up for three years would be a commitment towards building something.

Ms. Hale thanked Mr. Edwardson for his response, and expressed her concern that this committee may be charged with a large workload, and said she was trying to find a balance. Ms. Hale withdrew her motion.

Ms. Gladziszewski called for a two minute at-ease so Ms. Hale could confer with Mr. Palmer about possible amendment language.

MOTION by Ms. Hale to add a provision to Ordinance 2020-32(b) which called for a review of the ordinance with the joint bodies before December 31, 2021 and asked for unanimous consent. *Hearing no objection, the motion passed by unanimous consent.*

Ms. Triem asked Mr. Palmer to clarify if the Assembly has the choice to interview applicants for empowered boards, or if that is a requirement written in an ordinance.

Mr. Palmer answered that if this ordinance were to pass at the August 24 meeting, there would be a 30 day delay as it would not go into effect until September 24. During that interim period, Mr. Palmer said the Clerk's Office could work on advertising the vacancies for these positions. He added that sometime around September/October would be when the full HRC would conduct interviews to appoint members to the committee.

Mayor Weldon believed that Ms. Triem was trying to make sure that the full Assembly would also be able to review the appointments made to the committee, that it would not only be up to the four member HRC.

Ms. Gladziszewski asked Mr. Edwardson to explain how this committee would do its work. She said if members of this committee were not present at the Assembly and committee meetings, such as budget meetings, she is concerned about how they will understand what had occurred at those meetings. She suggested adding into the ordinance that make members attend those meetings. Ms. Gladziszewski said she is trying to understand how the committee could opine on the systemic racism that may or may not be present in the budget without fully understanding how the budget works.

Mr. Edwardson answered that he would begin by paying attention to the outcomes presented by the committee. He believes that a budget is a planning document, not a financial document. He said that if he were on the committee, he would primarily focus on the Assembly's intended outcome, rather than the intricacies of the budget. He added that his concern would be if a particular department was doing what it is supposed to be doing, how effectively it was doing it, and if there were any unintended outcomes.

Ms. Hughes-Skandijs asked Mr. Watt to clarify a comment he made about the committee's implementation of their charge needing to go through the Manager's office. She said she wanted to be sure that the committee itself would be charged with coming up with solutions.

Mr. Watt said we do not know what this committee will be interested in, they would need to work with the Manager's staff. He said that if the committee was aggressive in trying to implement their charge, it might require a lot of work and time from the Manager's Office. Mr. Watt said he does not know how the committee would go about their work, or how much staff they would require to assist them in working through those issues.

Mr. Edwardson said he anticipates the product from this committee to be a recommendation for the Assembly, not for them to push a specific agenda or specific changes. It would be up to the Assembly's discretion to decide what they would do next.

MOTION by Ms. Hughes-Skandijs to forward this ordinance, as amended, to the full Assembly at the next Regular Assembly meeting for Public Hearing and asked for unanimous consent. *Hearing no objection, the motion passed by unanimous consent.*

B. COVID Risk Metrics

Mr. Barr gave an overview of the new CBJ COVID-19 Dashboard and its features. The first feature was the 14-Day Active Case Trend, which documented how many active cases are in Juneau, how many cases have recovered, and the number of deceased patients. These numbers combined nonresidents and residents, as they are all still considered Juneau cases. The dashboard also featured data specific to Bartlett Regional Hospital. This documented the current number of COVID-19 patients at BRH, patients at BRH with pending COVID-19 test results, patients in isolation at BRH (for any reason, not just COVID-related), the total number of beds, and the number of available CCU beds. Mr. Barr explained that the dashboard did not include data regarding the ventilators at BRH was because there was a shortage in staffing to operate the ventilators, and generally patients who need ventilators would be medivaced elsewhere.

Mr. Barr shared that the pie graph was a new feature of the dashboard and it documented the type of case acquisition over the past 14 days. This was split into four categories: Community Spread, Secondary Transmission, Travel, and Under Investigation. He shared that this will be a useful tool in measuring the risk level in Juneau as we move forward. Following the pie chart, there is a graph representing the number of tests that have been conducted. This included Airport Testing, Symptomatic Testing, and Medical Tests. The final part of the dashboard was a chart that showed how many airport travelers Juneau has received each day over the past several weeks. The graph compared the amount of in-state travelers to out-of-state travelers, and also provided data on how many travelers have tested positive for COVID-19 since June 1, 2020.

Mayor Weldon shared that people can be tested through CCFR testing in advance of a medical procedure.

Ms. Gladziszewski asked Mr. Barr if they could add the test positivity rate in the dashboard display. Mr. Barr said that he could add that, and it is also displayed in the Risk Metrics page that he would share later in the meeting.

Ms. Hale mentioned that communication can be difficult in times like these, and there is so much information being shared that people may become overwhelmed. She asked if the data represented on the dashboard was reflective of what has been happening in Juneau over the past two weeks. Mr. Barr confirmed that the information being shared through the dashboard was accurate and reflects data collected over the past 14 days.

Ms. Gladziszewski suggested with respect to the colors used in the dashboard that they correspond to the same colors used by the state in their dashboard. Ms. Triem mentioned that it

would be helpful to include labels on their graphs, so that those who experience color blindness can understand them as well.

Mr. Barr shared the Risk Metrics page with the Assembly, which was split into three categories: Disease Situation, BRH Capacity, and Public Health Capacity. Each category has a series of questions and indicators that are derived from the Department of Health and Social Services.

Ms. Gladziszewski asked Mr. Barr if the EOC metrics match what the State recommends in terms of risk, and mentioned the difference between the States measures (Low, Medium, High) and the City's measures (Minimal, Moderate, High, Very High).

Mr. Barr said that the EOC's Minimal/Moderate/High categories match with the State's Low/Medium/High categories. He shared that the EOC has added a fourth "Very High" level which would be the "Hunker Down" level.

Ms. Cosgrove provided information on the Risk Metrics featured on the dashboard. One of the features the EOC planned to add to the dashboard was an Overall Community Risk Assessment, a brief narrative that describes what is happening in three risk metric categories: Disease Situation, Hospital Capacity, and Public Healthy Capacity. Ms. Cosgrove shared that currently the Disease Situation was in Level 2/Moderate, and Hospital Capacity and Public Health Capacity were both in Level 1/Minimal. She said that this assessment looks at both the qualitative and quantitative pieces of the overall community risk.

Ms. Cosgrove shared the Community Mitigation Measures from the dashboard. She explained that a reason why the EOC decided to go with four Incident Risk levels (compared to the three levels used by the State) was to have a better ability to read the local situation. She said the EOC wanted to be as precise as possible about what they are asking the community to do in response to the risk level. If Juneau were to reach Level 4/Very High, the EOC suggested that masks and face covering be required whenever anyone is outside the home, regardless of being indoors or outside. Social distancing is featured in varying degrees in the Minimal, Moderate, and High levels, but Level 4/Very High is when the community would be advised to "Hunker Down" and maintain as little interaction as possible.

Ms. Cosgrove said that the EOC reflected the large gathering numbers recommended by the State, but added that those numbers are a little too high for comfort. She explained that the majority of current local cases have been attributed to large family gatherings. She noted that the EOC modelled their bars and restaurant mitigation strategies closely after the model used in Ketchikan. They also separated Personal Services and Gyms into its own separate category, whereas the State model combined them with Bars and Restaurants.

The Travel mitigation strategies reflect what is required under Health Mandate 10, and has specific protocols on each level for both inter- and intrastate travel.

Ms. Triem asked Ms. Cosgrove if the Assembly should consider the impact of a nearby outbreak (in a place such as Anchorage or Seattle) when making policy decisions. Ms. Cosgrove mentioned that Health Mandate 10 was going into effect starting tomorrow. In-state travelers have the option, but are not required, to receive tests. She suggested that we strongly encourage travelers to maintain social distancing until they receive their test results.

Ms. Hale asked Ms. Cosgrove if the EOC would recommend the Assembly mandate testing for travelers if Juneau were to rise to Level 3/High. Ms. Cosgrove said that if Juneau were to rise to Level 3, all travelers would be treated as if they were traveling from out of state.

Mayor Weldon suggested having the Assembly address the “large gathering” numbers, they could stick with the numbers recommended by the state, or they could go with the lower numbers that were used by Ketchikan Gateway Borough. Ms. Hale agreed and suggested they use the lower numbers used by Ketchikan. Ms. Hale also asked that it explicitly address the wearing masks while attending large gatherings. *Hearing no objection, those changes will be made to the Risk Metrics form.*

Ms. Hughes-Skandijs made a comment in response to concerns about Juneau moving away from the state’s measures, she believes it makes sense to customize measures specifically for Juneau. She also noted that the EOC table used the term “recommend” all the way up until Level 4/Very High, and said there is no mid-step in which bars would reduce capacity. She suggested the EOC reduce the capacity of the bars for Level 3.

Ms. Cosgrove mentioned that the model for bars and restaurants was closely modelled after the model used in Ketchikan, and that the EOC could put in a capacity number. She also said the EOC had staff go into bars and restaurants to observe, and reported back that restaurants have been largely compliant: wearing masks, spreading out furniture, etc. The report also found that bars were across the board, and Ms. Cosgrove recommended speaking with local bar owners to ensure they understand the safety protocols in place.

Ms. Hughes-Skandijs asked if there were any objections from the Assembly to adjust the bars and restaurant Level 3/Very High protocols to be similar to the State’s. Ms. Gladziszewski asked if Ms. Cosgrove could review the community mitigation strategies and bring them to the next meeting. Ms. Cosgrove said she would review the current measures with the EOC, and bring revisions back to the Assembly at its next COW meeting on August 31.

C. ESTF Recommendations on Childcare

Ms. Martinson provided the ESTF recommendations regarding childcare to the Assembly. She said the 4,700 students of the Juneau School District will begin the 2020-2021 school year entirely online through distance learning. The ESTF wanting to gain a thorough understanding on what this means for working parents, as well as the impacts this could have on Juneau’s economy. The ESTF worked with several stakeholders across the community to examine the economic impacts of the school schedule.

She said that they decided to prioritize the youngest students, kindergarten through fifth grade, which make up about 2,001 students in the JSD. The ESTF worked with the JSD to send out a survey to parents to conduct a needs assessment, and they received responses back from 1,300 students. The results found that 45% of parents said they would need to continue working to support their families. She calculated that approximately 740 students would be in need of childcare services.

The ESTF recommended the Assembly to direct city staff to come up with a strategy to approach this issue. Ms. Martinson said that this would need to be a full time coordinated position, rather than a couple of groups of volunteers from the community.

Ms. Gladziszewski asked the Assembly what they would like to do about this, and encouraged them to ask ESTF any questions they may have.

Ms. Hale recalled a recent meeting in which the City Manager suggested a possible joint meeting with the JSD. She said the actions of the Assembly and the School Board intersect. She acknowledged that August 24 is coming quickly, and they need to address the critical needs of community, kids, and parents. She suggested having the ESTF, JSD, School Board and Assembly all meet together to discuss a direction forward.

Ms. Triem suggested having representatives from different childcare providers across the community also included in any discussion. Mayor Weldon mentioned that the recommendations that Ms. Martinson provided were suggested by childcare providers, and they are already involved in this process.

Ms. Martinson clarified that this recommendations came from the ESTF, but were compiled from information gathered from several conversations with the School Board, JSD, Tlingit & Haida, AEYCC, and various childcare providers. She explained that she is only representing the ESTF, and through the conversations she had, it became evident that those organizations would like to provide a variety of childcare options for families to choose from. Mr. Botelho said he would like to clarify that the ESTF had not voted on or endorsed these recommendations, but agree that this information should be made available to the Assembly.

Mr. Watt said meeting with the School Board would be important, but added that this will be an ongoing issue. He said that part of this issue is that they do not know how long they will need to try to provide childcare, which is directly linked to the school's reopening plan and to the spread of the disease.

MOTION by Mayor Weldon for the Assembly to direct CBJ staff to coordinate a comprehensive childcare strategy for Juneau in light of the COVID-19 pandemic, and asked for unanimous consent.

Objection by Mr. Jones. He spoke to his objection by referencing the last AFC meeting in which the Assembly chose not work on more hefty items due to staff constraints. He mentioned that the beginning of this COW meeting, the Assembly moved an ordinance that would be a big burden for staff. Mr. Jones said this would put another burden on staff, and he said he did not see any value in having CBJ staff come up with more work for something he hoped would be a short term problem.

Ms. Triem appreciated the all of the work that was put in by the ESTF, but the recommendation for the Assembly to figure out a solution is not a very helpful recommendation. Ms. Triem said that the City should take this issue on and try to figure it out, but does not think that telling the City to simply figure it out for themselves is the best way to solve this issue.

Mr. Bryson agreed with Ms. Triem's comments. He said that the JSD told the Assembly that they cannot safely bring large groups of students together, but now the recommendation is to find ways to put large groups of children together in childcare. He added that childcare providers have already searched to try to find a facility to safely have children in, and there are none available.

Mr. Watt mentioned that this process was going to be difficult all the way through, and discussing the use of facility space may be one of the reasons as to why the Assembly should meet with the School Board and childcare providers.

Ms. Hughes-Skandijs said she would like to figure out how and where to focus resources, and brought up that parents may not be ready to send their children back to childcare facilities in groups with other children yet.

Ms. Martinson clarified the ESTF did not want to try to solve this problem without receiving direction from the Assembly. She said that they do not wish to dump the responsibility onto the Assembly, but instead would like from the Assembly to share its input: should the ESTF pursue this or not and if so, which organizations should they work with, etc.

Mr. Botelho echoed Ms. Martinson's comments, and acknowledged that they might not be able to provide services to everyone in the community. He mentioned that they may want to direct resources to provide for those in our community who are the most disadvantaged. He added that identifying who those people are, and matching them with the resources, time, and facilities that best suit their needs would require someone devoted full-time for some period of time; which is what the ESTF is recommending the Assembly to assign staff to.

Mr. Edwardson said he thinks it is too much to ask city staff to come up with a comprehensive plan, but he does think that the City has to do something, and could possibly come up with a comprehensive framework. He said that he is in favor of having city staff come up with something for the Assembly to react to.

Ms. Gladziszewski objected to the comprehensive childcare strategy language, but agreed with Mr. Edwardson's comments. She said she thinks that city staff should look into the childcare needs of our community, and sketch out alternatives.

Mayor Weldon amended her motion to replace the word "coordinate" with the language "look into", making the motion state: "...for the Assembly to direct CBJ staff to **look into** a comprehensive childcare strategy for Juneau in light of the COVID-19 pandemic."

Objection by Mr. Jones. He said that he has not heard anything that spoke to the ability to come up with a comprehensive framework, and spoke to the personal risk at stake for the teachers and childcare providers.

Objection by Mr. Bryson. He agreed with Mr. Jones, and said that just because we want something to happen in Juneau does not necessarily mean that it should happen. He mentioned his time on the Childcare Committee, in which they searched for childcare solutions for a small segment of the young population. He compared that to the current situation that involves several times the amount of children, and said it is an unrealistic expectation from a business perspective.

Roll Call Vote on the Motion to direct City staff to look into a comprehensive childcare strategy:

Ayes: Mayor Weldon, Triem, Hughes-Skandijs, Hale, Edwardson, Gladziszewski.

Nays: Jones, Bryson.

Motion passed. Six (6) Ayes, Two (2) Nays.

V. OTHER ORDER OF BUSINESS

Mr. Palmer said the Assembly passed the nonprofit ordinance last Monday, after which the Juneau Community Foundation started implementing it and realized there was a typo in the ordinance regarding eligibility for nonprofits. Specifically, for nonprofits that received PPP, EIDL, or CARES grant funding. Mr. Palmer said he did not believe that this was the intent of the Assembly, and will be bringing an ordinance that slightly amends the nonprofit ordinance to the August 24 meeting.

VI. ADJOURNMENT

There being no further business, the meeting was adjourned at: 9:01 p.m.

Respectfully Submitted,
Beth McEwen, MMC
Municipal Clerk

THE CITY AND BOROUGH OF JUNEAU, ALASKA
Assembly Committee Of The Whole Work Session Minutes
DRAFT Meeting Minutes – September 14, 2020

The City and Borough of Juneau Assembly Committee of the Whole meeting held virtually via Zoom, was called to order by Deputy Mayor Maria Gladziszewski at 5:00p.m.

I. ROLL CALL

Assemblymembers Present: Mayor Beth Weldon, Maria Gladziszewski, Loren Jones, Rob Edwardson, Wade Bryson, Carole Triem, Alicia Hughes-Skandijs, Michelle Bonnet Hale, and Greg Smith

Assemblymembers Absent: None.

Staff present: City Manager Rorie Watt, Deputy City Manager/Incident Commander Mila Cosgrove, Assistant City Attorney Emily Wright, Municipal Clerk Beth McEwen, Deputy Clerk Di Cathcart, CDD Director Jill Maclean

II. APPROVAL OF AGENDA

Ms. Gladziszewski noted that there was one additional agenda item added – **F. CBJ Public Health Related Order regarding Implementing CBJ COVID-19 Mitigation Strategies**. She also noted additional documents that were sent as red folder items just prior to the meeting.

III. APPROVAL OF MINUTES

There were no meeting minutes to approve.

IV. AGENDA TOPICS

A. Cold Weather Shelter Building Purchase

Ms. Maclean shared that the CDD held several neighborhood meetings, specifically with Downtown neighborhood groups. She said that the first few meetings were spent discussing the Bill Ray Center. CDD held a public meeting on September 9, where about eighty members of the public participated to share their support for a cold weather shelter.

Mr. Watt explained the process of using CARES Act funding to purchase a facility to use as a cold weather shelter. He said that there have been up to 70 people a night at the JACC shelter, and he would like to give the JACC back to the Juneau Arts and Humanities Council. Mr. Watt recommended that they proceed with purchasing the Bill Ray Center for use as a cold warming shelter. He also provided a potential timeline which documented what would occur if they were to consider purchasing the Bill Ray Center, and what actions need to would occur at future meetings.

Ms. Triem asked Mr. Watt to explain what plans they have for the Bill Ray Center once the pandemic is over.

Mr. Watt said that the Juneau Housing Coalition has continuously recommended the City to provide resources towards long-term supportive housing, rather than emergency shelters. He said he hoped that the Bill Ray Center would be repurposed post-pandemic for long-term use, possibly focused on education or childcare.

Mr. Bryson expressed concern about the size of the building, the cost of maintenance, and the cost of repurposing an entire building. He said that repurposing this building would be the most expensive option. Mr. Watt offered to bring more information to the September 21 Regular Assembly meeting that would compare the Bill Ray Center to other facilities.

Mayor Weldon mentioned the Bill Ray Center does not have many parking spaces available, and asked if there was parking available at the warehouse building. Ms. Maclean said that she does not know the exact number, but there were a sufficient amount of parking spaces available at the warehouse.

More discussion took place that compared the Bill Ray Center and the warehouse building. Assemblymembers also expressed concern about the amount of CARES Act funding and the timeline they have to spend the funds before December 31, 2020.

Mr. Jones said that he does not support purchasing any of the buildings proposed, and would prefer to keep the temporary warming shelter at the JACC. Mayor Weldon spoke in support of Mr. Jones' same concerns. She also expressed concern with potential competition with the Glory Hall and St. Vincent's in regards to funding. She does not want CBJ to going into the public housing business and would prefer to contract for those services.

Mr. Bryson reminded the Assembly of the numerous responses they have received from their constituents who spoke against using the Bill Ray Center as a cold weather shelter. He said that the Juneau School Board, Juneau School District, and the Flats residential neighborhood – located one street over from the Bill Ray Center – all were strongly opposed to this proposal.

MOTION by Ms. Hale to request the City Manager to provide the additional information requested and to bring it back to the Assembly for consideration at the September 21 meeting and asked for unanimous consent.

Objection by Mr. Jones.

Ms. Hughes-Skandijs spoke to the use of the JACC, and mentioned that the facility was used 350 days out of the year by people in the community prior to the pandemic. She said that while the JACC will not be fully operational immediately, the JAHC will likely want to begin providing those services once vaccines become available. She also clarified with respect to Mr. Bryson's comment, saying that it was a member of the Juneau School Board who sent a letter of opposition, not the Juneau School Board itself.

Ms. Hale, speaking in favor of her motion, said she believed that it would provide an additional service to make a more informed decision on the matter.

Ms. Gladziszewski spoke in favor of the motion and agreed with Ms. Hale's comments. She said that they need more information and would like to know exactly who they are trying to help.

Mr. Jones, speaking to his objection, said that more information about the buildings will not give them more information on what they should do.

Roll Call Vote on the Motion

Ayes: Hale, Hughes-Skandijs, Edwardson, Gladziszewski.

Nays: Jones, Smith, Triem, Bryson, Weldon.

Motion failed. Four (4) Ayes, Five (5) Nays.

MOTION by Mr. Jones to have City Manager look at continuing to house the Cold Weather Shelter at the JACC until April 2021.

He also requested the Manager to provide additional information on the Glory Hall and Housing First projects to be brought back by January 1, 2021.

Ms. Hale asked Mr. Jones for clarification on his motion and request for more information about the homeless programs.

Mr. Jones clarified his motion, and said that it would have the Assembly direct the City Manager to operate the Cold Weather Shelter at the JACC through April 2021. *Hearing no objection, the motion passed by unanimous consent.*

The committee took a break at 6:01p.m. and resumed the meeting at 6:10p.m.

B. CARES Act Expenditure Timing Discussion

Mr. Rogers provided an update of the pie chart as to how the CARES Act funding has been allocated to date. The chart was categorized into four specific colors: All of the data in the green "slice" of the pie chart represented the CARES Act funds that have already been appropriated; everything in the yellow "slice" represented funds that were currently pending appropriation that the Assembly will likely consider at the next Assembly meeting; and everything in the red "slice" represented ideas that have been introduced, but not drafted into official legislature as of yet. The fourth black "slice" represented the remaining funds that have yet to be disbursed or appropriated.

Mr. Jones suggested that Mr. Rogers may want to redo the pie chart to remove the pending legislative items that have not yet been introduced to the Assembly or any committee.

Ms. Triem asked Mr. Watt to clarify the nature of the timing the Assembly has to take action on any legislative items. Mr. Watt said that would depend on the legislation, it can be an issue-by-issue basis. He asked the Assembly if it was the will of the body to put more funding towards any of these programs.

Mayor Weldon asked Mr. Rogers to explain the FY21 cost listed on Page 79. Mr. Rogers provided a review of the costs on that page and stated that the second portion of the table shows the costs that would include Laboratory costs. He said that the State currently pays for the laboratory costs for all the tests conducted at the Airport, Hagevig Fire Training Center, and other testing operations. Mr. Rogers added that if the State stops receiving CARES Act funding after January, it is possible that local governments would need to pay those costs. The FY21 Expenditure chart provided the closest estimates for what those costs could look like for CBJ.

Mr. Jones suggested that they also need to look at what may have been left off the list. He said that it would be nice to know the total amount prorated by JEDC. Mr. Jones said he would also like more information on laboratory costs, hospital testing cost vs. out of state testing, and cost recovery from insurance.

Ms. Hale asked Mr. Watt and Mr. Rogers if the Assembly was splitting hairs too much when making their decisions. Ms. Gladziszewski asked Ms. Hale to clarify what she meant by splitting hairs. Ms. Hale provided an example: a request from BRH for funding from the CBJ CARES Act grant to implement design changes in the hospital. There was discussion on whether that funding should come from CBJ or if it should be funded by Bartlett themselves, and Ms. Hale said that she does not want to leave any remaining CARES Act funding on the table.

Mr. Watt responded that Assemblymembers have the discretion to make those decisions. He added that he thinks there may be some CARES Act funding left on the table by December 31 if it doesn't get extended by Congress.

Ms. Hughes-Skandijs agreed with Ms. Hale's comment and does not want to leave any money on the table if there are needs not being met. She said she would be in favor of looking at revamping the administration of the rental assistance program. Additionally, she said that she would like to look at the administration of the Business Sustainability Grants. Ms. Gladziszewski said she also had similar questions about the rental assistance program.

Mayor Weldon shared that she listened to the last ESTF meeting at which Tamera Rowcroft said that not much of the rental assistance program had been used at this time. She said that they attributed that to the wide array of resources available through mortgage and unemployment benefits. Mayor Weldon said Ms. Rowcroft does expect to see an increase in applications to the rental assistance program in the future.

Ms. Triem suggested CBJ departments that are making expenditures that could be reasonably classified as COVID-related expenses could possibly be attributed to CARES Act funding.

Ms. Gladziszewski asked the Assembly if they wanted to spend all the funding by December 31, 2020, or should they assume that the deadline will be extended. Ms. Hale said the Assembly should spend it all by December 31, in part due to the national political climate and because Congress has had difficulty reaching an agreement.

Mr. Jones said that they were not under any obligation to spend all the money unless there was a true need in the community. He added this is not free money, it is still federal tax money and needs to be spent wisely. He agreed with Ms. Hale that based on the state of national politics, it does not look likely they will see an extension of the deadline.

Mr. Bryson also agreed with Ms. Hale, and said that they owe it to our community to accept every single federal dollar that is available. He mentioned that Juneau's tourism industry has been decimated after this past year, and feels the Assembly should spend every nickel before the deadline.

Mayor Weldon shared that she was not one to spend money just to spend money. She said if money was going to be spent on non-profit and business sustainability grants, she doesn't want to see a feeding frenzy at the end. Mayor Weldon said that the Assembly should still be cautious on how they spend the money.

Mr. Edwardson spoke in favor of spending the money by the December 31 deadline. He believes that COVID-19 has brought a lot of pain to Juneau, and it is more than \$53,000,000 of pain. He said the challenge is finding the appropriate places to spend this money to alleviate that pain, as well as be able to successfully go through an audit at a later point in time.

Ms. Hughes-Skandijs agreed with what had been said before her, and does not think that we can count on the deadline being extended. She added that if the deadline is extended, then they can revisit this at a later point in time, but in the meantime they should prepare to spend the funds before December 31.

Mr. Smith said that there is tremendous need in the community, they just need to identify it. He believes it would address the need in the community best if they anticipate for the deadline to be extended. He described it as planning along "twin tracks" to plan as though the deadline could potentially be extended but also simultaneously to prepare for spending it before the deadline in case it is not extended.

Ms. Gladziszewski counted five people that believe the deadline will not be extended and the Assembly should meet the needs of the community before December 31. She shared that she is commonly a "saver" and feels that she is gambling if it will get extended or not. She believes that the stance of each Assemblymember matters, because if they are going to try to spend all of the funds by December 31, then they need to act fast starting now.

Ms. Hale said that, given the uncertainty over the actions of Congress, the Assembly has no choice but to proceed as if the deadline will not be extended, but keep options in mind for the future, similar to what Mr. Smith shared.

MOTION by Ms. Hale for the Assembly to proceed as if the deadline for expending CARES Act funds is December 31, 2020 and determine how best to allocate \$53,000,000 to be spent by the end of the year.

Objection by Mr. Jones. In speaking to his objection, Mr. Jones said that this is the purpose of ESTF. He believes that Assembly should plan to meet the needs that have been brought to them, and the needs that can be justified, but not to plan on simply spending \$53,000,000.

Mr. Smith said that there is plenty of need in the community, and referenced a previous meeting in which they discussed having a needs assessment. He also mentioned that he has had several ideas for programs introduced to him by constituents. He asked Mr. Watt if he could develop a timeline for the planned spending that would go beyond December 31, as well as a shortened timeline that takes the deadline into account.

Mr. Watt responded that the Assembly will have to decide if they are going to spend to the deadline, or try to save the funding. He said they will also need to decide if they are going to double down on existing programs, or if they are going to explore new programs using CARES Act funding. Mr. Rogers said it would be easier to multiply an existing program in November or December, than it would be to try to establish a new program.

Ms. Triem spoke in favor of the motion, and said it was becoming more unlikely that Congress will take any action, so it would be best for the Assembly to plan accordingly. She also agreed with Mr. Smith's comments that the Assembly could find programs that would be worthwhile to direct funds towards. Ms. Triem believes that contributing to Juneau's economy would be beneficial, and the harm of not doing so would be much greater than potentially not being able to repeat this next year.

Ms. Hughes-Skandijs spoke in favor of the motion, and agreed with Ms. Triem's comment of contributing to the economy being beneficial. She also mentioned that while the ESTF has brought recommendations, there are many other worthy ideas that are still out there, that the Assembly would still have enough time to implement.

Mayor Weldon also mentioned that there were many ideas left to consider. She said she thinks the Assembly was doing a good job weighing these ideas. She also agreed with Ms. Hale's comment, and would be surprised if Congress extended the deadline, in light of the national political climate. She shared that she was not entirely sure on how she will vote as of yet.

Mr. Edwardson supported the motion, and appreciated Mr. Jones trying to apply the brakes during this discussion. He said he feels there are more controls in place that would prevent the

Assembly from spending money needlessly, and there are many ideas they have not yet considered. As Mr. Bryson said, they should squeeze the last bit of value they can from the funds available before the deadline. Mr. Edwardson said that they do not know if the deadline will be extended, but they do know that the deadline is currently December 31. He advised the Assembly to act on what they do know, and to plan for the deadline not to be extended. He does not think the Assembly would be spending money frivolously, as there are staff who can step in and advise them to act within CARES Act boundaries.

Ms. Hale appreciated Mr. Jones' concern that this is taxpayer money, and also agreed with Mr. Bryson that they have a responsibility to address the needs of our community. She said that the Assembly has not yet addressed the middle class, they have so far addressed business needs and lower income households. Ms. Hale shared that she has received input from her middle-class constituents that their needs have not yet been directly addressed, such as mortgage assistance. She suggested that the Assembly potentially work with the Juneau Community Foundation, and broaden their needs-assessment to include middle-class households and individuals.

AMENDMENT #1 by Mayor Weldon to put aside \$5,000,000 of the \$53,000,000 to the latest possible time they can but to have a contingency plan in place ready to be used by end of the calendar year if the deadline is not extended.

Objection by Ms. Triem. She believes the Assembly would spend the money better if they are not planning to spend it all as a last-ditch effort. She recommended that they carefully plan as if they were to spend all by December 31, 2020. Ms. Triem said that solution would be easier than trying to spend \$5,000,000 within a couple of months.

Mayor Weldon explained that she chose the \$5,000,000 amount because that is the amount that three entities have asked to help with their buildings by the end of the year.

Mr. Edwardson asked when the decision would be made to spend the \$5,000,000. Mayor Weldon said she would defer to Mr. Watt or Mr. Rogers to decide on when the last possible date would be to spend the money within that timeframe. Mr. Watt suggested the Assembly choose the date to be on November 15, 2020, but also reminded the Assembly the likelihood of that date being changed in the future. Mayor Weldon amended her amendment to include the date to be November 15, 2020.

Roll Call Vote on Amendment #1

Ayes: Weldon, Hale, Edwardson, Gladziszewski.

Nays: Triem, Smith, Jones, Hughes-Skandijs, Bryson.

Motion failed. Four (4) Ayes, Five (5) Nays.

Ms. Gladziszewski said that she is optimistic and hopeful that the CARES Act funding deadline will be extended, and agreed that there is plenty of legitimate need in this community. She said

she wants to spend all of the \$53,000,000 and they have an obligation to this community to do so.

Mr. Smith said that he still wanted to have a plan in place in case the deadline is extended past December 31.

AMENDMENT #2 by Mr. Smith for the motion to include creating a plan to be able to spend the remaining CARES Act funding if the deadline does get extended past the end of the year.

Objection by Ms. Hale. Ms. Hale said appreciated Mr. Smith's intentions, but that the reality of the situation is going to provide them with the opportunity to shape their plan for spending funds. She added if Congress decides to extend the deadline in a matter of weeks, then the Assembly will adjust accordingly.

Objection by Ms. Hughes-Skandijs saying she does not feel there is a need for this amendment, due to the fact that the Assembly is able to make changes if Congress extends the deadline.

Roll call vote on Amendment #2

Ayes: Smith, Weldon, and Gladziszewski.

Nays: Triem, Hughes-Skandijs, Hale, Edwardson, Bryson, Jones.

Motion failed. Three (3) Ayes, Six (6) Nays.

Roll call vote on Main Motion for the Assembly to proceed as if the deadline for expending CARES Act funds is December 31, 2020 and determine how best to allocate \$53,000,000 to be spent by the end of the year.

Ayes: Hale, Hughes-Skandijs, Triem, Edwardson, Bryson

Nays: Jones, Smith, Mayor Weldon, Gladziszewski.

Motion passed. Five (5) Ayes, Four (4) Nays.

The committee recessed for a break at 7:22 and resumed the meeting at 7:35p.m.

C. Resolution 2899 A Resolution Recognizing and Embracing the Diversity and Cultural Values of Our Community and Holding it Accountable.

Assembly Human Resources Committee Chair Wade Bryson provided a brief synopsis of the path this resolution has taken beginning with the Juneau Human Rights Commission (JHRC) and through the Assembly Human Resources Committee (HRC). Mr. Bryson thanked the JHRC for working hard on this Resolution, and for taking the recommendations shared by the HRC to come up with a well-made product for the Assembly.

JHRC Chair Haifa Foroughi joined the meeting and thanked the Assembly, HRC, and the members of the Juneau Human Rights Commission working on this document.

She shared that the resolution they submitted to the Assembly is a product and a response to the public outrage as a result of the persistent violence across the country to the members of the African American community, and how that has impacted our own community by awakening the need to address institutional racism and discrimination.

Ms. Hale shared that she attended one of the meetings of the JHRC and was very impressed by the thoughtfulness of the commission, and she said it was a real model for how public process can work. She had a question regarding Section 1-E which is line item in the budget. Juneau has many, many boards and commissions, almost all of which are completely unpaid. She asked what would this line item be paying for and what was the idea of the commission on this item. Ms. Foroughi said that institutions show their priorities through monetary means, and any and all discrimination needs to be looked at through expert eyes.

Mr. Bryson said that he and Mr. Palmer had a discussion about this portion. Mr. Palmer explained to him that the Assembly has already allocated funds towards the \$50,000 for the systemic racism review committee, and since that was a line item, it would qualify for this portion of the resolution. Ms. Gladziszewski clarified that the Assembly haven't acted on that particular motion yet, but agreed that it would be applicable.

Ms. Hughes-Skandijs asked if Ms. Foroughi could explain Item F regarding employers.

Ms. Foroughi explained that the work they do regarding social justice is work that requires many conversations, dialogue, training and developing discourse and dialogue. She said that it has become apparent to the JHRC that an hour meeting once or twice a month does not lend itself to the intense demands of that this work requires. Ms. Foroughi said that they would like to have extended work periods (such as a full day or a half-day) to thoroughly discuss a subject, and be able to come away with short and long term plans and goals.

Mayor Weldon had a question regarding Section 1 Item D, extending invitations for CBJ committee vacancies to historically underrepresented populations. She asked if the JHRC had discussed the best ways of sending out those invitations to those groups.

Ms. Foroughi said that there is a diversity of cultural groups in Juneau, and there is a need to identify them and explicitly state that CBJ would like a representative of their community on a board or commission. She added that extending an invitation is a cultural norm that recognizes and honors those who are present in our community, some of whom may not step up to join unless otherwise invited.

Mr. Bryson said that he really liked Item D, and mentioned that the HRC has continuously tried to recruit as many applicants as they could for CBJ Boards/Commissions. He encouraged more recruiting effort to bringing more individuals to our city's boards and commissions.

MOTION by Mayor Weldon to move Resolution 2899 to the Assembly for adoption.

AMENDMENT #1 by Ms. Hale to change the language in Section 1 Item C to strike the words “extensive, thorough” on Line 1 and “especially” on Line 2 and asked for unanimous consent.

Ms. Hale explained this amendment would have the section read: “...commits to internal audits, examinations, and corrections of discriminatory factors in its administrative structures to identify whether citizens and employees...” She explained that she is making this amendment in an attempt to focus on the intent of this section, as it was previously written as “extensive and thorough internal audits” she feels might suggest that CBJ is going to extensively and thoroughly audit everything when it appears to her that this section is focused on addressing good faith claims of discrimination.

Mr. Edwardson asked Mr. Bryson if the language changes still meet the spirit of the document sent forth by the JHRC. Mr. Bryson said he believes Ms. Hale’s changes still stay true to the spirit of the document. *Hearing no objection, the amendment passed by unanimous consent.*

AMENDMENT #2 by Ms. Hale to change the language in Section 1 Item E on Line 2 to strike “for those who are committed to fully engage in” and replace it with “that demonstrates CBJ’s commitment to...” which would then read: “Commits to creating an anti-racism and anti-discriminatory line item in the budget that demonstrates CBJ’s commitment to the immersive nature of this evolving and dynamic work requiring extensive discourse and planning.”

Ms. Triem said that she was thinking of making a very similar amendment, and was glad that Ms. Hale made this amendment. Ms. Gladziszewski also appreciated Ms. Hale’s amendment, and said she thinks it clarified what she was trying to discern.

Hearing no objection, Amendment #2 passed.

Hearing no objection, Resolution 2899, as amended, was forwarded to the Assembly for action.

D. Update on K-5 Childcare/RALLY Funding options

Ms. Cosgrove provided an explanation of the various funding options available to choose from in regards to K-5 childcare and RALLY. She also said that she worked with Ms. Wright and Mr. Palmer on drafting the proposed prioritization of RALLY services. This prioritizes children who would otherwise be left home alone or in the care of an older sibling.

Ms. Gladziszewski asked the committee to review the proposal and discuss if they would approve this as the priority list for enrollment in the RALLY program.

Mr. Jones asked for clarification regarding the City establishing rules for RALLY, when it is fully operated by the JSD. He said that the JSD can choose to ignore any rules set by the Assembly if CBJ is not paying for the RALLY program. However, if CBJ offers JSD a grant for the RALLY program, then JSD would need to accept the rules that come with the grant. Mr.

Jones acknowledged that the amount of funding and the administration of the rules set by CBJ are intrinsically tied.

Ms. Cosgrove agreed with Mr. Jones, and said that the prioritization does not make practical sense without factoring in the cost of tuition. She said that she tried to design this to benefit individuals who are socioeconomically disadvantaged. She added that if CBJ does not contribute to the cost funding of RALLY, it may result in those services only being available to a small amount of students throughout the school year.

Mayor Weldon asked if the Assembly were to provide RALLY the proposed amount funding, would that contribution affect other childcare centers. Ms. Cosgrove said she does not think that City finding would cause a significant monetary offset, since it is similar to the funding they provide for Pre-K. She said she has not yet completed a per-child cost analysis. However, she added that the City would not be competing with other childcare centers, as they are primarily working with Pre-K kids. Due to the difference in demographics, the likelihood of competition between other providers and RALLY is low.

Mr. Smith asked if Ms. Cosgrove considered looking at family incomes or whether the parents were employed as first responders or essential workers. Ms. Cosgrove said they would need to review the state assistance programs to be clear that any additional funding does not result in any unintended consequences. She added that she has not specifically looked into if any parents were essential workers, because the nature of their work (being unable to work from home) already puts them higher on the prioritization queue. Mr. Smith asked if families from lower incomes (who also cannot work from home) would be placed higher in the prioritization queue over those with larger incomes. He said that families with higher incomes would have more childcare resources available to them. Ms. Cosgrove explained that the prioritization for services must allow equal treatment for all who meet the criteria. She added that they could help lower income families by providing grant tuition and other funding. Ms. Wright also clarified that access to the RALLY program is equally available to everyone, and the funding for the program and application assistance is based on income.

Ms. Triem mentioned that the last time they met, they discussed conducting a survey to gain an understanding of childcare needs in the community. She asked Ms. Cosgrove if that survey was still going to happen. Ms. Cosgrove confirmed the surveys will still happen, and that they are currently in the process of interviewing for a K-5 Childcare Coordinator and the survey will be done once that coordinator is on board. She said that the RALLY program may be something of more time sensitive nature in terms of Assembly consideration.

Ms. Gladziszewski asked if there were any objections to this prioritization list.

Mayor Weldon asked for clarification between Items 2 & 3. Ms. Cosgrove explained Item 2 applies when a child has more than one adult caretaker that is required to be away from home to

work. Item 3 applies when a child has an adult caretaker who cannot work from home, but only leaves the house to work 2 or 3 days out of the week.

Mr. Jones said that JSD asked for \$550,000 to be provided from CARES Act funding. This proposal asks for an ordinance that would authorize funding up to \$600,000 for RALLY childcare. He thinks that if the Assembly agrees with the criteria, that this funding would benefit a multitude of students in Juneau.

MOTION by Mr. Jones for the Assembly to authorize funding up to \$600,000 to the JSD and forward that tonight to Assembly as an ordinance. *Mr. Jones withdrew the motion to allow for additional discussion and questions to be answered.*

Ms. Cosgrove shared that the JSD asked for the CBJ to fully fund the cost of RALLY for 126 students, she said that some revenue offset allowed for funds to cover 252 students instead. This makes it slightly less per child, but she hoped it would serve more students. Ms. Cosgrove mentioned that families are still paying some amount of tuition, and lower income families would pay about half of the tuition rate.

Ms. Triem asked if the Assembly could provide low-income families with a grant that would cover RALLY childcare services. Ms. Cosgrove responded that the Assembly could grant low-income assistance if they chose to do so.

Ms. Hale mentioned that there are a lot of middle-income families who are also having a difficult time affording childcare, and the Assembly could consider directing grant funding towards those families as well.

Mayor Weldon shared that there are only eleven children currently enrolled in RALLY, and asked Ms. Cosgrove what was the likelihood of that number increasing to 250 children. She shared that she was feeling hesitant about \$600,000, which was more than the JSD asked for previously. Ms. Cosgrove explained that the chances of getting 250 children enrolled into RALLY within a short timeframe are slim, which is why she suggested the Assembly fund *up to* \$600,000. She added that total does not necessarily have to be disbursed as a wholesale grant to the JSD, but given as a grant to offset RALLY operational costs.

Mr. Smith expressed concern about the safety of providing RALLY childcare in a safe way amidst Coronavirus concerns, noting that others in the community have noted the similarities between childcare and in-person schooling, which has been halted due to Coronavirus.

Ms. Cosgrove said that Mr. Smith's concerns were valid, and explained that RALLY would include smaller groupings and non-certified teachers. She added that RALLY has been following CDC guidelines and keeping children isolated within their respective groupings.

Mr. Bryson said there are only eleven children enrolled in RALLY, and asked Ms. Cosgrove if she could clarify the reasons that are preventing people from participating in RALLY. Ms. Cosgrove explained that the current cost of RALLY is \$1,310 per student, and childcare assistance rates will only partially offset that amount. She said she think the economics of it are prohibitive, which could partially contribute to the low enrollment rate.

MOTION by Mr. Jones to have CBJ staff prepare an ordinance authorize funding up to \$600,000 to the JSD for Rally funding.

Ms. Hale spoke in favor of the motion.

Mayor Weldon offered the following amendment as she does not feel the JSD will be able to get the number of children that is expected with the \$600,000 projection.

AMENDMENT #1 by Mayor Weldon to amend the amount in Mr. Jones' motion to \$300,000.

Ms. Hughes-Skandijs said that she preferred using the "up to" language suggested by Ms. Cosgrove.

Mr. Bryson said he could support the \$300,000 amount, but could not support the "up to" \$600,000 amount.

Objection by Ms. Hale. She said that she is fine with "up to" \$600,000.

Mr. Jones said it will be up to the administration to make sure that they do not spend what they cannot earn. He believes the amendment limits the JSD from the outset and it would leave less money for the district to use for those needs. He would prefer to use the "up to \$600,000" language and then rely on the JSD administration to do the right audits up front.

Mayor Weldon, speaking to her amendment, said the Assembly just passed a motion to use up the CARES money by the end of the year. She said that passing language that would allow "up to \$600,000" would encumber those monies and prevent them from being used for other purposes. Mayor Weldon said that if they use \$300,000 now and need more at a later time, they can consider supplementing that with more when that need arises.

Ms. Gladziszewski said that she would make the opposite argument of the Mayor, and said that the funding is needed by families to help them pay for RALLY. She said that although she does not know how realistic it is, she was in favor of subsidizing half for 200 students and the Assembly will soon find out if that is enough.

Roll call vote on Amendment #1 to change the amount to \$300,000.

Ayes: Weldon, Bryson

Nays: Jones, Hale, Smith, Edwardson, Hughes-Skandijs, Triem, Gladziszewski.

Motion failed. Two (2) Ayes, Seven (7) Nays

AMENDMENT #2 by Mr. Smith to amend the motion to say that some of this funding will be used to offset the cost of the program for lowest income families.

Objection by Ms. Hale. She stated there is a simple motion on the floor and there are other options to address Mr. Smith's concerns. She said they all have those same desires and the Assembly just needs to move the motion on the floor and let those other options play out.

Ms. Triem said that if they are expecting that the other option would be the state child care assistance program, she just looked it up and in June, there were 14 children receiving child care assistance in Juneau out of 28 children who were authorized to receive child care assistance in Juneau.

Roll call vote on Amendment #2 that some of the funding will be used for lowest income families.

Ayes: Smith, Edwardson, Hughes-Skandijs, Triem, and Gladziszewski

Nays: Weldon, Jones, Hale, and Bryson

Motion passed. Five (5) Ayes, Four (4) Nays.

Roll call vote on Main Motion as amended

Ayes: Smith, Edwardson, Hughes-Skandijs, Triem, Jones, Hale, and Gladziszewski

Nays: Weldon and Bryson

Motion passed. Seven (7) Ayes, Two (2) Nays.

E. Election Issues

Ms. McEwen shared that there was not a way of identifying witnesses or checking their signature, however there is a signature verification system in use by the Municipality of Anchorage's to compare voter signatures within those in the database. She explained that this ordinance would ensure that as long as the signature can be verified through the voter database, she would not want to disenfranchise a voter by not having the opportunity to count their ballot because it lacked a witness signature.

Mr. Jones expressed concern about the possibility of voters being confused by the difference of rules between the Municipal and General Elections, and worried it may cause people to become frustrated and avoid voting altogether.

Ms. Hale spoke in favor of the ordinance, and said that the witness signature requirement can cause real issues for voters, and would like to forward the ordinance to the full Assembly.

MOTION by Ms. Hale to forward Emergency Ordinance 2020-50 COWv1 to the Assembly meeting for the meeting on September 21 and asked for unanimous consent. *Hearing no objection, the motion passed by unanimous consent.*

F. CBJ Public Health Related Order re: Implementing CBJ COVID-19 Mitigation Strategies

Ms. Cosgrove shared that the EOC decided to restrict bars and restaurants to 50% capacity on Friday evening. She said that they have considered raising the Risk Level to Level 3 due to increased positive COVID-19 case numbers and the uncertainty around those cases.

Mr. Jones asked if it would be sufficient to take action at the COW and not a Regular or Special Assembly meeting at which public comment can be taken.

Ms. Wright clarified that the action can be taken at the next meeting after the City Manager's action. She added that public comment is not needed due to the fact that this is an emergency ordinance.

Mr. Smith asked for Ms. Cosgrove to provide definitions of bars vs. restaurants. Ms. Cosgrove explained that Juneau has a lot of establishments that combine alcohol service with food, places with sit-down dining options could be considered a restaurant that must operate at 50% capacity. She clarified that the issue is not the alcohol per se, it is regarding the environment where the consumption occurs.

MOTION by Ms. Hale that the Assembly ratify the CBJ Public Health Order re: Implementing CBJ COVID-19 Mitigation Strategies and asked for Unanimous Consent.

Ms. Gladziszewski asked if there were any results yet coming from tests administered over the past weekend. Ms. Cosgrove said that most of those results have not come back yet, but there were six new cases reported since the EOC meeting today.

Mr. Bryson asked Ms. Cosgrove to explain how these cases will affect the community risk level. Ms. Cosgrove said that the EOC will continue to closely work with the Department of Public Health to investigate the nature of the cases. She reported that Juneau currently has the second-highest seven-day case rate in the state, just below Fairbanks. She also shared that the EOC has tested 935 people in response to asking people to come in and get tested.

V. ADJOURNMENT

There being no further business, the meeting was adjourned at 9:18 p.m.

Respectfully Submitted by,
Beth McEwen, MMC
Municipal Clerk



MEMORANDUM

DATE: January 8, 2021

TO: Assembly Committee of the Whole

FROM: Alexandra Pierce, Planning Manager

SUBJECT: Visitor Industry Taskforce Recommendations

Visitor Industry Task Force

The Visitor Industry Taskforce held a number of public meetings between October of 2019 and February of 2020 to advise the CBJ Assembly and advance community thinking on a range of visitor industry topics. Mayor Weldon established the group on October 14, 2019 with a charging document that tasked the group with addressing four major issues:

1. Tourism industry management
2. Revisiting the 2004 Long Range Waterfront Plan
3. The concept of a “cap” on the number of visitors
4. The necessity of additional public process in the form of surveys

The VITF took public testimony on January 11, 2020 and February 1, 2020 and received 43 spoken comments and 156 written comments. The testimony reflected a diverse range of viewpoints in the community and generally provided nuanced views of the benefits and impacts of tourism.

The relationship between CBJ and the visitor industry has evolved over the past two decades. Through investments in infrastructure, management tools, and in programs like Tourism Best Management Practices (TBMP), Juneau has effectively managed tourism growth. While CBJ and the visitor industry should be proud of the success of their efforts, we have reached a point where we need to work together to develop proactive tools and strategies for tourism management over the coming years.

The VITF recognizes the work done by the community and CBJ in early 2000’s that resulted in the Tourism Management Plan and the subsequent Resolution 2170. Many of the findings and recommendations in the report are still applicable today and should be considered along with this report. The vision established in the Resolution continues to guide the efforts of this committee and should guide future policy decisions:

CBJ seeks a healthy and vibrant tourism sector generating business opportunities and employment for Juneau citizens, protecting Juneau's heritage and cultural values and its natural resources, and making a positive contribution to the community's quality of life.

The enclosed report addresses the questions from the mayor's charging document and discusses the future of the Subport and the Norwegian Cruise Lines (NCL) dock proposal. The VITF's scope was broad and the recommendations present a robust first effort. An implementation strategy is needed to prioritize the recommendations and refine them into tasks and should be conducted simultaneously to permitting processes associated with the Subport development.

The VITF met during the winter and spring of 2019 and 2020 in anticipation of establishing some short-term actions for the 2020 cruise season. The task force had nearly completed its report when industry impacts and public health mandates related to COVID-19 derailed the process. The potential of a 2021 cruise season necessitates revisiting the process and acting on the VITF's recommendations. Staff recommends that the Assembly ask the Manager to develop an implementation strategy for the VITF's report.

Visitor Industry Task Force

January 7, 2021



Visitor Industry Task Force (VITF) Process

- Established with Mayor's charging document in October 2019
- Met between October 2018 and April 2020 to discuss four broad categories related to tourism management
- Public testimony meetings on January 11 and February 1, 2020
 - Received 43 spoken comments and 156 written comments
- Delivered final report to Assembly in April 2020

VITF Charge: Industry

1. Regarding Management of the Visitor Industry

1a. Is the current approach to managing the visitor industry adequate to make Juneau an attractive place to live and visit

1b. Is the approach adequate within the existing dock infrastructure and within other foreseeable public or private infrastructure projects for the growth anticipated?

Key Recommendations:

- Centralize management
- Improve operations/dock scheduling in partnership with CLAA
- Improve infrastructure, focusing on transportation and dock electrification

VITF Charge: LRWP

2. Regarding reviewing and updating the Long Range Waterfront Plan (LRWP)

2a. What are the pros and cons of updating the LRWP?

2b. If the LRWP is updated, should it be an infrastructure update or should that update focus on policy or operational issues?

Key Recommendations:

- Do not extend the effort necessary to update the LRWP, focus on other priorities related to management
- Complete seawalk development

VITF Charge: Visitor “Cap”

3. Regarding the persistent idea of a restriction on the number of visitors

Key recommendations:

- A “cap” is legally questionable and logistically impractical. Limitation can be achieved through other measures:
 - Limit through infrastructure
 - Limits on ship scheduling
 - Limit by negotiation
 - Financial incentives/disincentives

VITF Charge: Consider Methods for Collecting Public Opinion

4. Consider the pros and cons of collecting public opinion through formal surveys, including researching survey costs.

Key Recommendations:

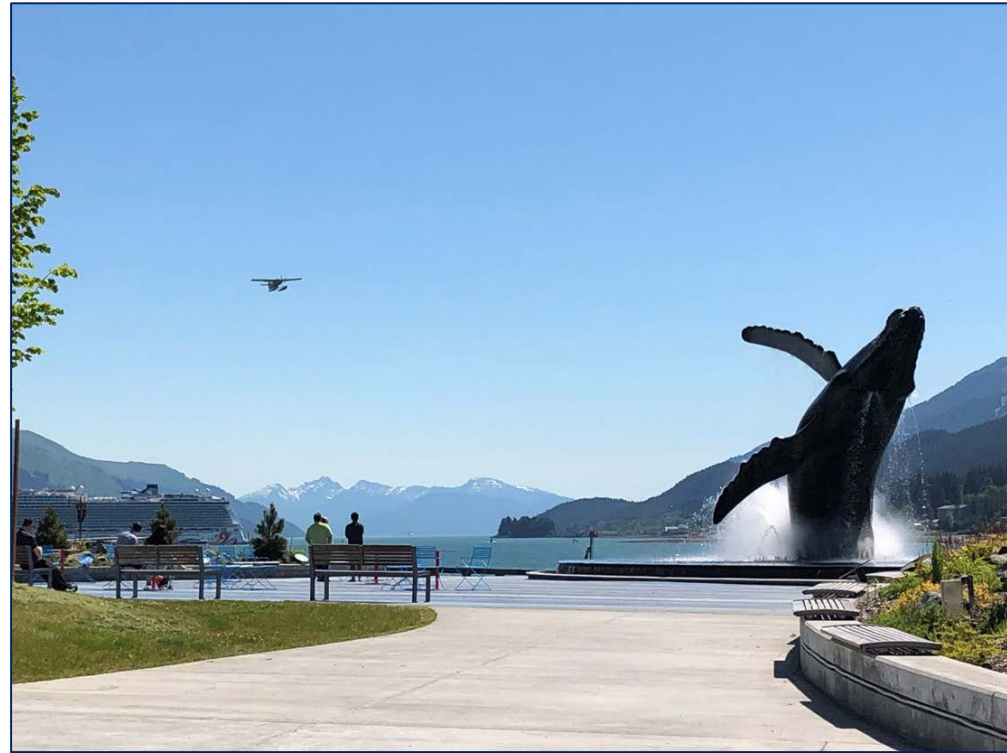
- Engage a third party contractor to complete a public opinion survey or Juneau residents at the end of the 2021 cruise season
- Depending on the utility of a survey, additional surveys should be planned to gauge how management strategies are influencing public perception
- Consider collecting data on the effects of hot bearthing

Additional VITF Issue: Subport Development / NCL Dock Proposal

- Recommendation: support a dock if the following conditions are met, recognizing some are beyond NCL's control, the VITF submits these items for Assembly consideration:
 1. One larger ship per day using one side of the facility
 2. Maximum of five larger ships in port per day
 3. No hot berthing at the new facility
 4. No larger ships allowed to anchor as 6th ship in town
 5. High quality uplands development for community and visitors
 6. Year round development orientation
 7. CBJ manages dock to some extent
 8. Dock is electrified

Recommended Assembly Action

- Ask the Manager to develop an implementation strategy for the recommendations of the VITF
- Consider the VITF's input as Subport permits are reviewed



Visitor Industry Task Force Report To the City & Borough of Juneau Assembly March 2020

1. Mayor's charge: Regarding Management of the Visitor Industry

1a) Is the current approach to managing the visitor industry adequate to make Juneau an attractive place to live and visit?

Since 1988, CBJ has managed tourism through plans, studies, committees, task forces, and legislation. Within the context of a growing visitor industry, the current approach needs to be evaluated, revised and reorganized. In the past, CBJ has been too reactive when issues arise. Moving forward, CBJ, the visitor industry, and the community should proactively and collaboratively plan and act to ensure Juneau remains an attractive place to live and visit.

There are numerous CBJ planning efforts underway or contemplated that would affect tourism management, opportunity and efficiency. Additionally, there are infrastructure projects that contribute to management of tourism discussed in section 1b. Listed below are CBJ planning efforts related to tourism or that have a close connection to tourism as they are located in the downtown area. Efforts that may be funded by Marine Passenger Fees are designated with an asterisk.

1. Eaglecrest Summer Development Plan
2. CBJ grant to Whale SENSE Program*
3. Blueprint Downtown
4. Housing issues downtown
5. Waterfront Museum*
6. Small vessel docking study*
7. Issues identified in the Manager's recommended Passenger Fee Memo to the CBJ Assembly*
 - a. Juneau Cruise Passenger Survey
 - b. Cruise Passenger Transportation Study/Planning

The current management approach is realized through a mix of industry best management practices, agency permits and operations, and services provided by non-profits through grants and infrastructure planning. Compliance with visitor industry regulations and best practices is voluntary at times and mandatory under federal, state, or local statute or regulation. CBJ Resolution 2170, adopted in 2002, outlines tourism industry related policies and guiding ideas that are still relevant to the community. However, the resolution has not been used consistently as a guiding tool.

CBJ does not manage tourism through a single entity or under one section of code; various CBJ Departments manage areas used by tourists and tour operators. Those management activities include:

1. Dock Scheduling – Cruise Lines Agencies of Alaska (CLAA) schedules ships into Juneau and assigns the use of CBJ's Alaska Steamship Dock and Cruise Ship Terminal, as well as the lightering float used

by ships at anchor. CBJ has no contractual relationship with CLAA or member lines governing the use of these facilities.

2. Docks & Harbors Waterfront Management
 - a. Commercial Use Permitting of Docks and Harbors
 - b. Dock Maintenance
 - c. Seawalk Maintenance
3. Docks & Harbors / CBJ Assembly
 - a. Tidelands management
4. Parks & Recreation Management
 - a. Commercial Use Permitting of Parklands and Facilities
 - b. Seawalk Maintenance
 - c. Parks Management and Maintenance
5. Community Development Department Land Use Permits (including Planning Commission reviews)
6. Engineering/Public Works Right-of-Way Management
7. DOT Management of South Franklin Street – The roadway from Main Street to the Rock Dump is owned and managed by State DOT (Marine Way and South Franklin Street). However, for over 30 years, CBJ has taken the lead on roadway improvements.
8. Tourism Best Management Practices (TBMP) – Annual funding provided by CBJ from Marine Passenger Fees; the program is operated voluntarily by tourism operators and also manages the crossing guard program which is funded by Marine Passenger Fees.

Recommendations

1. CBJ should establish a centralized tourism management function funded by CBJ with full-time staff to guide implementation of the 2002 Tourism Management Plan (TMP) where applicable. The TMP provides an example of how this could function.
2. CBJ should determine community goals (emissions, shore power, congestion mitigation, etc.) and develop and implement an action plan to achieve these goals.
 - a. Complete the Blueprint Downtown sub-area plan and address land use and zoning, as well as incentivizing local business development in the downtown core.
3. The TBMP program should be augmented and supported by CBJ. TBMP remains an industry driven and operated program. As an industry program, peer and industry pressure achieves compliance that would be difficult to obtain under a regulatory regime.
4. CBJ should adopt ordinances and regulations to establish consistent management of commercial tour use on all lands, including parks, docks and harbors, right-of-ways, and other lands owned by the CBJ. Management considerations should include:

- a. Continue to charge fees to fund required services and mitigate impacts. Review and revise fee schedule to ensure fees are appropriate.
 - b. Consider whether there should be commercial tour permitting on city streets and sidewalks for commercial tours such as guided hikes or guided micromobility tours; and if so, regulations should be developed in the same way that CBJ regulates parks and trails, to determine impacts, including days, times and capacity.
 - c. Limit Parks & Recreation commercial use permits to determine facility capacity and impacts (including hours and days). This may include some areas with higher visitation and some areas with lower or no visitation.
 - d. Require all tourism operators receiving Commercial Use Permits to be active members in good standing of TBMP and comply with TBMP guidelines, and where applicable, also be active members in good standing with WhaleSENSE and comply with WhaleSENSE guidelines.
 - e. Work with related agencies and partners, such as NOAA, on reducing speed and wakes from whale watching vessels in Statter Harbor, Auke Bay and other impacted areas.
 - f. Consider researching and implementing a permitting system for whale watching operators.
 - g. Recognize operators participating in the Alaska Travel Industry Association (ATIA), program “Adventure Green Alaska”, to encourage sustainability practices.
 - h. Incentivize operators to adopt environmental best management practices through local award programs, such as a Juneau Commission on Sustainability award.
 - i. Recommend operators/cruise lines adopt Travel Juneau “Juneau Pledge” and ATIA “Alaska” pledge. Cruise lines may also create their own “Alaska” pledge through CLIA (a creative method to encourage guests from around the world to embrace community respect and positive visitor behavior).
5. CBJ should require Cruise Lines International Association (CLIA) member cruise lines to operate in the following manner:
 - a. In 2020 and going forward, minimize cruise ship waste in the landfill and prohibit ships from off-loading furniture, bedding, pillows, mattresses, electronics and other similar bulky items as garbage into the Juneau landfill. Coordinate with the landfill, CLIA and CLAA to implement this recommendation and as CLAA receives notifications and picks up the offloads, ask them to assist with not accepting these items. By 2021, consider prohibiting any cruise ship waste offloads into the landfill.
 - b. Maximize use of shore power by all cruise lines by requiring CLAA to assign shore power configured ships to electrified docks once additional shore power infrastructure is in place.
 - c. Limit water usage by ships in periods of drought.
 - d. Turn off large LED screens while in port in coordination with CLIA and TBMP
 - e. Maximize “localism”
 - i. Encourage cruise lines to maximize partnerships with locally owned businesses.
 - ii. Continue to support and direct cruise ship passengers to local businesses.
 - f. Coordinate with CLIA and CLAA on ship scheduling and berthing to minimize congestion at all docks. These recommendations should be implemented over the next three years based on feasibility and need. In 2020, strategically assign ships based on size with the goal of reducing traffic congestion downtown

- i. In 2020 and going forward, work with CLAA and CLIA to provide more transparency and visibility for schedules and projected passenger counts, two years in advance or upon creation.
 - ii. In 2020 and going forward, should a ship wish to call in Juneau at CBJ operated facilities on a day other than what was originally scheduled due to weather or other factors, CLAA should review this request with CBJ prior to confirming this call in order to evaluate how the change affects congestion and other impacts to the community.
 - iii. In 2021, stagger arrival times of ships by 30 minutes.
 - iv. In 2022 if the NCL berth is operational as the fifth dock, prohibit hot berthing as a scheduled practice.
6. CBJ should clearly establish guidelines and goals for the scheduling/assigning of **municipal** docks. These recommendations should be implemented over the next three years based on feasibility and need.
 - a. In 2020 and going forward, prohibit large cruise ships moored or at anchor in Auke Bay, specifically Statter Harbor.
 - b. In 2020 and going forward, work with CLAA and CLIA to provide more transparency and visibility for schedules and projected passenger counts, two years in advance or upon creation.
 - c. In 2021, stagger arrival times of ships by 30 minutes.
 - d. In 2022 if the NCL berth is operational as the fifth dock, prohibit hot berthing as a scheduled practice.
 - e. Prioritize berthing for shore power configured ships once additional shore power infrastructure is in place.
7. Incentivize Juneau as a turn port for smaller ships.
8. Juneau should establish a marketing identity through their destination marketing organization, Travel Juneau. Integrate this marketing identity across the community (conceptual draft – Juneau is proud of its cultural heritage, support of the arts, love of the natural environment, and finds its identity as an ocean and mountain town).

1b) Is the approach adequate within the existing dock infrastructure and within other foreseeable public or private infrastructure projects for the growth anticipated?

The current management approach within the existing and foreseeable infrastructure projects is not adequate. Many of the current projects address important issues, but the approach needs to be consistently coordinated among city, state, and federal partners. Additional work should be continued to mitigate current impacts and anticipate future impacts.

Numerous upgrades to downtown infrastructure are underway and some may be impacted by reduced Marine Passenger Fee revenue. These projects increase Juneau’s ability to host large numbers of visitors. The upgrades, with completion dates, include:

1. Egan Drive improvements (2020) – ADOT reconstruction of Egan Drive from Main Street to 10th Street.
2. Small bus staging at the Archipelago area (2022) – Deckover of tideland area close to the Marine Parking Garage to provide space for passenger bus loading.
3. Open space at the Archipelago area (2022) – Private project adjacent to the Marine Parking Garage to develop commercial and open space on the waterfront.
4. Sidewalk stanchions (2020 - 2022) – Continue installing barriers at the edge of sidewalk along S. Franklin Street to separate pedestrians and vehicles.
5. Warner’s Wharf Alley Improvements (2020-2021) – Safety and pedestrian improvements to the Seawalk access on Warner’s Wharf, adjacent to Pier 49.
6. Dock Electrification planning (ongoing).
7. Seawalk Infill at Marine Park (2021) – Install Seawalk decking over the area where the lightering ramp and float was removed. This will extend the Seawalk to connect to Marine Park.
8. Seawalk expansion South to AJ Dock planning (ongoing).
9. Marine Park Upgrades (2023) – Park reconstruction project to improve pedestrian flow and user amenities on the waterfront.
10. Marine Way Seward Street Crosswalk (2021) – Evaluate location of crosswalk and utility of left turning movement at Seward Street.
11. Cruise Ship Real Time Wastewater Monitoring (2021) - Install instrumentation and control systems to track strength and flow rate of discharges to allow for efficient plant management.
12. Franklin Dock Floating Berth (2021) – Private project evaluating replacing the current cruise ship dock with a floating berth.

Recommendations

1. Additional infrastructure development should be considered in the downtown area to accommodate current volumes and potential growth. Continued efforts to move people and vehicles through downtown efficiently and safely are necessary.
 - a. Traffic congestion on S. Franklin is a critical infrastructure issue that needs to continue to be addressed through planning, design, and construction to separate pedestrian and vehicular flow. CBJ and DOT should coordinate to accomplish this work. Considerations should include:
 - i. Maximize right-of-way space for pedestrians.
 - ii. Minimize required stops for vehicles.
 - iii. Extension of pedestrian stanchions.
 - iv. Minimize and consolidate turning movements.
 - v. Focus pedestrian flow to crosswalks and desired destinations.
 - vi. Improve pedestrian flow by creating better access between Seawalk and S. Franklin Street.
 - vii. Consider staging areas outside of downtown for cargo deliveries and incentivize companies to deliver outside of times when cruise ships are in port.
 - viii. Encourage and incentivize electrification of tourism vehicles.

2. Research and develop efforts to move people on and off the right-of-way, including circulators, electric ferries, Seawalk extension, connections between S. Franklin Street with the Seawalk, and other alternative pedestrian routes.
3. Prioritize dock electrification and continue to work with the electrical utility to monitor electrical capacity available for purchase on either an interruptible or firm basis.
4. Limit expansion of downtown dock infrastructure to allow for no more than one additional larger cruise ship.
5. Wastewater, water, and air quality should continue to be evaluated by the City and State to reduce impacts on the health of the community and environment. Responsible agencies should evaluate and plan to analyze capacity and impacts of increased cruise ship visitation. Air quality should be monitored regularly for adherence to strict standards, including compliance with the Marine Vessel Visible Standards (18 AC 50-.070) and all available and reasonable steps to minimize visible stack emissions while in port should be taken.
6. Plans for infrastructure development including design standards and analysis of growth and impacts should be completed for other areas outside of the downtown waterfront where tourism growth is occurring or could occur, such as Auke Bay and North Douglas (Eaglecrest).
7. Support public and private development ventures that alleviate pressure on existing infrastructure.
8. Ensure recreational facilities such as trails for hiking and biking are developed to maintain Juneau as a top recreational place to live and visit.
9. Recognize the contributions of Native Alaska organizations to the downtown core and support continued growth of cultural tourism and installation of Native Alaska art in public spaces.

2. Mayor's charge: Regarding reviewing and updating the Long Range Waterfront Plan

The Long Range Waterfront Plan (LRWP) has guided CBJ thinking and actions on the development of waterfront infrastructure for the last 15 years. The LRWP was the culmination of a great deal of planning work in the early 2000's. Writing, considering, and adopting the LRWP was very time consuming, and required extensive and sustained public engagement. Updating or re-writing the Plan would be similarly difficult and time intensive.

2a) What are the pros and cons of updating the LRWP?

Pros

1. The LRWP is an infrastructure development plan for the waterfront land between the Juneau - Douglas Bridge and the Little Rock Dump. The extent of tourism reach in Juneau has expanded beyond the downtown waterfront; updated planning could be done in areas outside the scope of the LRWP, including harbors and transportation corridors.
2. Proactive planning instead of a reactive approach is needed on infrastructure and tourism issues.

3. In 2004, the work on the LRWP was a positive step in bringing the community together on tourism issues.

Cons

1. The effort and cost of the LRWP was very high.
2. It is uncertain whether the community has the capacity to focus on a yearlong waterfront planning process.
3. The current plan is still functional and valid for the waterfront area.
4. There are many neighborhood, harbor, and park plans that inform zoning and infrastructure development.

2b) If the LRWP was updated, should it be an infrastructure update or should that update consider other policy or operational issues?

1. The LRWP horizon extends to 2026. Currently, the concept design approaches and recommendations within the plan are still valid and can be used as a foundation for continued development along the downtown waterfront. Approximately 50% of the tasks outlined in the LRWP are complete; progress should continue to complete the remaining viable tasks by 2026.
2. Updates on completed projects along the downtown waterfront should be made and communicated to the public through a conceptual five-year Capital Improvement Program (CIP).
3. Regarding considerations of policy and operational issues, recommendations in Task Force charging question #1 respond to this need.

Recommendations

1. Do not expend the effort necessary to update the LRWP. The CBJ Assembly should maintain focus on better tourism management and rely on the finer detailing from the ongoing Blueprint Downtown planning efforts.
2. Complete development of the Seawalk.

3. Mayor's charge: Regarding the persistent idea of a restriction on the number of visitors

1. Consider and research whether a restriction on the number of visitors arriving in Juneau would be legal, enforceable or practical.
2. If found to be legal and enforceable, advise on the pros and cons of the concept of restricting the number of visitors and whether a restriction strategy might be:
 - a. A concept that would apply to annual/seasonal visitation numbers?
 - b. A concept that would apply to daily visitation numbers?

3. Consider whether changes to ship scheduling (daily arrivals and departures) might address community concerns and impacts.
4. Consider the pros and cons of CBJ becoming involved in dock scheduling.

Legal Considerations

The City Attorney provided the task force with a memo on January 21, 2020 that broadly outlined the numerous legal hurdles that could oppose a legal limitation on the number of cruise ship passengers that visit Juneau.

Practical Considerations

As a practical matter, limitation of cruise ship passenger visitation can be achieved by the following methods:

1. Limit by Infrastructure

Whether or not to lease tidelands for a new dock (or docks) to accommodate larger cruise ships is the most pressing capacity question that Juneau will face in the foreseeable future. The CBJ Assembly should spend a significant amount of time studying this issue. A new dock may or may not supplant the existing anchoring and lightering and may or may not result in significant ship visitation growth. However, that analysis is greatly over simplified.

2. Limits on Ship Scheduling

The revenue bonds that financed the construction of CBJ owned cruise ship docks and lightering float (commonly known as 16B) requires that the debt service not be placed in jeopardy. The bonds are scheduled to be paid off in 2034, but the CBJ can prepay the bonds as early as March 1, 2026. Limitation on dock availability (such as instituting “no ship days” at CBJ facilities) at the municipal docks may cause such jeopardy.

CBJ does not have the authority to limit scheduling/berthing at the two privately owned docks. If, over time, the municipality acquired the private docks, it would eventually have more control of scheduling once the debt incurred in the acquisition was retired. Note, however, that neither private dock is for sale.

To limit ships anchoring and lightering, CBJ could consider limiting availability of its owned lightering docks. However, private lightering options could become available.

Daily or hourly limits could also be considered on the availability of commercial activity on CBJ lands and harbors.

3. Limit by Negotiation

CBJ effectively ended years of litigation with CLIA by negotiating a Memorandum of Agreement that satisfies the needs of Juneau and the industry. A best course of action should include determining community goals and directly negotiating to achieve them.

4. Financial Incentives/Disincentives

Different ship berthing protocols can result in less congestion, but there are barriers to adjustments to the assigned berthing locations. Issues include cruise lines’ historical preference

and the economic disparity between the rates charged at less expensive CBJ facilities and the costlier private berth options.

Recommendations

1. At this time, the CBJ should not pursue a hard numerical “cap” on numbers of visitors because it is legally questionable and logistically impractical. Limitations can be achieved through other measures, including port infrastructure capacity to better manage the impacts of visitors.
2. Request CBJ Law to research how other U.S. communities have instituted a numerical visitor cap and /or other possible methods of limitations.
3. CBJ has traditionally left scheduling of the port and assigning of the City docks to CLAA, but should take a more active role to achieve its management goals. See section 1a of this report for specific recommendations.
4. CBJ should negotiate changes that would promote more efficient ship scheduling, berthing and managing congestion, such as assigning larger capacity ships to the City docks and reducing traffic on South Franklin.
5. By 2023, CBJ should negotiate a formal agreement with the industry to limit the number of ships to five larger ships per day, one ship at each dock or four ships at docks and one at anchor (if the fifth dock is not built or if a fifth ship chooses to anchor instead of dock). This would give the industry time to adjust to recommendations.
6. CBJ should work with cruise lines to attempt to “get the peak out of the week” and balance the numbers of visitors across days of the week. There are more docks being constructed throughout Southeast; CBJ and other Southeast communities should work with the cruise lines to manage visitation throughout the region.
7. CBJ should work with the various agencies including CLAA, CLIA and individual ship lines to discourage or prohibit anchoring and lightering by larger ships if an additional dock is constructed. If a Subport dock is constructed, the CBJ should more thoroughly investigate and completely understand under what circumstances the USCG would remove or restrict the current anchorage.
8. The Visitor Industry Task Force did not reach consensus on the issue of a ship free day or “no ship days” at one CBJ dock per day. One option could be instructing CLAA to cease assigning one of the city docks on certain Saturdays, alternating between Alaska Steamship Dock and Cruise Ship Terminal. Issues discussed included:
 - a. Economic impacts
 - b. Region-wide scheduling considerations
 - c. Inability to control assigning of private docks
 - d. Legal and debt service concerns (16B docks)

4. Mayor's Charge: Considering methods for collecting public opinion

Consider the pros and cons of collecting public opinion through formal surveys, including researching survey costs. Public opinion is always important for the CBJ Assembly to determine and collect; however, asking simple yes/no questions on nuanced issues can be polarizing and can be difficult to get the public to understand all of the details necessary for formation of well-founded policy decisions.

In the 1990's and 2000's, CBJ commissioned a number of surveys of public perceptions on tourism. The 2002 Juneau Tourism Management Plan identifies survey results as the primary indicator for activating "safety valves" – constructing an additional port separate from Juneau, but within the Borough to disperse the CBJ's visitor load. Public surveys can be a useful community engagement tool, because they make it possible to get results from a broader cross section of the community than with other public engagement methods. However, it is important for survey questions to be well designed. It is also important to have a clear understanding of the purpose of the public survey. Such a survey could be focused on general public perception (i.e. "has Juneau reached its capacity for cruise tourism?") or focused on measuring community impacts in specific areas. It would also be important to consider who would use the survey results and for what purpose.

Recommendations

1. Engage a third party contractor to complete a public opinion survey of Juneau residents at the end of the 2021 cruise season.
2. Depending on the utility of a survey, additional surveys should be planned to gauge how management strategies are influencing public perception.
3. Consider collecting data on the effects of hot berthing.

Additional Task Force Discussion Issues

Subport Development/Upcoming Norwegian Cruise Line Dock Proposal

Whether or not to support an upcoming Subport development proposal is a CBJ Assembly decision. The USCG and/or NOAA also have important roles. Future discussions should consider allowing, limiting or prohibiting anchoring in the Juneau Harbor. The use of dynamic positioning navigational systems, which when in use, designate vessels as "underway" vs. "anchor" should also be discussed as this may change the ability of agencies to utilize certain management tools to control the anchorage.

A shift in docking or anchoring of cruise ships may alter spending patterns of passengers and affect the local economy. In addition, a dock at the Subport could leverage other community goals such as:

1. Seawalk
2. Small Boat Harbor
3. Ocean Center

4. Berthing for small cruise ships (The Task Force does not yet have an accepted definition of “smaller ships”)
5. Homeporting of “small ships”
6. Economic and/or Housing Development
7. Pedestrian management such as a walkway crossing over Egan
8. Reducing vehicle congestion on S. Franklin Street

Recommendation

Support a Subport dock if the following conditions are met, recognizing that some of these conditions are beyond NCL or any other developer’s control. However, the Task Force submits these items for Assembly consideration in making policy decisions:

1. One larger ship per day using one side of the facility;
2. Maximum of five larger ships in port per day;
3. No hot berthing at the new facility;
4. No larger ships allowed to anchor as the sixth ship in town. Larger ships may anchor but the number of larger ships in port would still be limited to five (CBJ to consider legal ramifications of limiting size of ships at anchor);
5. High quality uplands development for community and visitors;
6. Year round development orientation;
7. CBJ manages dock to some extent through a public private partnership or management agreement;
8. Dock is electrified.

Cruise Ship Size Discussion

The task force report includes many recommendations related to cruise ship size, especially as related to a potential new NCL dock and anchoring of ships. In the report, the term ‘larger’ cruise ship is used and a specific definition of larger ship is not given for the following reasons:

1. The length of a ship does not necessarily determine the number of passengers.
2. Limiting ships by number of passengers may require additional legal analysis.
3. The concern on ship size is related generally to the amount of impacts it creates in the community on the environment, traffic and congestion, and infrastructure.

The Assembly may have to define a 'larger ship' as it proceeds with tourism management, but this definition will likely include a deeper analysis of impacts, expected fleet of ships, and ongoing and planned infrastructure development. The committee suggests that 'small ships' are those with 500 or fewer passenger capacity. 'Larger' ships are those that exceed these a 500 passenger capacity.



Port of Juneau

City & Borough of Juneau • Docks & Harbors
155 S. Seward Street • Juneau, AK 99801
(907) 586-0292 Phone • (907) 586-0295 Fax

From: Visitor Industry Task Force DRAFT Recommendation Review Special Committee
To: Docks & Harbors Board
Via: Docks & Harbors Operations & Planning Committee
Date: November 12th, 2020
Re: VISITOR INDUSTRY TASK FORCE DRAFT RECOMMENDATIONS

1. The Mayor's Visitor Industry Task Force completed their draft report on April 27th, 2020 after months of public meetings, public input, and deliberations from a ten member panel. Although the Port Director, Docks & Harbor staff, or Board Members attended most of the meetings, Docks & Harbors was not officially represented on the Task Force. As many of the recommendations clearly pertain to operational or infrastructure management, in the purview of Docks & Harbors, it is appropriate for the Board to communicate to the Assembly on topics which Board members have expertise. When and whether the Task Force will reconvene is currently unknown. The Chair of the VITF, at the Docks & Harbors Special Committee meeting of August 27th, suggested the Board provide comments directly to the Assembly.
2. The Docks & Harbors Special Committee to review the DRAFT recommendations thoroughly discussed the process and examined appropriate responses at public meetings on August 27th, September 21th, October 13th and October 30th. The Special Committee was in general agreement, despite the pandemic and uncertainty whether the cruise industry will return to 2019 passenger numbers in Juneau, that providing guidance and insight to the DRAFT recommendations was a beneficial exercise to undertake.
3. The Special Committee discussed the tone of the DRAFT recommendations and whether it sends the appropriate message. It has been pointed out, that some could interpret the DRAFT recommendations as a laundry list of everything wrong with tourism in Juneau without the counter balance of the importance of tourism to many Juneauites, including many harbor patrons. Docks & Harbors has prided itself on advocating infrastructure and management of facilities, which enable all user groups to thrive, including privately owned vessels as well as international conglomerates.
4. The attached enclosure provides comments and consensus from the working Special Committee to review the DRAFT recommendations. The Special Committee focused its efforts on the "recommendations" of the document and provided comment in appropriate areas.

#

Encl (1) VITF DRAFT Recommendations with Board Comments



MEMORANDUM

DATE: April 27, 2020

TO: Visitor Industry Task Force

FROM: Staff

SUBJECT: DRAFT Taskforce Recommendations

Note to the Visitor Industry Task Force

These Draft Recommendations are based on the Task Force discussions and written comments received. The goal of this draft is to encompass the key points that the Visitor Industry Task Force (VITF) may wish to forward to the CBJ Assembly.

Visitor Industry Task Force

The Visitor Industry Taskforce held a number of public meetings between October of 2019 and February of 2020 to advise the CBJ Assembly and advance community thinking on a range of visitor industry topics.

The VITF took public testimony on January 11, 2020 and February 1, 2020 and received 43 spoken comments and 156 written comments. The testimony reflected a diverse range of viewpoints in the community and generally provided nuanced views of the benefits and impacts of tourism.

The relationship between CBJ and the visitor industry has evolved over the past two decades. Through investments in infrastructure, management tools, and in programs like Tourism Best Management Practices (TBMP), Juneau has effectively managed tourism growth. While CBJ and the visitor industry should be proud of the success of their efforts, we have reached a point where we need to work together to develop proactive tools and strategies for tourism management over the coming years.

The VITF recognizes the work done by the community and CBJ in early 2000's that resulted in the Tourism Management Plan and the subsequent Resolution 2170. Many of the findings and recommendations in the report are still applicable today and should be considered along with this report. The vision established in the Resolution continues to guide the efforts of this committee and should guide future policy decisions:

CBJ seeks a healthy and vibrant tourism sector generating business opportunities and employment for Juneau citizens, protecting Juneau's heritage and cultural values and its natural resources, and making a positive contribution to the community's quality of life.

The VITF met during the winter and spring of 2019 and 2020 in anticipation of establishing some short-term actions for the 2020 cruise season. The task force had nearly completed its report when industry impacts and public health mandates related to COVID-19 derailed the process. This submission represents the VITF's work to date. The group may reconvene in fall of 2020 or later to discuss changes to the industry and planning for the 2021 cruise season.

Visitor Industry Task Force Report To the City & Borough of Juneau Assembly March 2020

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1a) Is the current approach to managing the visitor industry adequate to make Juneau an attractive place to live and visit?

Since 1988, CBJ has managed tourism through plans, studies, committees, task forces, and legislation. Within the context of a growing visitor industry, the current approach needs to be evaluated, revised and reorganized. In the past, CBJ has been too reactive when issues arise. Moving forward, CBJ, the visitor industry, and the community should proactively and collaboratively plan and act to ensure Juneau remains an attractive place to live and visit.

There are numerous CBJ planning efforts underway or contemplated that would affect tourism management, opportunity and efficiency. Additionally, there are infrastructure projects that contribute to management of tourism discussed in section 1b. Listed below are CBJ planning efforts related to tourism or that have a close connection to tourism as they are located in the downtown area. Efforts that may be funded by Marine Passenger Fees are designated with an asterisk.

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 - c. Seawalk Maintenance
3. Docks & Harbors / CBJ Assembly
 - a. Tidelands management
4. Parks & Recreation Management
 - a. Commercial Use Permitting of Parklands and Facilities
 - b. Seawalk Maintenance
 - c. Parks Management and Maintenance
5. Community Development Department Land Use Permits (including Planning Commission reviews)
6. Engineering/Public Works Right-of-Way Management
7. DOT Management of South Franklin Street – The roadway from Main Street to the Rock Dump is owned and managed by State DOT (Marine Way and South Franklin Street). However, for over 30 years, CBJ has taken the lead on roadway improvements.
8. Tourism Best Management Practices (TBMP) – Annual funding provided by CBJ from Marine Passenger Fees; the program is operated voluntarily by tourism operators and also manages the crossing guard program which is funded by Marine Passenger Fees.

Recommendations

1. CBJ should establish a centralized tourism management function funded by CBJ with full-time staff to guide implementation of the 2002 Tourism Management Plan (TMP) where applicable. The TMP provides an example of how this could function.

Docks & Harbors does not object to CBJ standing up full time staff as an intake for all things related to tourism management. It is possible that efficiencies could be realized in the number of permits required by companies which transcend CBJ Departmental boundaries, such as Docks & Harbors, Parks & Rec, Eaglecrest and JPD. However, Docks & Harbors cautions that a one size fits all mentality for every tourism permit could be counterproductive. As an example, Docks & Harbor believes the Seawalk from Marine Park to Franklin Street Dock is managed strictly and efficiently meeting the expectations of local and tourists. Should another entity begin managing this portion of the Seawalk, Docks & Harbors would strongly advocate to be consulted on decision made on Docks & Harbors managed properties.

2. CBJ should determine community goals (emissions, shore power, congestion mitigation, etc.) and develop and implement an action plan to achieve these goals.
 - a. Complete the Blueprint Downtown sub-area plan and address land use and zoning, as well as incentivizing local business development in the downtown core.

Docks & Harbors is currently pursuing an Electrification Study through our consultant,

Haight & Associates. The study will be completed in April 2021 and will determine whether there is sufficient power in Juneau to allow more than one cruise vessel to receive shore power.

3. The TBMP program should be augmented and supported by CBJ. TBMP remains an industry driven and operated program. As an industry program, peer and industry pressure achieves compliance that would be difficult to obtain under a regulatory regime.

Docks & Harbors strongly endorses voluntary, peer led compliance governance as the preferred means to establish desired community outcome.

4. CBJ should adopt ordinances and regulations to establish consistent management of commercial tour use on all lands, including parks, docks and harbors, right-of-ways, and other lands owned by the CBJ. Management considerations should include:
 - a. Continue to charge fees to fund required services and mitigate impacts. Review and revise fee schedule to ensure fees are appropriate.
 - b. Consider whether there should be commercial tour permitting on city streets and sidewalks for commercial tours such as guided hikes or guided micromobility tours; and if so, regulations should be developed in the same way that CBJ regulates parks and trails, to determine impacts, including days, times and capacity.
 - c. Limit Parks & Recreation commercial use permits to determine facility capacity and impacts (including hours and days). This may include some areas with higher visitation and some areas with lower or no visitation.
 - d. Require all tourism operators receiving Commercial Use Permits to be active members in good standing of TBMP and comply with TBMP guidelines, and where applicable, also be active members in good standing with WhaleSENSE and comply with WhaleSENSE guidelines.

Docks & Harbors requires all companies which have tour permits to be TBMP members when using CBJ owned facilities. Although Docks & Harbors concur with WhaleSENSE guidelines, the efficacy of requiring compliance is problematic as most whale watching excursions do not originate from CBJ owned facilities, the marine mammal resource is managed at the federal level and Docks & Harbors would not have the human capital to enforce violations.
 - e. Work with related agencies and partners, such as NOAA, on reducing speed and wakes from whale watching vessels in Statter Harbor, Auke Bay and other impacted areas.

Docks & Harbors has established a TBMP navigational corridor through Auke Bay to better manage damage from wakes and has implemented a no wake zone through Smuggler's Cove. Statter Harbor Officers routinely reminds harbor users that vessel operators are responsible for damage to property caused by one's wake. Docks & Harbors would not have the human capital to enforce violations.
 - f. Consider researching and implementing a permitting system for whale watching operators.
 - g. Recognize operators participating in the Alaska Travel Industry Association (ATIA), program "Adventure Green Alaska", to encourage sustainability practices.
 - h. Incentivize operators to adopt environmental best management practices through local award programs, such as a Juneau Commission on Sustainability award.
 - i. Recommend operators/cruise lines adopt Travel Juneau "Juneau Pledge" and ATIA "Alaska" pledge. Cruise lines may also create their own "Alaska" pledge through CLIA (a creative method to encourage guests from around the world to embrace community respect and

positive visitor behavior).

5. CBJ should require Cruise Lines International Association (CLIA) member cruise lines to operate in the following manner:

- a. In 2020 and going forward, minimize cruise ship waste in the landfill and prohibit ships from off-loading furniture, bedding, pillows, mattresses, electronics and other similar bulky items as garbage into the Juneau landfill. Coordinate with the landfill, CLIA and CLAA to implement this recommendation and as CLAA receives notifications and picks up the offloads, ask them to assist with not accepting these items. By 2021, consider prohibiting any cruise ship waste offloads into the landfill.

Docks & Harbors concurs with the goal of reduction of bulky material into the private Juneau landfill. It does not agree with regulatory means to compel compliance.

CLAA Port Manager Andrew Green testified that several vessels have added emission scrubbers to improve air quality many, but not all, vessels previously had two incinerators. Some vessels removed an incinerator for a scrubber resulting in less room available onboard to stow trash. This resulted in an increase in trash being brought to the landfill, up to three containers of waste may be transferred off a vessel. The International Maritime Pollution Act require port facilities provide certain services such as oily waste and offloading of trash from vessels engaged in international voyages, some ports have exemption. In SE Alaska, Juneau is the only port which can accept trash off loaded from a cruise ship. Whittier and Seward also have limited ability to handle trash and no local ability. The offloaded trash is regulated and it must be hauled to USDA approved land fill. It's a very complex and an operationally necessity. Mr. Green believes that only the absolutely necessary trash is removed from the cruise ships. He had heard that mattresses had be taken to the Juneau landfill which was the result of Canada not permitting the removal of mattresses without sterilizing which was not possible. The industry would not want to lose the opportunity to offload trash in Juneau as there are no other options. He also said that the amount of material which is deposited at the landfill from cruise ship is a small percentage of the overall waste.

Holland-American Group intends to pursue, self-imposed, zero refuse discharge in Juneau.

- b. Maximize use of shore power by all cruise lines by requiring CLAA to assign shore power configured ships to electrified docks once additional shore power infrastructure is in place.

Docks & Harbors has contracted with Haight & Associates to determine Juneau's energy capacity to power additional cruise ship berths. In addition to other requirements, the study will determine anticipated rate increases if the power is provided on an interruptible or firm basis. The report is expected to be complete in April 2021. In general, Docks & Harbors does not concur with forcing CLAA to comply with operational scheduling edicts. There are many operational and contractual requirements which CLAA must juggle in the preparation of schedules. The recommendation as written could require all vessels with contractual obligations to the privately owned AJ Dock to go to the CBJ owned electrified dock.

- c. Limit water usage by ships in periods of drought.

Approximately five years ago, water rationing to cruise vessels was a concern within the community. To address the issue CLAA would consult with the CBJ Water Division to determine how much water could be provided to a vessel on a daily basis. The cruise lines were not put off that they didn't receive water during periods of rationing. Since then, head tax was used to construct the Salmon Creek Water Filtration Plant which now serves 33% of all water needs in Juneau. Providing water to the cruise ship hasn't been an issue recently and the recommendation "to limit water usage in periods of drought" is already in place. Mr. Green (CLAA) indicated the industry supported the request to solve water issues in Juneau which included building a 1.5M tank at the Last Chance Basin, which was a massive well water development in the basin. The industry also supported the UV treatment and filtration system for the Salmon Creek Dam water supply. Mr. Green indicated that it should be very difficult to run out of water. Nonetheless, the industry will throttle back water request, waste water, shore power or any other service to be equitable and meet the needs of the community. The cruise industry was successful in lobbying for funds either head tax or state marine passenger fees.

- d. Turn off large LED screens while in port in coordination with CLIA and TBMP
- e. Maximize "localism"
 - i. Encourage cruise lines to maximize partnerships with locally owned businesses.
 - ii. Continue to support and direct cruise ship passengers to local businesses.
- f. Coordinate with CLIA and CLAA on ship scheduling and berthing to minimize congestion at all docks. These recommendations should be implemented over the next three years based on feasibility and need. In 2020, strategically assign ships based on size with the goal of reducing traffic congestion downtown
 - i. In 2020 and going forward, work with CLAA and CLIA to provide more transparency and visibility for schedules and projected passenger counts, two years in advance or upon creation.
 - ii. In 2020 and going forward, should a ship wish to call in Juneau at CBJ operated facilities on a day other than what was originally scheduled due to weather or other factors, CLAA should review this request with CBJ prior to confirming this call in order to evaluate how the change affects congestion and other impacts to the community. Docks & Harbors believes this is such a rare occurrence that it merits deletion. As an example, a vessel may not be able to moor in Skagway due to high winds. No one (cruise lines, CLAA, port communities) benefits with port call uncertainty. It is not clear who in CBJ would approve this request for port changes.
 - iii. In 2021, stagger arrival times of ships by 30 minutes.

This reads as if a change is required. Currently ship arrivals are scheduled at no less than 30 minutes between vessels. There may be confusion within the community as the CLAA maintains two arrival schedules, one for the general public which is approximate and an operational schedule which is considered SSI (Sensitive Security Information) used by those who need an accurate arrival time. The latter will never schedule two cruise vessels to arrive simultaneously.

Safety is number one concern for all involved in the maritime transportation industry

and arrival times are closely aligned with the Alaska pilots. Additionally, the longshore labor pool is limited that it is virtually impossible to moor vessels any sooner than 30 minutes between arriving vessels.

- iv. In 2022 if the NCL berth is operational as the fifth dock, prohibit hot berthing as a scheduled practice.

Docks & Harbors favors a restriction to limit hot berthing of a future NCL berth and recommends this prohibition be incorporated in lease negotiations.

- 6. CBJ should clearly establish guidelines and goals for the scheduling/assigning of **municipal** docks. These recommendations should be implemented over the next three years based on feasibility and need.
 - a. In 2020 and going forward, prohibit docking or anchoring of passenger cruise ships of any size in Auke Bay, specifically Statter Harbor, except for emergency purposes.

Docks & Harbors objects to this statement as written. Docks & Harbor agrees that the existing infrastructure is woefully inadequate and currently not suitable for supporting cruise ships. However, it may be adequate and desirable for small cruise ship visits following recapitalization of the aging Statter Breakwater. There is also a concern that large yachts or mega yachts with only 12 passengers could be prevented from using Statter Harbor under these recommendations.

- b. In 2020 and going forward, work with CLAA and CLIA to provide more transparency and visibility for schedules and projected passenger counts, two years in advance or upon creation.
 - c. In 2021, stagger arrival times of ships by 30 minutes.

This reads as if a change is required. Currently ship arrivals are scheduled at no less than 30 minutes between vessels. There may be confusion within the community as the CLAA maintains two arrival schedules, one for the general public which is approximate and an operational schedule which is considered SSI (Sensitive Security Information) used by those who need an accurate arrival time. The latter will never schedule two cruise vessels to arrive simultaneously.

Safety is number one concern for all involved in the maritime transportation industry and arrival times are closely aligned with the Alaska pilots. Additionally, the longshore labor pool is limited that it is virtually impossible to moor vessels any sooner than 30 minutes between arriving vessels.

- d. In 2022 if the NCL berth is operational as the fifth dock, prohibit hot berthing as a scheduled practice.

Docks & Harbors favors restriction to limit hot berthing of a future NCL berth and recommends this prohibition be incorporated in lease negotiations.

- e. Prioritize berthing for shore power configured ships once additional shore power infrastructure is in place.

In general, Docks & Harbors does not concur with forcing CLAA to comply with operational

scheduling edicts. There are many operational and contractual requirements which CLAA must juggle in the preparation of schedules. Not only does CLAA schedule the Juneau berths but berths throughout SE Alaska. Mandating unilateral direction within the Port of Juneau may have unintended consequences throughout the region. The recommendation as written could require all vessels with contractual obligations to the privately owned AJ Dock to go to the CBJ owned electrified dock.

7. Incentivize Juneau as a turn port for smaller ships.

Docks & Harbors strongly concurs with incentivizing Juneau as small cruise ship turn port and is in the process of conducting Small Cruise Ship Infrastructure Master Plan. This plan will determine opportunities to support the smaller cruise ship industry needs, defined as vessels under 275 feet in length. Encouraging Juneau as a turn port would be an economic boom for many small local businesses.

8. Juneau should establish a marketing identity through their destination marketing organization, Travel Juneau. Integrate this marketing identity across the community (conceptual draft – Juneau is proud of its cultural heritage, support of the arts, love of the natural environment, and finds its identity as an ocean and mountain town).

1b) Is the approach adequate within the existing dock infrastructure and within other foreseeable public or private infrastructure projects for the growth anticipated?

The current management approach within the existing and foreseeable infrastructure projects is not adequate. Many of the current projects address important issues, but the approach needs to be consistently coordinated among city, state, and federal partners. Additional work should be continued to mitigate current impacts and anticipate future impacts. Numerous upgrades to downtown infrastructure are underway and some may be impacted by reduced Marine Passenger Fee revenue. These projects increase Juneau’s ability to host large numbers of visitors. The upgrades, with completion dates, include:

1. Egan Drive improvements (2020) – ADOT reconstruction of Egan Drive from Main Street to 10th Street.
2. Small bus staging at the Archipelago area (2022) – Deckover of tideland area close to the Marine Parking Garage to provide space for passenger bus loading.
3. Open space at the Archipelago area (2022) – Private project adjacent to the Marine Parking Garage to develop commercial and open space on the waterfront.
4. Sidewalk stanchions (2020 - 2022) – Continue installing barriers at the edge of sidewalk along S. Franklin Street to separate pedestrians and vehicles.
5. Warner’s Wharf Alley Improvements (2020-2021) – Safety and pedestrian improvements to the Seawalk access on Warner’s Wharf, adjacent to Pier 49.
6. Dock Electrification planning (ongoing).
7. Seawalk Infill at Marine Park (2021) – Install Seawalk decking over the area where the lightering ramp and float was removed. This will extend the Seawalk to connect to Marine Park.
8. Seawalk expansion South to AJ Dock planning (ongoing).
9. Marine Park Upgrades (2023) – Park reconstruction project to improve pedestrian flow and user

amenities on the waterfront.

10. Marine Way Seward Street Crosswalk (2021) – Evaluate location of crosswalk and utility of left turning movement at Seward Street.
11. Cruise Ship Real Time Wastewater Monitoring (2021) - Install instrumentation and control systems to track strength and flow rate of discharges to allow for efficient plant management.
12. Franklin Dock Floating Berth (2021) – Private project evaluating replacing the current cruise ship dock with a floating berth.

Recommendations

1. Additional infrastructure development should be considered in the downtown area to accommodate current volumes and potential growth. Continued efforts to move people and vehicles through downtown efficiently and safely are necessary.
 - a. Traffic congestion on S. Franklin is a critical infrastructure issue that needs to continue to be addressed through planning, design, and construction to separate pedestrian and vehicular flow. CBJ and DOT should coordinate to accomplish this work. Considerations should include:
 - i. Maximize right-of-way space for pedestrians.
 - ii. Minimize required stops for vehicles.
 - iii. Extension of pedestrian stanchions.
 - iv. Minimize and consolidate turning movements.
 - v. Focus pedestrian flow to crosswalks and desired destinations.
 - vi. Improve pedestrian flow by creating better access between Seawalk and S. Franklin Street.
 - vii. Consider staging areas outside of downtown for cargo deliveries and incentivize companies to deliver outside of times when cruise ships are in port.
 - viii. Encourage and incentivize electrification of tourism vehicles.
Docks & Harbors has coordinated with AELP and has installed the necessary electrical vaults and conduit to provide electrical charging stations at the newly constructed Archipelago Lot. Currently there are no small electrical busses in Juneau but Docks & Harbors will be prepared to support when the need is requested.
2. Research and develop efforts to move people on and off the right-of-way, including circulators, electric ferries, Seawalk extension, connections between S. Franklin Street with the Seawalk, and other alternative pedestrian routes.
3. Prioritize dock electrification and continue to work with the electrical utility to monitor electrical capacity available for purchase on either an interruptible or firm basis.

Docks & Harbors has contracted with Haight & Associates to determine Juneau's energy capacity to power additional cruise ship berths. In addition to other requirements, the study will determine anticipated rate increases if the power is provided on an interruptible or firm basis. The report is expected to be complete in April 2021.

4. Limit expansion of downtown dock infrastructure to allow for no more than one additional larger cruise ship.
Docks & Harbors does not object to limiting the downtown large cruise ship capacity to five. It is recommended that the limitation be negotiated contractually during tideland lease discussions.

5. Wastewater, water, and air quality should continue to be evaluated by the City and State to reduce impacts on the health of the community and environment. Responsible agencies should evaluate and plan to analyze capacity and impacts of increased cruise ship visitation. Air quality should be monitored regularly for adherence to strict standards, including compliance with the Marine Vessel Visible Standards (18 AC 50-.070) and all available and reasonable steps to minimize visible stack emissions while in port should be taken.
6. Plans for infrastructure development including design standards and analysis of growth and impacts should be completed for other areas outside of the downtown waterfront where tourism growth is occurring or could occur, such as Auke Bay and North Douglas (Eaglecrest).
Docks & Harbors has proactively studied and advanced ideas to reduce congestion in the Auke Bay vicinity. This includes the acquisition of the Auke Bay Marine Station and steadfast efforts to execute the multi-phase Statter Harbor improvements. Docks & Harbors is open for innovative ideas encouraging large water taxis or ferry shuttles to transport visitors from the downtown core to Douglas Harbor or the eventual NCL dock.
7. Support public and private development ventures that alleviate pressure on existing infrastructure.
8. Ensure recreational facilities such as trails for hiking and biking are developed to maintain Juneau as a top recreational place to live and visit.
9. Recognize the contributions of Native Alaska organizations to the downtown core and support continued growth of cultural tourism and installation of Native Alaska art in public spaces.

2. Mayor's charge: Regarding reviewing and updating the Long Range Waterfront Plan

The Long Range Waterfront Plan (LRWP) has guided CBJ thinking and actions on the development of waterfront infrastructure for the last 15 years. The LRWP was the culmination of a great deal of planning work in the early 2000's. Writing, considering, and adopting the LRWP was very time consuming, and required extensive and sustained public engagement. Updating or re-writing the Plan would be similarly difficult and time intensive.

2a) What are the pros and cons of updating the LRWP?

Pros

1. The LRWP is an infrastructure development plan for the waterfront land between the Juneau - Douglas Bridge and the Little Rock Dump. The extent of tourism reach in Juneau has expanded beyond the downtown waterfront; updated planning could be done in areas outside the scope of the LRWP, including harbors and transportation corridors.
2. Proactive planning instead of a reactive approach is needed on infrastructure and tourism issues.
3. In 2004, the work on the LRWP was a positive step in bringing the community together on tourism issues.

Cons

1. The effort and cost of the LRWP was very high.

2. It is uncertain whether the community has the capacity to focus on a yearlong waterfront planning process.
3. The current plan is still functional and valid for the waterfront area.
4. There are many neighborhood, harbor, and park plans that inform zoning and infrastructure development.

2b) If the LRWP was updated, should it be an infrastructure update or should that update consider other policy or operational issues?

1. The LRWP horizon extends to 2026. Currently, the concept design approaches and recommendations within the plan are still valid and can be used as a foundation for continued development along the downtown waterfront. Approximately 50% of the tasks outlined in the LRWP are complete; progress should continue to complete the remaining viable tasks by 2026.
2. Updates on completed projects along the downtown waterfront should be made and communicated to the public through a conceptual five-year Capital Improvement Program (CIP).
3. Regarding considerations of policy and operational issues, recommendations in Task Force charging question #1 respond to this need.

Recommendations

1. Do not expend the effort necessary to update the LRWP. The CBJ Assembly should maintain focus on better tourism management and rely on the finer detailing from the ongoing Blueprint Downtown planning efforts.
Docks & Harbors agrees that the LRWP has proven to be a significant guiding principal in developing the downtown waterfront. Numerous improvements can be attributed to the LRWP and it is not recommended that a revision is necessary. More recent studies such as the Urban Design Plan (Taku Dock to Marine Park) and the ongoing Blueprint Downtown and Small Cruise Ship Infrastructure Master Plan appear to provide a community vision of appropriate and sustainable planning documents.
2. Complete development of the Seawalk.
Docks & Harbors strongly supports the completion of the Seawalk from the Douglas Bridge to AJ Dock. One of the Small Cruise Ship Infrastructure Master Plan preliminary alternatives encourages development along the Coast Guard/NOAA Dock which would provide linkage from Gold Creek to the Merchant's Wharf.

3. Mayor's charge: Regarding the persistent idea of a restriction on the number of visitors

1. Consider and research whether a restriction on the number of visitors arriving in Juneau would be legal, enforceable or practical.
2. If found to be legal and enforceable, advise on the pros and cons of the concept of restricting the number of visitors and whether a restriction strategy might be:
 - a. A concept that would apply to annual/seasonal visitation numbers?
 - b. A concept that would apply to daily visitation numbers?

3. Consider whether changes to ship scheduling (daily arrivals and departures) might address community concerns and impacts.
4. Consider the pros and cons of CBJ becoming involved in dock scheduling.

Legal Considerations

The City Attorney provided the task force with a memo on January 21, 2020 that broadly outlined the numerous legal hurdles that could oppose a legal limitation on the number of cruise ship passengers that visit Juneau.

Practical Considerations

As a practical matter, limitation of cruise ship passenger visitation can be achieved by the following methods:

1. Limit by Infrastructure

Whether or not to lease tidelands for a new dock (or docks) to accommodate larger cruise ships is the most pressing capacity question that Juneau will face in the foreseeable future. The CBJ Assembly should spend a significant amount of time studying this issue. A new dock may or may not supplant the existing anchoring and lightering and may or may not result in significant ship visitation growth. However, that analysis is greatly over simplified.

2. Limits on Ship Scheduling

The revenue bonds that financed the construction of CBJ owned cruise ship docks and lightering float (commonly known as 16B) requires that the debt service not be placed in jeopardy. The bonds are scheduled to be paid off in 2034, but the CBJ can prepay the bonds as early as March 1, 2026. Limitation on dock availability (such as instituting “no ship days” at CBJ facilities) at the municipal docks may cause such jeopardy.

CBJ does not have the authority to limit scheduling/berthing at the two privately owned docks. If, over time, the municipality acquired the private docks, it would eventually have more control of scheduling once the debt incurred in the acquisition was retired. Note, however, that neither private dock is for sale.

To limit ships anchoring and lightering, CBJ could consider limiting availability of its owned lightering docks. However, private lightering options could become available.

Daily or hourly limits could also be considered on the availability of commercial activity on CBJ lands and harbors.

3. Limit by Negotiation

CBJ effectively ended years of litigation with CLIA by negotiating a Memorandum of Agreement that satisfies the needs of Juneau and the industry. A best course of action should include determining community goals and directly negotiating to achieve them.

4. Financial Incentives/Disincentives

Different ship berthing protocols can result in less congestion, but there are barriers to adjustments to the assigned berthing locations. Issues include cruise lines’ historical preference and the economic disparity between the rates charged at less expensive CBJ facilities and the

costlier private berth options.

Recommendations

1. At this time, the CBJ should not pursue a hard numerical “cap” on numbers of visitors because it is legally questionable and logistically impractical. Limitations can be achieved through other measures, including port infrastructure capacity to better manage the impacts of visitors.
Docks & Harbors concurs with not pursuing numerical caps to manage industry growth. It would be preferable to impose limits through negotiations such as through CLIA annually or thorough a tideland lease process for the NCL Dock.
2. Request CBJ Law to research how other U.S. communities have instituted a numerical visitor cap and /or other possible methods of limitations.
3. CBJ has traditionally left scheduling of the port and assigning of the City docks to CLAA, but should take a more active role to achieve its management goals. See section 1a of this report for specific recommendations.
Docks & Harbors respectfully disagrees that a more proactive role in scheduling would lead to greater efficiencies or quality of life improvements. CLAA orchestrates a very complex scheduling of ships throughout SEAK and even the best intentions of local demands could be detrimental to the overall regional scheduling scheme. Docks & Harbors does, however, recommend that its staff meet annually with CLAA to discuss Juneau-specific concerns. This could include ensuring CLAA is aware of events such as the Blessing of the Fleet, Maritime Festival and 4th of July impacts.
4. CBJ should negotiate changes that would promote more efficient ship scheduling, berthing and managing congestion, such as assigning larger capacity ships to the City docks and reducing traffic on South Franklin.
Docks & Harbors respectfully disagrees that a more proactive role in scheduling would lead to greater efficiencies or quality of life improvements. CLAA orchestrates a very complex scheduling of ships throughout SEAK and even the best intentions of local demands could be detrimental to the overall regional scheduling scheme. Docks & Harbors recognizes that the private docks have contractual relationships with individual cruise ship companies which could adversely imperil those legal obligations. CBJ has successfully managed the two city-owned cruise ship docks for several decades without contractual agreements. Docks & Harbors does not see the necessity to make recommended changes.
5. By 2023, CBJ should negotiate a formal agreement with the industry to limit the number of ships to five larger ships per day, one ship at each dock or four ships at docks and one at anchor (if the fifth dock is not built or if a fifth ship chooses to anchor instead of dock). This would give the industry time to adjust to recommendations.
Docks & Harbors agrees with pursuing non-regulatory agreements which limit the number of large cruise ship vessels to five per day.
6. CBJ should work with cruise lines to attempt to “get the peak out of the week” and balance the numbers of visitors across days of the week. There are more docks being constructed throughout Southeast; CBJ and other Southeast communities should work with the cruise lines to manage visitation throughout the region.
Docks & Harbors agrees that in a perfect situation, the number of vessels and passengers arriving daily would be constant throughout the season. Unfortunately, market forces and traveler preference dictate most cruise ships depart from Seattle or Vancouver over the

weekend resulting in peak arrivals in Juneau early in the week. Docks & Harbors agrees with working together with the industry to improve the passenger experience constructively.

7. CBJ should work with the various agencies including CLAA, CLIA and individual ship lines to discourage or prohibit anchoring and lightering by larger ships if an additional dock is constructed. If a Subport dock is constructed, the CBJ should more thoroughly investigate and completely understand under what circumstances the USCG would remove or restrict the current anchorage.

Docks & Harbors agrees with the goal of limiting the number of large cruise ships to five per day using non-regulatory or negotiated agreements.

8. The Visitor Industry Task Force did not reach consensus on the issue of a ship free day or “no ship days” at one CBJ dock per day. One option could be instructing CLAA to cease assigning one of the city docks on certain Saturdays, alternating between Alaska Steamship Dock and Cruise Ship Terminal. Issues discussed included:

- a. Economic impacts
- b. Region-wide scheduling considerations
- c. Inability to control assigning of private docks
- d. Legal and debt service concerns (16B docks)

Docks & Harbors does not concur with limiting the Docks Enterprise opportunity for revenue generation. Docks & Harbors does not receive general funds supported by property tax or sales tax and revenue reductions do affect its operational budget.

4. Mayor’s Charge: Considering methods for collecting public opinion

Consider the pros and cons of collecting public opinion through formal surveys, including researching survey costs. Public opinion is always important for the CBJ Assembly to determine and collect; however, asking simple yes/no questions on nuanced issues can be polarizing and can be difficult to get the public to understand all of the details necessary for formation of well-founded policy decisions.

In the 1990’s and 2000’s, CBJ commissioned a number of surveys of public perceptions on tourism. The 2002 Juneau Tourism Management Plan identifies survey results as the primary indicator for activating “safety valves” – constructing an additional port separate from Juneau, but within the Borough to disperse the CBJ’s visitor load. Public surveys can be a useful community engagement tool, because they make it possible to get results from a broader cross section of the community than with other public engagement methods. However, it is important for survey questions to be well designed. It is also important to have a clear understanding of the purpose of the public survey. Such a survey could be focused on general public perception (i.e. “has Juneau reached its capacity for cruise tourism?”) or focused on measuring community impacts in specific areas. It would also be important to consider who would use the survey results and for what purpose.

Recommendations

1. Engage a third party contractor to complete a public opinion survey of Juneau residents at the end of the 2021 cruise season.

Docks & Harbors concurs that surveying the public is a useful exercise in developing metrics to

meet expectations.

2. Depending on the utility of a survey, additional surveys should be planned to gauge how management strategies are influencing public perception.
3. Consider collecting data on the effects of hot berthing.

Additional Task Force Discussion Issues

Subport Development/Upcoming Norwegian Cruise Line Dock Proposal

Whether or not to support an upcoming Subport development proposal is a CBJ Assembly decision. The USCG and/or NOAA also have important roles. Future discussions should consider allowing, limiting or prohibiting anchoring in the Juneau Harbor. The use of dynamic positioning navigational systems, which when in use, designate vessels as “underway” vs. “anchor” should also be discussed as this may change the ability of agencies to utilize certain management tools to control the anchorage.

A shift in docking or anchoring of cruise ships may alter spending patterns of passengers and affect the local economy. In addition, a dock at the Subport could leverage other community goals such as:

1. Seawalk
2. Small Boat Harbor
3. Ocean Center
4. Berthing for small cruise ships (The Task Force does not yet have an accepted definition of “smaller ships”)
5. Homeporting of “small ships”
6. Economic and/or Housing Development
7. Pedestrian management such as a walkway crossing over Egan
8. Reducing vehicle congestion on S. Franklin Street

Recommendation

Support a Subport dock if the following conditions are met, recognizing that some of these conditions are beyond NCL or any other developer’s control. However, the Task Force submits these items for Assembly consideration in making policy decisions:

1. One larger ship per day using one side of the facility;
2. Maximum of five larger ships in port per day;
3. No hot berthing at the new facility;
4. No larger ships allowed to anchor as the sixth ship in town. Larger ships may anchor but the number of larger ships in port would still be limited to five (CBJ to consider legal ramifications of limiting size of ships at anchor);

5. High quality uplands development for community and visitors;
6. Year round development orientation;
7. CBJ manages dock to some extent through a public private partnership or management agreement;
8. Dock is electrified.

Docks & Harbors generally concurs with these recommendations and is not opposed to opportunities to manage other facilities as a public private partnership. We believe the community is best served with the waterfront in local control. As stated elsewhere Docks & Harbors does not object to non-regulatory limitations of no more than five large cruise ship per day.

Cruise Ship Size Discussion

The task force report includes many recommendations related to cruise ship size, especially as related to a potential new NCL dock and anchoring of ships. In the report, the term 'larger' cruise ship is used and a specific definition of larger ship is not given for the following reasons:

1. The length of a ship does not necessarily determine the number of passengers.
2. Limiting ships by number of passengers may require additional legal analysis.
3. The concern on ship size is related generally to the amount of impacts it creates in the community on the environment, traffic and congestion, and infrastructure. The Assembly may have to define a 'larger ship' as it proceeds with tourism management, but this definition will likely include a deeper analysis of impacts, expected fleet of ships, and ongoing and planned infrastructure development. The committee suggests that 'small ships' are those with 500 or fewer passenger capacity. 'Larger' ships are those that exceed these a 500 passenger capacity.

Docks & Harbors is using the overall length of 275 linear feet as the upper limit in the Small Cruise Ship Infrastructure Master Plan. This length was selected because American Cruise Lines maintains a vessel which operates a 273 foot vessel in SE Alaska named the CONSTELLATION. American Cruise Lines would like to utilize downtown facilities but the CONSTELLATION is too large for any of the small vessel moorage locations.



City and Borough of Juneau
City & Borough Manager's Office
155 South Seward Street
Juneau, Alaska 99801
Telephone: 586-5240 | Facsimile: 586-5385

TO: Deputy Mayor Jones and Assembly Committee of the Whole DATE: January 8, 2021

FROM: Rorie Watt, City Manager

RE: Cruise Ship COVID-19 Protocol Update

With regard to COVID-19 and the upcoming tourism season, there have been broad discussions between the Southeast Alaska port communities about the need for communication and (to the extent possible) alignment between the cruise ship ports in our region. The group discussions have had participation from Mayors, Managers, Port Directors, EOC leaders and private dock owner/operators from Skagway, Hoonah, Juneau, Sitka, Ketchikan and Victoria. The group has begun to collaborate with the industry to work on the common goal of planning for port visitation in 2021.

One example of the many issues that we all face is the availability of medical capacity. The CDC has told the cruise ship companies that they will need to obtain approval from the port communities that they visit, and part of that approval entails discussions about medical capacity and protocols for what to do with passengers needing medical care. As BRH typically serves Hoonah, Haines and Skagway, coordination is necessary. We all also share the same access to air medevac services and share the same conundrums about seasonal work forces and the need for tour operators and retail businesses to know if, how, when and whether to staff up for the season.

Needless-to-say, forecasting into the future is difficult, and each community will require that it determine its own critical circumstances and policy decisions. However, we are each part of a tourism system and if the system is too discordant, then the cruise ship companies will not be able to operate. To be effectively marketable, the somewhat standard 7-Day Alaska cruise has come to include "3 ports and a glacier" and requires adequate facilities at the turn ports of Seattle or Vancouver, BC. To be successful in restarting cruise ship tourism, industry and communities must plan together.

The four major cruise ship companies (Carnival, Royal, NCL and Disney) have proposed a collaborative "Alaska Cruise Tourism Task Force" that would include the ports and the member lines and would result in an end product of guidelines that each community and cruise line would individually and collectively agree to. A preliminary power point (attached) shows a broad framework for a proposed planning process.

However, until the CDC provides the cruise ship companies specific information, they are unable to know which protocols will be acceptable to the federal government. Many groups and communities believe that planning should begin now, even with the challenges that we face. There is much concern in the region that by the time CDC issues clear guidance, enough time will be lost that one or two bad outcomes may occur. First, ships will be delayed from sailing at the earliest date that safe and effective agreed upon protocols can be implemented. Second, sailings could be delayed late enough in the summer that retailers and tour operators may not be able to practically or economically staff up for a shortened season, thus denying economic benefits to port communities.

I think it is also important to communicate the hurdles that the cruise ship industry faces. From the industry standpoint, it is a massive undertaking to move ships out of stasis, to staff up with crew

members, to gain approval from Federal, State and local governments, re-start food, beverage and commodity supply chains, to market and book passengers to ensure that cruise passengers are going to have viable vacations and to restart destination port operational support.

To give a sense of the scale of the industry undertaking, the photo below is from March of the Port of Manilla where around fifteen ships full of Filipino crew members awaited resolution of disembarkation protocols. The ships had previously met up in the Caribbean to sort out people of different nationalities and then transported people in the ships to the employees' home nations. Now, all that has to happen in reverse. In Alaska, in 2019 we were visited by about 30 different large ships with about 50,000 total crew members. Re-starting is an enormous task and will take some time.

Next Steps:

No action is required of the Assembly at this time, as this is an informational update. When policy choices are ready for the making the issues and proposals will be brought back to the Assembly (COW seems most appropriate) for discussion.



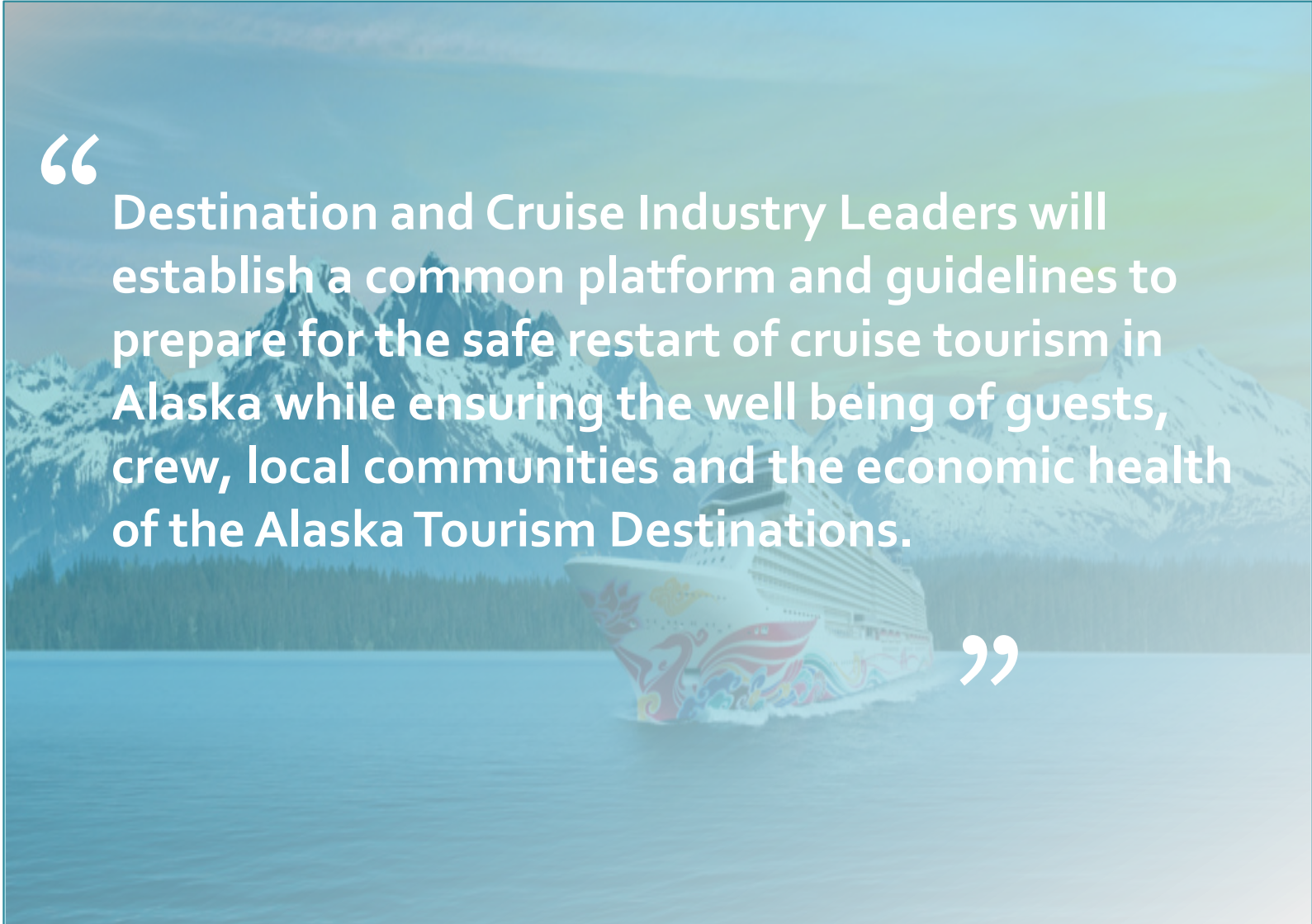
Alaska Cruise Tourism Proposed Task Force

December 2020

Proposed Mission

“ Destination and Cruise Industry Leaders will establish a common platform and guidelines to prepare for the safe restart of cruise tourism in Alaska while ensuring the well being of guests, crew, local communities and the economic health of the Alaska Tourism Destinations.

”

A large cruise ship with a colorful, multi-colored hull design is sailing on a calm body of water. In the background, there are snow-capped mountains and a dense forest of evergreen trees. The scene is set in a scenic, likely Alaskan, location. The image is overlaid with a semi-transparent blue and green gradient, and the text is in white.

Proposed Timeline

Draft Guidelines

- Preliminary draft by February 2021

Final Guidelines

- Regulatory approval, community signoff, and cruise industry signoff pending
- TBD

Proposed Task Force Leadership

	Delegate(s)	Responsibilities
Communities	TBD	TBD
CLIA	TBD	TBD
NCLH and RCG *Based on Healthy Sail Panel Recommendations	Steve Moeller Josh Carroll	• Testing, Screening and Risk Mitigation • Sanitation and Ventilation • Destination Planning • Response and Contingency Planning

Alaska Destinations

Destination	Port of Call/Embarkation
Juneau	Port of Call
Ketchikan	Port of Call
Icy Strait Point	Port of Call
Skagway	Port of Call
Sitka	Port of Call
Haines	Port of Call
Seward	Embarkation
Whittier	Embarkation

**Note: Seattle, Vancouver, Victoria to be engaged separately*

Cruise Corporations



Core Topics / Workstreams

1. Phased Plan

- ☐ Phase 1 – (Level 3) No Vaccine – No Operations, Wide Community Spread
- ☐ Phase 2 – (Level 2) No Vaccine – Partial Operations, Less than 1 % Community Positivity
- ☐ Phase 3 – (Level 1) Vaccine – Limited Restrictions, Less than 1 % Community Positivity
- ☐ Phase 4 – (Level 0) Vaccine and Covid Eradicated – Return to Normal Operations

2. Prior to Arrival

- ☐ Scheduling and Entry Requirements
- ☐ Capacity
- ☐ Local testing and monitoring

Core Topics / Workstreams

(Continued)

3. Upon Entry

- ☐ Boarding
- ☐ Requirements to Entry

4. Within Alaska

- ☐ Shore and tour operations (Excursions, Retail, F&B)
- ☐ Port Operations
- ☐ Crew Change
- ☐ Independent guests
- ☐ Pre/Post Programs

5. Case Management

- ☐ Case management
 - ☐ - Symptomatic Presentation
 - ☐ - Case Confirmation
 - ☐ - Protocol if Confirmed Positive

Next Steps

- Communicate and agree on mission
- Align on member destinations and representatives
- Determine meeting and communication cadence
- Determine and integrate stakeholders and the State of Alaska
- Schedule first task force committee meeting
- Develop Plan Details
- Implementation

Thank you

MEMORANDUM

CITY/BOROUGH OF JUNEAU

City & Borough Manager's Office
155 S. Seward St., Juneau, Alaska 99801
Mila.Cosgrove@Juneau.Org



Voice (907) 586-5240
Fax (907) 586-5385

DATE: January 11, 2021

TO: Deputy Mayor Jones and Assembly Committee of the Whole

FROM: Mila Cosgrove
Deputy City Manager

SUBJECT: Update on Juneau Economic Development Plan

The last update on the [Juneau Economic Plan](#) was provided to the Assembly on October 28, 2019. Over the last 15 months, there have been many successes and challenges to implementation of the plan. The purpose of this memo is to touch briefly on pieces of the plan that have seen movement during the pandemic and to propose a potential path forward to working with the plan in the future.

A detailed progress report is included your packet and is an update of the document provided in the October 28, 2019, COW packet. Because economic development activity happens over a span of time with many activities occurring on an ongoing basis, the information from the last update is included in the document for your reference. New or updated activity that has occurred since the last report is shaded in grey. A copy of the Housing Plan update, which was provided to the Assembly Lands Committee in an earlier meeting today, is also included.

The Assembly, JEDC, and various community partners made reasonable progress on economic development initiatives given the extremely challenging year. Highlights of recent activity include:

- In response to receiving \$53 million in CARES Act funding, the CBJ Assembly established an Economic Stabilization Taskforce. Through the work of that committee and subsequent Assembly action, millions of dollars were infused into the local economy to help stabilize and support businesses, non-profits, the arts industry, and individual citizens coping with the devastating economic impact of the COVID pandemic. (All areas of the JEP)
- There are continued conversations between CBJ and DOT/PF staff regarding the planning and environmental study for a potential second crossing. (Enhance Essential Infrastructure)
- The Airport, Docks & Harbors, and Engineering & Public Works departments continue to invest in improving facilities and existing infrastructure. The Assembly appointed a Visitors Information Taskforce that considered recommendations on waterfront development. (Enhance Essential Infrastructure)

- The Assembly awarded a development contract to Torrey Pines Development to build senior assisted living housing at the city owned Vintage Park site. Torrey Pines is in the planning phase. (Housing, Build the Senior Economy)
- The Assembly's work to reestablish and support the Juneau Commission on Aging is having a positive impact. JEDC and JCOA collaborated on the design, implementation and analysis of the 2020 Senior Survey. Overall, 1800 responses were received. JEDC is in the process of analyzing the results and expects to report out soon. (Build the Senior Economy)
- The Assembly passed a "per child" stipend financial grant to help support childcare providers in the community and provided funding for FY21 and FY22. In addition, the Assembly channeled CARES Act funding to childcare providers to help stabilize this sector of the economy during the COVID pandemic. (Attract and Prepare the Next Generation Workforce)
- The Assembly included the development of a downtown area plan as one of its 2021 priorities. COVID slowed the process somewhat. The projected completion date is Spring of 2021. (Revitalize Downtown)
- The Assembly provided \$75,000 in FY21 to the DBA to assist in the implementation of the Main Street USA program and to increase funding for staff resources. In addition, the Parks & Recreation Department partnered with the DBA to sponsor a Candy Cane Hunt designed to bring families downtown during the holiday shopping season.(Revitalize Downtown)
- The Assembly provided partial funding for Phase Two of Housing first. Construction is complete and residents are beginning to move in. Forget Me Not Manner (Phase One) opened in the late fall of 2017 and continues to operate at capacity. CBJ operated has operated an emergency overnight shelter 7 days a week since March of 2019. Funding was included in both the FY21 and FY22 budget to maintain a cold weather shelter once the pandemic recedes. (Housing, Revitalize Downtown)
- The Assembly authorized \$2 million of the recent 1% temporary sales tax revenues to help fund the Affordable Housing Fund. The Accessory Apartment Incentive grant program was extended for five years and provided with \$480,000 of funding. Updates on both of those programs is included in the Housing Action Plan update. (Housing)
- The Docks & Harbors Department, through the CBJ Assembly, is working on the development of the Archipelago lot. The initial deck and small bus staging area were built out over the 2020 summer season. (Build on our Strengths, Enhance Essential Infrastructure, Revitalize Downtown)
- Tourism planning was largely sidelined during the pandemic. However, the Visitor Information Taskforce finalized a report that is to come before the Assembly at this meeting.

- Eaglecrest did not make further progress on summer operations plans. (Build on our Strengths)
- The Assembly provided funding to SHI for the development of a new . (Build on our Strengths)
- CBJ has made significant strides in making city owned land available for housing needs:
 - 16 of the 18 lots in the first phase of Pederson Hill lots have sold.
 - All lots in the Lena Subdivision have been sold.
 - 4 of the 6 lots in the Renninger Subdivision have sold. .
(Housing, Revitalize Downtown)

Next Steps:

There has been some discussion amongst the economic development partners about revisiting the Economic Plan and “refreshing” in consideration of its age and, in some areas, implementation challenges. Further, the revised economic environment in a post COVID world has changed the local landscape in unanticipated ways that include: a potential slow recovery for the cruise industry and visitor industry in general; COVID related impact on local businesses; potential climate change impact on fisheries; and significant budget pressures at the State level which may lead to fewer jobs in the public sector.

Amongst many municipal priorities, the Assembly could consider providing funding to update this plan.

Juneau Economic Plan - January 11, 2021 Status Report

1. Enhance Essential Infrastructure		Goal: Support transportation infrastructure-related policies and developments that will provide access to developable land and control or lower the cost of freight shipment into and out of Juneau.		
Why Pursue? Foundational. Access to high-value, locally-controlled assets; potential to lower cost of living and cost of doing business. Gives the community room to grow.				
Objective	Action	Action Description	Lead	Status January 2021
Proceed with extension of North Douglas Highway, and North Douglas/Gastineau Channel Bridge construction to realize the residential, commercial, transshipment and maritime, industrial, and recreational potential of West	1.1.A	Maintain strong municipal support for construction of a North Douglas/Gastineau Channel Bridge to accommodate new “nodes” of development in West Douglas. Each node should feature some type of commercial, industrial, maritime, or recreational draw.	CBJ Assembly	CBJ Assembly provided \$250k at the May 9, 2018, Finance Committee meeting to establish a North Douglas Crossing CIP fund.
	1.1.B	Renew the CBJ/Goldbelt MOA concerning West Douglas development, which will expire April, 2015. Beyond that, next steps will include: • Obtaining state, federal and tribal support and funding for project planning and permitting • Design and construction • Environmental impact analysis • State of Alaska best interest finding, and/or other decision document • Permitting • Obtaining the corridor right of way • Detailed design • Construction	CBJ Staff	Construction of pilot road is complete as of June 30, 2018. The road extends to Middle Creek.
	1.1.C	Proceed with evaluation of the engineering design and costs, as well as the environmental impacts of a North Douglas Gastineau Channel Bridge crossing. This analysis should consider changed conditions since 2007 when the Vanderbilt Hill Route was selected.	CBJ	Assembly approved CIP funds have been proposed to DOT&PF as the match to a larger Federal-aid funded Planning/Environmental Study. This study has been approved for funding in the DOT&PF’s 2018-2021 Statewide Transportation Improvement Program under Need ID # 31597 “Statewide Planning and Environmental Linkages Studies Program”. An MOA between CBJ and DOT/PF is underway. The MOA will have a scope, schedule and budget for the project. Essentially the \$250,000 of CBJ funds can leverage an additional \$2.5 M of FHA funds. .
	1.1.D	Develop public-private partnerships to secure CBJ land and road access, including establishment of a public/private task force to lead West Douglas development planning.	CBJ	General topic identified as a 2017 Assembly priority. Conversations among the landowners is occurring on an intermittent basis.
Complete a JIA Sustainability Master Plan that supports Juneau’s aviation-related business and economic development needs.	1.2.A	Ensure the 2016 Airport Master Plan: • Accounts for regional and industry trends and opportunities in cargo, avionics, and fleet changes. • Contains provisions to ensure the airport is a welcoming place for tourists, regional passengers, and an attractive Gateway to Capital City. Provides efficient, shovel-ready and revenue-oriented lease lot opportunities and configurations.	CBJ- JNU	Complete - Adopted by the Assembly on September 17, 2018 by Resolution 2834.
	1.2.B	Keep airfares and air freight cost to/from the Capital City as competitive as possible; communicate regularly with airlines about how fuel surcharges are or could change due to declining fuel prices.	CBJ- JNU	Airport management has frequent meetings with Airline officials with the goal of keeping costs down and improving service.

Juneau Economic Plan - January 11, 2021 Status Report

Objective	Action	Action Description	Lead	Status January 2021
Engage in planning, policy-making, and monitoring activities necessary to ensure that marine freight service to and from Juneau is high-quality and the most affordable possible.	1.3.A	Assign a central authority to:	Chamber of Commerce	The Chamber of Commerce completed the Freight Survey and presented its findings to the Assembly at the 9/24/2018 COW. No action items were flagged as a result. Other communities in Southeast Region are also concerned about freight costs and are interested in a regional collaboration.
	1.3.A.1	<i>Provide a single, consistent place for Juneau (and northern Southeast Alaska) where freight pricing data and concerns can be reported (confidentially if needed).</i>		
	1.3.A.2	<i>Promote better communication and problem-solving to benefit both Juneau and shippers by meeting with AML and Samson Tug & Barge on a semi-annual basis to discuss issues of concern, such as rate trends and opportunities, volumes transshipped, facility needs, and outreach and marketing.</i>		
	1.3.A.3	<i>Support opportunities to reduce fuel surcharges coincident with declining fuel prices.</i>		
	1.3.A.4	Coordinate shipper-business education, and business-to-business logistics communications/coordination.		
	1.3.A.4.a	<i>It will be less expensive to ship 2 pallets once a week, rather than 1 pallet twice a week.</i>		
	1.3.A.4.b	<i>Are there any cost-saving opportunities to use back-haul rates by coordinating export transshipment (seafood and alcohol) with imports (lumber, groceries, other).</i>		
	1.3.A.4.c	<i>Explore if centralized logistics communication could promote cost savings, such as builders sharing container loads.</i>		
	1.3.B	Explore opportunities to make a public, or private, dock readily available in order to make Juneau more attractive to additional marine transporters.		VITF met and made recommendations to the Assembly which will take them up at the January 11th COW.
2. Build the Senior Economy		Goal: Facilitate development of the services and facilities necessary for residents to comfortably and affordably retire in Juneau.		
Why Pursue? To allow residents to continue participating in and supporting the economy as they age and retire.				
Support development of a range of housing options and supportive services that meet the needs of Juneau’s senior population. (See Housing initiative)	2.1.A	Implement recommendations from then 2014 Juneau Senior Housing and Services Market Demand Study, which focuses on senior assisted living housing development.	CBJ - Assembly & Staff	The Assembly passed legislation providing for property tax abatement for assisted living developments. Assembly purchased land in the Vintage Park area with the intent of using it as an economic incentive for assisted living housing. Assembly passed economic development incentives in the form of property tax abatements for assisted living. CBJ awarded an RFP for the development of the property to Torrey Pines Development. They are in the early phases of design.
	2.1.B	Identify public/private partnerships, including those to provide land for assisted living development in the community.	CBJ - Assembly & Staff	
	2.1.C	Identify alternate funding options for senior housing development. These may or may not include city bonding, grant programs, or other funding sources.	CBJ - Assembly & Staff	
	2.1.D	Support independent senior housing, including additional dwelling units (accessory apartments) within seniors’ homes.	CBJ - CDD/PC JEDC	Trillium is at 100% capacity market rate and affordable housing units. There is a total capacity of 40 units. They report a long waitlist.

Juneau Economic Plan - January 11, 2021 Status Report

Objective	Action	Action Description	Lead	Status January 2021
Increase the depth and breadth of local, skilled health care workers and services for seniors.	2.2.A	Prepare a needs list/gap analysis for senior health care services in Juneau and make it available to entrepreneurs and health care providers.	JCOA -Juneau Commission on Aging	The JCOA completed a Senior Service Provider Survey at the end of 2018 to determine a needs list/gap analysis for senior health care services. The survey results were presented and discussed at a JCOA meeting. The take-aways from the survey have also been presented to guest speakers as they have attended JCOA meetings.
Develop more in-home care options for Juneau seniors.	2.3.A	Ensure CBJ adequately supports home health care for Juneau seniors, including around the clock respite and hospice care.		Assembly funding channeled through the JCF SSAB process
	2.3.B	Institute a home health care agency.		
	2.3.C	Train a workforce to provide care in assisted living facilities and for in-home care and personal attendants.	UAS	UAS currently provides training in Juneau for Certified Nurse Aides and Nurses.
Improve senior access to community-based services and activities.	2.4.A	Expand data collection on Juneau senior needs and availability of resources.	JCOA -Juneau Commission on Aging	JEDC is currently completing the 2020 Senior Needs Survey in partnership with the JCOA. This includes the development and administration of the survey, analysis, compilation, and distribution of results. JEDC worked with the JCOA to develop the survey questions based on previous surveys administered in 2010, 1999, and 1989, as well as helped implement survey software to be utilized, and put the survey into the Survey Monkey program. JEDC also coordinated and oversaw a mailing of postcards to the community to garner responses. JEDC distributed physical surveys to locations including JEDC, CBJ, Fireweed Place, Pioneer Home, or any of the libraries. The survey response has been high, with over 1,800 responses, compared to 1,218 responses in 2010.
	2.4.B	Improve Juneau transportation services specifically for seniors.		This plan is updated on an annual basis to reflect current priorities for the agencies involved. The update results in a resolution expressing support for the Juneau Coordinated Transportation Coalition's
	2.4.B.1	<i>Regularly update the Juneau Coordinated Human Services Transportation Plan.</i>	CBJ - CDD	Prioritization of Projects to qualify for grant funding by the Alaska Department of Transportation & Public Facilities. The Assembly passed Resolution 2920 at its November 23, 2020 meeting.
	2.4.B.2	<i>Ensure all bus stops and sidewalks in commercial areas are safe and clear of snow and ice.</i>	private sector	

Juneau Economic Plan - January 11, 2021 Status Report

Objective	Action	Action Description	Lead	Status January 2021
	2.4.B.3	<i>Provide information to seniors on services available to help access basic needs, include case management in this process.</i>	JCOA -Juneau Commission on Aging	The JCOA has enlisted guest speakers to share knowledge of services for seniors. The JCOA is currently working on completing the 2020 Senior Survey, the 4 th decennial senior survey. The results of the survey are expected to be compiled into a format that will also include information on services available to seniors, including services to help seniors access basic needs.
	2.4.B.4	<i>Evaluate and enhance Care-A-Van service to ensure it meets senior needs, including service schedules and the amount of items clients may transport per trip.</i>		Care A Van services have been renamed "Capital Access." Transportation is provided 7 days a week to eligible participants.
	2.4.C	Encourage entrepreneurial solutions to improve senior access to food, such as grocery deliveries, and medical resources, such as prescription deliveries.	JCOA -Juneau Commission on Aging	The JCOA has an active sub-committee to explore the option of "villages" that could help connect volunteers with seniors that need help with groceries, prescription deliveries, etc. The sub-committee has had several meetings and has provided information on the village to village concept to the JCOA. The subcommittee is looking into possibly sending one member to an annual conference around the village to village concept. The October 2019 meeting has a dedicated time slot to discuss and further the village to village concept within Juneau.
	2.4.D	Support meal delivery services for homebound seniors.	CCS - Catholic Community Services	CCS delivers meals and provides an in-home safety check. CCS received a grant through the JCF for 2020 operations.
	2.4.D.1	<i>Support Meals on Wheels.</i>	JCOA	
	2.4.D.2	<i>Consider a volunteer shopper program.</i>	JCOA	
	2.4.E	Consider a full-service senior center as a central information source and center for activities and services.		The JCOA has been in contact with the SSSI to discuss. The JCOA is supportive of a senior center/senior assisted living.
	2.4.F	Institute a senior-friendly business program.	DBA?	
Increase meaningful opportunities for seniors to be involved in the community through volunteerism, activities, and job opportunities.	2.5.A	Develop a senior "talent pool" of residents interested in paid jobs and volunteer positions.	JCOA -United Way	United Way has a Facebook page to connect volunteers with volunteer opportunities. That forum is proving to be more effective than their previous web based tool.
	2.5.B	Increase opportunities for meaningful volunteer activities.	United Way	
	2.5.C	Increase opportunities for lifelong learning.	UAS	UAS offers tuition waivers for senior citizens eligible to receive full retirement benefits.
Prepare the next generation of Juneau retirees	2.6.A	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.	AARP	SOA/Div. of R&B offers for PERS retirees.

Juneau Economic Plan - January 11, 2021 Status Report

Objective	Action	Action Description	Lead	Status January 2021
3. Attract and Prepare the Next Generation Workforce		Goal: Prepare and attract the professional, technical, skilled, entrepreneurial, and creative labor force that Juneau's diverse employers, businesses, and non profits need.		
Why pursue? Foundational for effective workforce development, to ensure job retention, and prevent capital creep. Critical for attracting millennials and retaining existing young families. CBJ controls public infrastructure that is central to quality of life measures that influence location decisions for millennials and others. Generates wealth and ensures job retention.				
Develop a better understanding of the professional, technical, and other workforce needs of Juneau’s key employers, especially state government.	3.1.A	Develop a “Top Jobs” list for Juneau, which identifies and prioritizes key recruiting and training needs.	CBJ/JEDC	JEDC is a member of the 65*2025 Southeast Alaska Steering Committee. The steering committee seeking to better support the workforce needs in our region, with specific goal of increasing the numbers of persons in the workforce with postsecondary credentials.
	3.1.B	Prepare a Juneau State worker position profile. Identify crucial State workforce needs and track/anticipate potential changes in State employment in Juneau.	CBJ/JEDC	JEDC reports out on government workforce trends. Juneau has experienced eight years of declines (net) of government employment through 2018 (Federal, State, Local and Tribal combined). In 2019 there was a slight increase, breaking the eight-year trend.
Increase availability of child care year round, with an emphasis on Kindergarten readiness.	3.2.A	Continue funding the Hiring Educating and Retaining Teaching Staff (HEARTS) Initiative to train and retain qualified teachers in full-time child care and preschool classrooms.	CBJ	Assembly appropriated \$180k for FY21.
	3.2.B	Collaborate on development of an 80-100 child daycare facility in Juneau. This may include public or private assistance with securing a facility.	JEDC	The Assembly has identified this as a key issue. Staff is working on implementable solutions and funding strategies. Assembly will revisit this issue in the FY21/22 budget process.
	3.2.C	Utilize the CBJ lobbyist to push for a revaluation of State of Alaska subsidy rates for child care assistance to reflect current child care market rates.	CBJ Assembly	State of Alaska recently increased child care subsidy rates for the community.
	3.2.D	Support and expand after school and summer child care options that are compatible with working parent schedules.	CBJ - PR	Parks and Recreation will held their fourth coordinated summer activity event at Cent. Hall in April '19. PR also provide Middle School BAM program. JEDC collaborates with the JSD on the LEAP program at two elementary schools.
	3.2.E	Collaborate with child care and pre-K education providers to secure affordable and appropriate space for pre-K programs.	Assembly - staff	The Assembly passed a per child stipend in the FY21 budget to help stablize childcare and pre-K education in the community.
	3.2.F	Encourage employers to provide child care or assistance with child care. Such assistance might mean financial subsidies, family-friendly work schedules, flex time to allow workers to participate in child activities, and child care space near or on-site for larger employers.		Child care recommendations will include an "Employers Guide to Child Care."
	3.2.G	Complete an ordinance and zoning code review to ensure the codes allow for appropriate development of child care facilities.	CBJ	Ordinance 2015-32 amended land use code in regards to child and day care facilities

Juneau Economic Plan - January 11, 2021 Status Report

Objective	Action	Action Description	Lead	Status January 2021
Prioritize an education system that prepares youth to participate successfully in the Juneau workforce, in vocational and professional jobs.	3.3.A	Continue to invest in Juneau's education system as a priority, including education-related activities and transportation. Recognize that early education has an important impact on the future Juneau workforce.	CBJ JEDC	Assembly continues to making funding a priority for the JSD. In addition, CBJ Assembly funded an additional Pre-K classroom.
	3.3.B	Support and seek additional partnerships that provide STEM and computer training and education, such as the recent CCTHITA, Microsoft Corporation, and State of Alaska collaboration in Information Technology.	UAS	UAS is expanding their engagement with ANSEP. UAS has approximately 25 ANSEP students studying at UAS, especially in the fields of biology, marine biology. The UA Board of Regents approved a joint BS degree in Fisheries and Ocean Sciences; a joint project of UAS and UAF.
	3.3.C	Support experiential learning. This may include development of learn/work partnerships between the high school and local employers so high school students may gain direct experience in the workforce.	JEDC	JEDC supports and Co-Chairs the Juneau STEM Coalition. This effort includes supporting connections between STEM professionals and our schools. JEDC supports the Junior Achievement program in Juneau, linking volunteers from the business community with classrooms to deliver classes on entrepreneurship and the market economy.
	3.3.D	Celebrate the variety of Juneau education successes. Make the value of quality education in the community a public education campaign priority.	JSD	See the JSD Strategic Plan. JSD continues to look for ways to publish student, teacher and school successes. JSD has regular media spots and social media outreach, and each School Board meeting starts with "spot light on success."
Actively support and maintain quality of life infrastructure that attracts and retains a desired workforce.	3.4.A	Provide resources necessary for the CBJ Parks and Recreation Department to develop and maintain amenities and activities that contribute to quality of life in the community.	CBJ	Parks & Recreation completed their Master Plan project which was adopted by the Assembly on June 3, 2019 by Resolution 2856.
	3.4.B	Actively support amenities that attract and retain Juneau's workforce, including recreational, arts, and cultural amenities, such as Eaglecrest, the ice rink, swimming pools, libraries, museums, and outdoor recreation area.	CBJ/JEDC and various community partners	CBJ Assembly continues to invest in programs that support quality of life.
Take steps to convert the non-resident workforce to a resident workforce.	3.5.A	Explore ways to increase resident workers in Juneau economic sectors that currently support a large non-resident workforce. Determine housing and lifestyle needs and barriers to these employees becoming year-round residents. Potential focus areas for this effort include: · Mining sector: miners, extraction workers, drillers, machine operators, heavy equipment mechanics. · Maritime industry: ship engineers, sailors, marine oilers, captains, mates, pilots of water vessels. · Construction sector: construction laborers. · Tourism Sector: retail salespeople, bus drivers, servers.	JEDC TJ	Activity concluded. Data collection for the non-resident survey closed on May 1. Eighty-five responses were collected in total. Survey responses were tabulated with Survey Monkey analytics and a final report was prepared and submitted to CBJ.
Develop the infrastructure needed to support innovation and entrepreneurship.	3.6.A	Ensure that Juneau residents have access to fast, competitively priced internet service. This is particularly important for businesses and research requiring large amounts of data.	private sector	
	3.6.A.1	· Interview providers and identify Juneau's maximum, average, and minimum internet download and upload speeds and costs.		
	3.6.A.2	· Identify geographic, hardware, and other factors affecting speed and capacity constraints.		

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	3.6.A.3	· Interview researchers, scientists, those using telemedicine, and those with large data transfer needs who are limited by internet speed and cost to better understand how this limitation is affecting economic and employment opportunities.		
	3.6.A.4	· Develop an action plan based on data and analysis above.		
	3.6.B	Facilitate development of shared workspaces in Juneau where entrepreneurs and creative professionals can share ideas and resources.	private sector/ JEDC	JEDC annually hosts the Innovation Summit, co-hosts the Alaska Angel Conference, and promotes events during Global Entrepreneurship Week. Virtual spaces for networking have proved more attractive and sustainable than physically shared workspaces.
Support adult education, training, and events that increase innovation and entrepreneurial capacity.	3.7.A	Support competitions, such as the Path to Prosperity, that develop sustainable businesses.	JEDC	JEDC is an organizer of the Alaska Angel Conference and is the host of 2020 event in Juneau. JEDC supports the statewide Arctic Innovation Contest based out of UAF. JEDC hosts an annual Business Pitch contest at the Innovation Summit. Ongoing
	3.7.B	Continue to fund and support an annual Innovation Summit to encourage professional connections and advances within Juneau's key sectors.	JEDC	JEDC executed the 2020 Innovation Summit and has scheduled the 2021 Summit for February 2021.
	3.7.C	Support development of a Makerspace where designers, artists and engineers can share tools, resources and ideas, and attend classes.	private sector JEDC	JEDC continues to support the Juneau Makerspace and the maker movement. The 2020 Innovation Summit had a speaker on Participatory Creativity, including exploring "making." The speaker trained teachers at the Juneau School District.
	3.7.D	Continue to support entrepreneurship opportunities in Juneau through small business counseling, planning support, site selection, and permitting review.	JEDC/SBA	JEDC assists small business owners with their questions and, as needed, directs them to other organizations for further assistance.
	3.7.E	Develop networking events for entrepreneurs.	JEDC	JEDC annually recognizes Global Entrepreneurship Week (aka Alaska Start-Up Week) in November. JEDC coordinates with several local groups to host events that encourage entrepreneurship.
Enhance access to unconventional and venture capital.	3.8.A	Support SBA, JEDC, Haa Aani, and other support/programs, including financing for higher-risk or innovative businesses.	JEDC	JEDC is an organizer of the Alaska Angel Conference and is the host of 2020 event in Juneau. This effort directly connects higher-risk or innovative businesses with equity investors. JEDC will review financing needs of small businesses and can make loans through the Revolving Loan Fund. Makes referrals to SBA, Haa Aani and other organizations/banks as needed. Active Loan work underway. Ongoing

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	3.8.B	Publicize venture capital sources that loan in Alaska.	JEDC	JEDC helped plan the first Alaska Angel Conference in 2019, hosted the 2020 event and on the organizing team for 2021.
	3.8.C	Provide training on the effective use of Peer-to-Peer lending platforms.	JEDC	JEDC is in conversations with KIVA lending for Juneau entrepreneurs. Through the Alaska Angel Conference, we have promoted (and used) the Alaska Crowdfunding Act, which allows non-accredited Alaskans to invest in Alaska businesses.
4. Recognize and Expand Juneau's Position as a Research Center		Goal: Take advantage of Juneau's natural assets and competitive advantages by making tighter connections to basic and applied research, funding, and employment. Strengthen links between Juneau's scientists, researchers, and businesses.		
Why Pursue? New jobs and wealth creation based on natural assets and advantages. Adds resilience by strengthening the federal jobs base and activity. Adds to diversification, as well as investment in education and future generations.				
Recognize Juneau as a Research Center of Excellence. Raise awareness in Juneau and beyond about Juneau’s research and science facilities, assets, expertise, and activities.	4.1.A	Pursue formal recognition of Juneau as a Center for Research Excellence by the State Committee on Research and others.	JEDC	Activity concluded. Southeast has been designated a Community of Excellence in Research by the State Committee on Research.
	4.1.B	Juneau as a Center for Research Excellence should be part of Juneau’s “brand.” Place banner and science display at Bellingham and Juneau ferry terminals, in Seattle and Juneau airports, at DIPAC, UAS, in the annual All About Juneau (JT) publication, etcetera to celebrate/market this designation.	JEDC	JEDC ED serves on the Alaska State Committee on Research, SCoR. SCoR has hosted their annual awards for Innovator’s Hall of Fame in Juneau at the Innovation Summit the past several years.
	4.1.C	Prepare informational brochure on Juneau as a Center for Research Excellence. Each election cycle, provide to Juneau’s elected local, state and federal representatives, with specific desired actions and support regarding research activities in Juneau.		
	4.1.D	Market Juneau’s ice field-to-marine ecosystem, including existing research facilities and capabilities, and current basic and applied research work. Focus specific marketing to three targets: research funders and academia, prospective college students, and locally to raise community awareness and pride. “Localize” some materials, for example show residents how federal and state research impacts fish stocks, etc.	UAS/JEDC	Juneau is now recognized as a Research Center of Excellence through the Statewide Council on Research (SCoR). The Alaska Coastal Rainforest Center (ACRC), part of UAS and linked to UAF, is increasingly successful in securing networking funds that focus on research and management of coastal temperate rainforests. UAS markets itself as an institution where students have excellent opportunities for undergraduate research. UAS has been awarded a portion of the surplus NOAA Auke Bay Marine Station to expand instructional & research programs in marine biology and fisheries and grow ANSEP and ACRC opportunities. JEDC also sits on the steering committee for the Alaska Coastal Rainforest Network.

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	4.1.E	Capitalize on interactions between activity related to Juneau's highly visited and road-accessible Mendenhall Glacier, the Juneau Ice field Research Program, and the helicopter supported tourism businesses and visitor treks to the ice field. Develop a Visitor Industry-Forest Service-CBJ-JIRP-UAS climate change and adaptation education center at Mendenhall Glacier Visitor Center as a destination (and a model) for comprehensive research, education, and outreach.	JEDC	The MGRA plan (still a work in progress) contemplates a continued educational component around impacts caused by climate changes.
Locate Alaska fisheries science and management jobs in Juneau.	4.2.A	Develop clear targets, concise justification, and a course of action. Also coordinate commitments to this objective by our congressional delegation, Governor, University, Juneau leaders, and lobbyists at each level to pursue course of action, including specific encouragement of US Department of Commerce to refill AFSC jobs in Juneau.	CBJ/JEDC	CBJ staff have been meeting with NOAA and UAS staff with the goal of bringing fisheries jobs to Juneau. JEDC has an R&D cluster working group with a goal of increasing the number of researchers located in our region. CBJ continues to work with DC lobbyist to encourage DC delegation to make this a priority.
	4.2.B	Review and support the ADOLWD "Fisheries Workforce Initiative".	UAS	UAS has been actively partnering with CBJ and NOAA to assist in relocating fisheries science and management jobs back to Juneau. Also, UAS is working with UAF to expand undergraduate fisheries degree options for SE Alaska students. UAS recently hired two faculty members in fisheries, and is seeking to expand ANSEP (Alaska Native Science & Engineering Program) in SE Alaska.
	4.2.C	Identify goals for numbers of new hires, divisions, types of duty-based jobs, and other specific targets. Consider pursuing a research vessel based in Juneau (a compliment to the growing Coast Guard mariner and maritime presence here).	CBJ	CBJ is in active conversation with Coast Guard leadership and the federal delegation regarding the placement of Coast Guard assets in Juneau. JEDC produced, in collaboration with Docks and Harbors, two Choose Juneau brochures that highlight Juneau as a great place for homeporting vessels.
Better connect Juneau's scientists and researchers with business and industry. Conduct applied research to benefit local business' ability to compete and expand.	4.3.A	Connect entrepreneurs with available and underutilized business-oriented R&D funding, including NSF and NIH grants. Host a seminar for small businesses on how to apply for these grants.	JEDC	JEDC hosted researchers from across Alaska during the 2020 Innovation Summit to explore connections between the research community and the business community.
	4.3.B	Work together to realize the applied research and economic opportunities a Juneau Electric Transportation Research, Business, Education and Transit Park could bring.	UAS/JEDC	Imitative on hold. Grant funding not awarded.

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	4.3.C	Seek opportunities to solicit input from industry on applied research needs and ideas, including in areas of fish oil research for food and pharmaceuticals, resource business management (mining, fishing, forestry) certificate programs, and use of the ferry system for marine experience (Aztec graduates).		JEDC ED is appointed to the State Committee on Research. We have been in continued discussions with UA and federal agencies about research needs and business opportunities. We have identified research needs in the Mariculture sector and are collaborating with UAS and others on developing a research needs identification symposium.
	4.3.D	Support opportunities for “cross-fertilization” among businesses, scientists, and researchers, such as the Innovation Summits and winter Friday evening firesides at Mendenhall Visitor Center, etc. These events spur innovation and entrepreneurship.	JEDC	Innovation Summit and working groups. Ongoing
	4.3.E	Identify sources for seed funding in Southeast Alaska in order to support initial research or data gathering in preparation for larger grants.	JEDC	JEDC shares federal research grant opportunities from the State Science and Technology Institute (SSTI).
5. Build on Our Strengths		Goal: Build on our strengths to expand business opportunities where we have natural/competitive advantages.		
Why pursue? New jobs and wealth generation, adds to community reliance and CBJ revenue. These jobs are broadly distributed through the economy.				
Increase independent visitor travel to Juneau.	5.1.A	Support TJ in developing stronger independent visitor marketing programs. Target markets are summer visitors arriving by plane, ferry, and yacht; winter visitors, especially from neighboring communities and the Yukon; fall, winter, and spring conferences and conventions.	CBJ, TJ	Destination Marketing (DM) is focused on online and video marketing opportunities that are trackable to the traveljuneau.com website. The industry recognizes visits to DMO websites as an intent to travel, as users are actively looking for information. When regular funding is more stable, TJ will resume limited print marketing, as this is on the rebound due to the pandemic.
	5.1.A (cont)	Support TJ in developing stronger independent visitor marketing programs. Target markets are summer visitors arriving by plane, ferry, and yacht; winter visitors, especially from neighboring communities and the Yukon; fall, winter, and spring conferences and conventions.		The COVID-19 pandemic created an opportunity for TJ to engage its partners and the community through the CBJ-supported (via federal CARES grant dollars) “Juneau Cares” project. This aims to align TJ partners and other local businesses around the creation and implementation of plans and protocols toward responsibly reopening the visitor industry. DM also created campaigns aimed at independent visitors in California, Texas, and Illinois, marketing Juneau as a COVID-conscious destination. Convention Sales is prospecting for meetings, with the understanding that planners are deferring decisions on face-to-face meetings until well into February 2021. The ability of a destination to host hybrid meetings will determine whether it’s selected. TJ continues to invite qualified planners, tour operators, and travel media for familiarization tours (FAMs), and continues promotion of the Bring it Home program for locals.

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	NEW	Expand Juneau's independent visitor base.	JEDC	JEDC continues to coordinate with Whitehorse to encourage connections between our communities. Small cruise vessel tourism continues to grow and JEDC actively supports shoulder season tourism growth. Winter tourism is a logical use of our visitor industry capacity, and will continue to promote winter tourism product development. JEDC supports Visitor Products Cluster Working Group.
	5.1.B	Support Eaglecrest and other winter activity providers in efforts to attract regional and other visitors during the winter sports season.	TJ	JEDC continues to collaborate with Eaglecrest, incorporating them into the Visitor Products Cluster Working Group and the Choose Juneau efforts. Travel Juneau routinely collaborates with Eaglecrest in winter marketing efforts. Inclement/unpredictable weather and lack of winter visitor products creates both a challenge and an opportunity for local businesses and subsequent marketing aimed at these visitors..
	5.1.C	Support transportation systems that provide better access from the ferry terminal to commercial centers for residents of outlying communities.		
	5.1.D	Work with the USFS to improve facilities at the Mendenhall Visitors Center, to enhance the visitor experience for package and independent visitors alike.	JEDC/TJ	TJ and JEDC have participated in the community process of the MGRA and MGVC planning. JEDC helped facilitate meetings over fee structures.
Create more value from seafood and other maritime resources and services.	5.2.A	Work with the seafood industry to identify additional value-added opportunities and light manufacturing enterprises.	JEDC	JEDC serves on the advisory committee of the statewide Ocean Cluster. Ongoing.
	5.2.B	Increase the amount of commercial fish by-product utilization and simultaneously reduce waste streams.		JEDC continues to advocate for increased emphasis on utilization of Ocean Products, versus the primary focus of managing the stock.
	5.2.C	Work to enhance Juneau's under-developed capacity to provide repair and maintenance services to Juneau large fleet of commercial and recreational vessels, including boat lifting capacity and uplands work areas.	CBI	In 2016, Docks & Harbors relocated the Auke Bay Boatyard (from Statter Harbor to Auke Bay Loading Facility) which increased the capacity to haul boats out from 12 tons to 45 tons. In 2017, Docks & Harbors also invested \$373K in the new Auke Bay Boatyard by providing three new buildings, including a fabricate structure garage. This garage will allow the contract boatyard (Harri Commercial Marine) to work under cover and out of the elements in repairing vessels.

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	5.2.D	Work to increase capacity to move fresh fish out via airfreight. Work with air carriers to provide regular service with guaranteed space for fish.		Docks & Harbors completed a master plan for the uplands associated with Aurora & Harris harbors. The document provides for greatly enhanced marine service facilities (i.e. expanded boatyard and shipwright services). On 10/6/17, Docks & Harbors submitted an application for a TIGER grant to develop marine services capability and capacity at Norway Point. Additionally, PND Engineers has been contracted to determine the viability and cost effectiveness of locating marine service activity at the little rock dump site.
	5.2.E	Assist local processors in increasing utilization of fish. Learn from other countries, such as Iceland, which are near 100 percent utilization.	JEDC	JEDC continues to advocate for increased emphasis on utilization of Ocean Products, versus the primary focus of managing the stock.
Build Juneau's role as a regional arts and culture hub.	5.3.A	Support development of the Aak'w Village District as a focal point for community arts and humanities activity through a cluster of adjacent art and culture related facilities, including a new Performing Arts Center, KTOO and its 360 North Studio, the newly constructed State Library Archives Museum, and the CBJ Convention Center.	JEDC JAHC	The Assembly provided a \$1.5 million grant to SHI
	5.3.B	Support Juneau's development and image as a center for Pacific Northwest Tlingit, Haida, and Tsimshian traditions and art. Build on the powerful presence of the new Walter Sobeloff Center as a research and cultural center. Support the role played by UAS in growing the capacity of Native Alaskan artists by offering a Northwest Coast Native Arts Minor and Occupational Endorsement on the Juneau campus, as well as developing a Tlingit language program.	UAS/JEDC	UAS continues to see opportunities to partner in expanding Northwest Coast arts and indigenous languages. UAS has engaged with SHI on joint funding and is partnering with local schools on funding for arts integration involving NW Coast arts traditions. UAS recently hired a new fulltime faculty member for its Alaska Native Studies/NWC Arts program.
	5.3.C	Become a recognized center/hub for Northwest Coast and other arts by hosting cultural events, festivals, and workshops.	JAHC	Last meeting between JEDC and SHI was in November. Exploring opportunities to highlight this work again at future Innovation Summit.

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	5.3.D.	Build the connection between Juneau’s growing role as a center for NWC arts and Southeast Alaska’s independent visitor market.	TJ	TJ regularly includes SHI and T&H in referring them to media, meeting planners and visitors.
	5.3.D.1	· Consider opportunities to build connections between Juneau’s growing senior population and the arts, in terms of participation in the arts, art production, volunteer activities, etc.		
	5.3.D.2	· Enhance connectivity between Juneau’s art venues and assets, through signage, transportation services, transportation assistance, etc.		CBJ has a wayfinding project underway that will link downtown signage to historical, cultural and artistic aspects of the community.
	5.3.D.3	· Develop a strategic plan for “marketing” Juneau to the arts world. The plan must be based on an understanding of who consumers of our art are (or could be), including outside art dealers and art institutions to Juneau from Outside. Also target non-local artists.	TJ	This is already part of TJ’s strategic plan to encourage meetings and conventions as well as independent travelers for year-round visitation. Part of the strategy will be to encourage all stakeholders to offer packages for out-of-town guests.
Enhance mining’s role in Juneau’s economy.	5.4A	Determine financial feasibility and gold price thresholds required for profitable development and operation the AJ Mine. After that consider if and when it might be in the best interest of the community to develop the mine.	CBJ	The Assembly revised the Land Use Code related to Mining activity on August 13, 2018.
	5.4B	Identify ways the mines can support and grow local business opportunity through their purchase and employment practices (support JEDC’s work in this area).	JEDC	
	5.4.C	Assist in transitioning more of the mining industry’s workforce to become residents (working closely with efforts related to the housing initiative).	JEDC	JEDC has included this in the Choose Juneau marketing plan.
	5.4.D	Identify what other amenities/issues aside from housing, such as child care, should be addressed to induce more mine families to live in Juneau.	JEDC	JEDC completed survey of non-resident workforce, which included some non-resident mine workers
Leverage Juneau’s role as a financial asset hub.	5.5A	Research ways to draw to Juneau more of expertise engaged in managing the \$100 billion in financial assets under State of Alaska control.		
6. Protect and Enhance Juneau's Role as Capital City		Goal: Maintain state government employment and real wages in Juneau and "brand" Juneau as a great Capital City.		
Why Pursue? New and retrained jobs (support Juneau's most important source of employment and income). Wealth creation and foundational development, attract investors and next generation workforce.				
Make Juneau the best possible Capital City.	6.1.A	Conduct annual independent surveys of legislators and staff to identify key issues affecting the quality of their experience and seek input on how to enhance their “Capital experience.”	AC - Alaska Committee	JEDC conducted two surveys this spring: a satisfaction survey of visitors to Juneau departing at the Juneau airport and a satisfaction survey of legislators and staff. JEDC is awaiting an invitation to present the survey finding to the CBJ assembly.

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	6.1.B	Incorporate Capital/Legislature-related needs and priorities into downtown revitalization efforts, especially around housing, parking, and business services, etc.	CBJ	Ongoing.
	6.1.C	People from around the state need access to the Capital. Continue to support efforts that connect Alaskans with their Legislature during the session, including Gavel-to-Gavel and its migration to smartphone and web viewing, the Constituent Airfare program, and other programs. Make Juneau accessible for all means of transportation and communication (such as two-way video communication and 'Closed Caption' and other forms of remote and in-person hearing assistance).	CBJ	Funding included in Assembly FY21 and FY22 budget for Gavel to Gavel coverage.
	6.1.D	Continue to provide financial support to the Alaska Committee. Also consider best uses of Capital Foundation funds to achieve this objective.	CBJ	Funding included in Assembly FY21 and FY22 budget
	6.1.E	Initiate a long-range Capital facility improvement planning process. While construction of a new Capitol building on Telephone Hill may yet be years into the future, it is important to have a coordinated plan for maintaining and enhancing Capital and related state government facilities in Juneau, including Aak'w Village District offices.	CBJ	CBJ continues to work with the capital committee to explore ways to coordinate and expand the capital complex. Discussions on CBJ acquisition of Telephone Hill are under way.
Enhance Juneau's capacity to provide the labor force	6.2.A	Develop a profile of state workers in Juneau by age and job classification. Identify areas where retiring workers are likely to leave the largest skill/education/experience gap. Consider broadening this exercise to include federal government.	CBJ/JEDC	Ongoing. JEDC annually monitors workforce trends at the federal and state level.
	6.2.B	Prepare a state government workforce development plan to fill anticipated gaps left by retiring workers. Coordinate this plan with the Housing Development and Next Generation Workforce initiative in this plan.	CBJ/JEDC	
	6.2.C	Monitor and support efforts to make state government wages and benefits attractive and competitive.	JEDC	
Maintain an on-going program to track state job transfers and new position creation.	6.3.A	With the assistance of the Alaska Department of Administration, Division of Personnel, track movement of state jobs out of and into Juneau.	JEDC	JEDC annually produces an Indicator report for Juneau, including monitoring State jobs.
	6.3.B	With the assistance of the Alaska Department of Administration, Division of Personnel, track new state job formation needs across Alaska and identify opportunities for location-neutral jobs based in Juneau.	JEDC	Partnering with State of Alaska, Division of Personnel to create Juneau specific reports when they develop the FY18 state Workforce Profile.
	6.3.C	Closely monitor and engage in decisions about where commissioners live, as jobs often follow the commissioner. Apply political pressure where possible to keep commissioners based in Juneau.	CBJ	CBJ participates in these conversations as needed.
Brand and market Juneau as a desirable place to live, work, raise a family, recreate, and start a business.	6.4.A	Enhance and coordinate current Juneau branding efforts by JT, JEDC ("Choose Juneau"), JAHC, Juneau Chamber of Commerce, UAS and others to develop an overarching highly web-visible brand for the community. Focus brand on Juneau as Alaska's Capital, a Center for Science and Research, a vibrant arts and culture destination, and a place with diverse recreational assets and opportunities.	JT, JEDC, JAHC, Chamber of Commerce	JEDC created video marketing assets that highlight Juneau as a place for arts, culture, and recreation. JEDC revamped the previous website and recently launched the new Choose Juneau site. JEDC also put together a marketing plan
	6.4.B	Lead or participate in branding effort to create a regional identity, with focus on the arts, fisheries, and other regional strengths/assets.	JEDC TJ	

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7. Revitalize Downtown		Goal: Revitalize Downtown, building the link between economic vitality and livable, mixed-use neighborhoods.		
Why Pursue? New jobs and businesses, leverages other investment, generate CBJ revenue, existing support by CBJ and business owners.				
Develop and implement a CBJ downtown improvement strategy.	7.1.A	Begin downtown neighborhood and business plan process by August 2015. Include a funding commitment, identification of project partners, and project scope. Take into account Aak'w Village District planning and the waterfront in the plan.	DBA - Downtown Business Association	CBJ Assembly has supported funding for the DBA. Juneau was recognized as a "Main Street America" community. The DBA continues efforts to enhance downtown viability.
	7.1.B	Assign a staff member in the CBJ community development department to oversee downtown planning and improvement and to act as a liaison between the downtown neighborhood and city government. This position will also work with JEDC in their downtown revitalization efforts.	CBJ/ JEDC	Work has begun on the downtown area plan. Expected completion is Spring of 2021.
	7.1.C	Identify and apply for grant funding to supplement downtown planning.	JEDC	DBA membership has increased, as well as the number of fundraising events they host, resulting in increased revenues and events downtown and increased support to members.
Establish and maintain a safe, clean, attractive city center.	7.2.A	Establish a dedicated, funded, entity to oversee downtown improvements. This entity may be housed solely within CBJ, within an existing organization, such as JEDC or the DBA, or may be a newly created organization, such as a Local Improvement District (LID) or Business Improvement District (BID). Depending on the selected structure, it may make sense to incorporate a Main Street program structure. Whichever entity is established will facilitate completion of other actions within this objective. This entity will, among many tasks, track downtown statistics, develop strategies to address downtown issues, market and promote downtown, and advocate for development and improvement strategies that strengthen downtown as Juneau’s city center.	JEDC	The JEDC continues to help the DBA work on the three main strategies outlined in 2017 [Foster an attractive, safe and clean environment that attracts people downtown; Improve access to, from, and within downtown, Make downtown a family-friendly destination year-round.]
	7.2.B	Consider instituting a free outdoor Wi-Fi zone in the downtown commercial core. Such a service is attractive for both tourists and legislative visitors, will help disperse summer crowding on sidewalks around Wi-Fi access points, and supports contemporary business internet use patterns.		Free Wi-Fi is now available in Marine Park during the tourist season.
	7.2.C	Establish a CBJ facade improvement loan program to stimulate investment in downtown properties.	JEDC	Loan program deemed not needed.
	7.2.D	Activate vacant storefronts and blank walls.	JEDC	DBA/JEDC/AEYC partnered again on the Winter Windows project with children's art.

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	7.2.E	Actively and aggressively address behavioral issues downtown through enforcement, coordination with social service organizations for behavioral health response, and explorations of homeless shelter models that include support for the chemically-dependent population (such as housing first concepts).	CBJ	CBJ has been actively working this issue. The Assembly provided financial support to a second phase of Housing First. CBJ hired a Homelessness and Housing Coordinator with grant funding from the Alaska Mental Health Trust. In addition, the Assembly provided additional financial support to the Juneau Community Foundation to engage in coordinated planning for mental health and addiction issues. JPD continues to closely monitor the downtown core, intervening when necessary.
	7.2.F	Arrange for winter snow and ice removal from sidewalks with downtown property owners.	Property Owners	The DBA will work with CBJ Streets to inform DBA property owners at the DBA Annual meeting of their snow removal responsibilities.
Establish a diverse mix of housing units in downtown Juneau’s commercial core, with an emphasis on housing in existing infrastructure. See Housing Initiative.	7.3.A	Establish a diverse mix of housing units in downtown Juneau's commercial core, with an emphasis on housing in existing infrastructure.	CBJ	Downtown Housing is being reviewed as part of the Blueprint Downtown planning process.
Manage downtown transportation to ensure circulation that enhances business activity and accommodates residents.	7.4.A	Establish a new downtown parking management system and continue collecting parking data downtown.	CBJ	Public Safety Building was demolished and the site is being used for surface parking. In addition, CBJ has leased a Subport lot and subleased the space to the State for workforce parking. There are ongoing discussions about the potential expansion of the north SOB parking garage.
	7.4.B	Continue transit service in downtown that allows access to the core commercial district.	CBJ	The DBA promotes the free downtown route that Capital Transit offers.
8. Promote Housing Affordability and Availability		Goal: Break down the housing barriers that are dampening economic growth.		
Why Pursue? Foundational. Lack of "starter" or affordable housing is a critical economic barrier holding back progress on other initiatives.				
Complete a housing action plan, followed by action.	8.1.A	Establish goals and specific targets for types of housing and in specific locations (use current housing supply and demand and current and projected demographics).		Please see packet materials for a Housing Plan update
	8.1.B	Prepare an up-to-date inventory of current housing programs, vacancy rates, and financing.		
	8.1.C	Review and analyze reasons behind Juneau’s housing shortage.		
	8.1.D	Systematically identify and evaluate tried and true and newer tools to address housing gaps.		
	8.1.D.1	Discuss and vet options to identify tools that will be most effective and acceptable to the CBJ to fill gaps. Discuss and vet with elected officials, public and stakeholders.		
	8.1.D.2	Identify our housing 'strategic interventions', sources of funding, and list who-what-when and how.		
	8.1.D.3	Poise the CBJ for success by soliciting "champions" committed to leading the effort.		
	8.1.D.4	Identify metrics to measure progress.		
	8.1.D.5	Identify who will collect data and identify periodic assessment of progress.		

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	8.1.E	Formally Adopt The Housing Action Plan	CBJ	Complete: Housing action plan was adopted.
	8.1.E.1	<i>Juneau Affordable Housing Fund</i>	CBJ	The CBJ Assembly identified additional funding through 1% temporary sales tax revenues to increase the amount of funding in the Juneau Affordable Housing Fund.
	8.1.E.2	<i>Create and Fully Fund and Support a Full-time Housing Director</i>	CBJ	Complete: CBJ Housing Officer was created and filled in FY16.
	8.1.E.3	<i>Create additional housing units through new construction and preservation</i>	CBJ	CBJ completed development of the first phase of the Pederson Hill project. Lots are available for sale.
	8.1.E.4	<i>Preserve Existing Affordable Housing</i>	CBJ	
	8.1.E.5	<i>Develop Policies for CBJ Owned Land and Assets</i>	CBJ	The CBJ Lands Management Plan was revised and adopted. The plan creates a blueprint for identifying disposable lands.
	8.1.E.6	<i>Amend Zoning Code to Promote Housing</i>	CBJ	
	8.1.E.7	<i>Develop Neighborhood Plans</i>	CBJ	CDD staff are currently working on the Downtown Blueprint. Other area plans have been identified.
	8.1.E.8	<i>Develop Downtown Strategy</i>	CBJ	Will be addressed in the Downtown Blueprint planning process.
Provide Assembly leadership and JEDC and CBJ staff time and support to develop assisted living facilities in Juneau.	8.2.A	Provide active CBJ leadership and support for facility development.	CBJ/JEDC	CBJ Assembly purchased land in the Vintage Park area for the development of Senior Assisted Living housing. An RFP was awarded to a developer who is in the design phase of the project.
	8.2.B	Support efforts to market the Senior Housing Services study results and attract assisted living developers to Juneau.	CBJ	
	8.2.C	Assign CBJ staff to usher assisted living facility project(s) through review and approval processes.	CBJ	Chief Housing Officer is assigned.
Determine why the non-resident workforce is not living in Juneau and identify a subset of causes that are housing-related. Develop a plan to address this issue.	8.3.A	Target 1-3 sectors and interview respective employers, business owners, and employees to identify factors causing employees to choose to live outside Juneau.	JEDC	JEDC completed survey of non-resident workforce, which included some non-resident mine workers
	8.3.B	Discuss results with builders, the affordable housing commission, Assembly, and others as appropriate to determine which (if any) issues identified merit CBJ action.		
Understand housing needs for the homeless, low-income, and special needs populations.	8.4.A	Include these types of housing in the Housing Action Plan.		
	8.4.B	Support the development of Housing First for the known gap and most expensive users of public resources.	CBJ & community partners	The CBJ Assembly provided funding for the next phase of Housing First. The facility expansion is completed and new residents are in the process of moving in.
	8.4.C	Encourage local government (Juneau Affordable Housing Fund, Community Development Block Grant, etc.) and community resources (local donations, Juneau Community Foundation) to contribute to development of housing for the homeless, low-income, and special needs populations.		

MEMORANDUM



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Date: January 11, 2021

TO: Maria Gladziszewski, Chair of the Assembly Lands Committee

FROM: Scott Ciambor, Chief Housing Officer 

Re: Housing Action Plan Update

Dear Lands Committee:

The CBJ Housing Action Plan was adopted by resolution on December 9, 2016.

The Housing Action Plan includes 66 strategies and lists an overall goal of developing 1,980 newly constructed units for all housing types by the 30-year mark. (2017-2047)

The Housing Action Plan and all previous updates [can be found on the CBJ Housing Programs webpage.](#)

January 11, 2020 Housing Action Plan Update

The Housing Action Plan includes nine sections. The attached memo reports on progress in each of these sections, and includes a box that summarizes other suggested actions from the Housing Action Plan.

Housing Data

Recently released housing data is included below.

Housing Production: CDD New dwelling Units

CDD New Dwelling Units Permitted	2017	2018	2019	2020
Single Family*	41	44	46	36
Multi-Family**	36	18	125	9
Accessory Apartments	11	15	15	17
Subtotal	88	77	186	62
Manufactured Home (RV's), and Caretaker Units	2	5	2	6
Gross Total	90	82	188	68
Dwelling Units Demolished	4	4	4	10
Net Total	86	78	184	58

*Single Family includes attached homes (townhomes).

**Multi-Family includes duplex, tri-plex, four-plex, condo, and apartment dwelling.

Rental Market Data

[Alaska Department of Labor August 2020 Trends Report](#): Rental Market Survey Results
Every March DOL surveys the state rental market with results published in the summer.

Some key figures for Juneau include:

- a) lowest vacancy rates in the survey at 4.4%; and
- b) 3rd highest average total rents in the state at \$1257.

Last year DOL began publishing data on apartments and single-family homes by number of bedrooms. These details are located on page 8-9 of the Trends report.

[National Low-Income Housing Coalition Out of Reach](#): The annual *Out of Reach* report was released in June. This report utilizes census data to help assess affordability as well as to gauge annual income needed and hours needed to work to afford rental housing in Juneau. The report shows slightly higher rental rates for Juneau than the DOL survey and notes that for minimum wage earners, an affordable rental rate in Juneau would be \$530 – much, much lower than current rental rates.

CBJ Housing Action Plan Update

January 11, 2021

The CBJ Housing Action Plan was adopted by resolution on December 9, 2016.

The Housing Action Plan includes 66 strategies that fall into 9 categories and lists an overall goal of developing 1,980 newly constructed units for all housing types by the 30-year mark.

1. Adopt the Housing Action Plan

CBJ Housing Action Plan adopted by resolution on December 19, 2016. Housing Action Plan details and a January 2019 2-year update and an October 2019 update can be found on the [CBJ Housing Programs page](#).

Additional Strategies to Consider:

- Public Meetings on the Plan
- Updates to the Plan
- Regular reporting to the Assembly on the progress towards the goals in the Plan

2. Prioritize the Juneau Affordable Housing Fund

Juneau Affordable Housing Fund: *Roughly ninety-five (95%) percent of the work necessary to establish an annual local housing fund competition has been completed.*

Fund Balance

2018: \$2,000,000 from Proposition 1: [Authorization to Extend the Temporary 1% Areawide Sales Tax Effective October 1, 2018, for a Period of Five Years](#). (Affordable Housing Fund 2018-2023: \$400,000/year)

FY21 Fund balance is \$1,413,000. Increase to \$1,717,000 at beginning of FY21. See following memo and meeting minutes:

- 10-22-2018 Committee of the Whole [Juneau Affordable Housing Fund Update](#);
- 03-02-2020 Committee of the Whole, [Affordable Housing Fund Process](#)

Assembly to make final decision on establishing the amount of funding available for Round 1 and the timeline to start a competitive process.

Additional Strategies to Consider:

- Develop criteria and operating plan for the Fund
- Report on metrics for the Fund, including:
 - Resources flowing in and out of the Fund;
 - Number of annual projects;
 - Breakdown of unit tenure and types of projects;
 - Number of additional dollars leveraged by the Fund

CBJ Housing Programs

CBJ Accessory Apartment Grant Incentive Program

The CBJ Accessory Apartment Grant Incentive Program incentive program provides \$6000 in grant funding for homeowners that add an accessory apartment to their home. A pilot program of 16 grants (\$96,000) began in 2016. The program was extended for an additional five years, FY18-FY22 (\$96,000 per year). Funding taken from the Juneau Affordable Housing Fund.

Note: Due to COVID-19, the deadline was extended for FY 20 applications. (5)

Total grants awarded = 25 (\$150K)

FY16 Pilot Program: 12

FY18: 4

FY19: 9

FY20: 3

FY21: 1

Total grants not awarded due to expiration = 6

FY 16 Pilot Program: 3

FY18: 2

FY19: 1

FY20: 0

FY21: 0

Total grants still in process = 3

FY 20: 5

FY 21: 3

CBJ Mobile Home Loan Down Payment Assistance Program

CBJ has partnered with True North Federal Credit Union to create a program that provides low interest loans to qualified residents for up to 50% of the down payment. The program started in 2017. On average, four loans per year have been awarded. \$100,000 from the Juneau Affordable Housing Fund has been set aside for the program.

- 2017-current totals: 13 loans funded (\$79,315), repayments received (\$27,062).
- FY2020 = \$56,277 available for down payment assistance. Loans available at 1% up to \$10,000.

3. Hire Chief Housing Officer

CBJ Housing Program in Manager's Office

- Program oversight of Mobile Home Loan Program, Accessory Apartment Incentive Grant. Major projects: Housing Action Plan implementation, Upstairs Downtown Story Map, Juneau Affordable Housing Fund, Senior Housing Assisted Living Bid Process and Public-Private Partnership, Tax Abatement, Emergency Cold Weather Shelter Program, Housing and Homeless Services Coordinator Grant and Activities.
- Homeless Services Programs: Implementation of local coordinated entry, resource for development of new housing/services program (CCTHITA re-entry, Family Promise rapid re-housing, Glory Hall workgroup), and Emergency Operations Command: Homeless Taskforce, Quarantine and Isolation Activities.

Additional Strategies to Consider:

- Draft Project list, reporting mechanism, and benchmarks
- Develop community housing website with updates
- Appoint staff through CBJ departments to liaise with Housing Director
- Conduct needs assessment updates to verify and track vacancy rates, home prices, property tax base, new investment, Housing Fund progress.

4. Create Housing for Workforce, Seniors, and Young Families

Senior Housing

Vintage Park Business Senior Assisted Living Project

- Land Purchase: CBJ closed on Vintage Park property on August 22, 2020.
- Tax Abatement for Assisted Living: passed *Ordinance 2019-23 Incentivize the Development of Senior Assisted Living Housing by Providing a Property Tax Abatement Program*.
 - 12-year tax abatement for assisted living projects over 15 new units. (in excess of 2.65 mills)
- Sealed Competitive Bid Packet Developed: Bid form, proposals, and completion completed. Award: Torrey Pines Development

Workforce & Young Families Housing: see *CDD Dwelling Units* permits data.

Create Incentives for Housing Development: tax abatement for senior housing implemented, Housing Fund and tax abatement for housing, downtown housing discussed.

Make land available for projects: see *section 6*.

Additional Strategies to Consider:

Workforce

- Develop targets for workforce housing;
- Address Employer Assisted Housing Needs
 - Feedback from employers; annual survey
 - Determine units use in-season; off-season;
 - Determine housing needs of seasonal workers;
 - Develop an inventory of business owned/seasonal use housing.
- Create a tax abatement program to encourage workforce housing development;
- Evaluate the use of Tax Increment Financing districts;
- Investigate time-share or related tourist housing opportunities;
- Evaluate the potential to replace obsolete mobile homes, install manufactured homes;
- Create list of possible participation from outside developers and funders.

Seniors

- Develop targets for senior housing;
- Consider CBJ private financing, tax abatement, use of CBJ land substantial projects;
- Ensure assisted living projects are linked to off-site affordable housing for increase in staff;
- Coordinate support/training for licensing and operating assisted living;

Homeowner Opportunities for Young Adults and Families

- Consider tax abatement for first-time homebuyers;
- Consider CBJ private financing, CBJ land, housing fund, and Tax Increment financing
- Address Transit Oriented Demand
- Develop homeownership and preservation tools, like down payment assistance.

5. Preserve Existing Affordable Housing

- **Hired Code Enforcement Officer, 2017**
- **Chronic Property Nuisance Ordinance Status:** Ordinance 36.70 adopted in February 2020.

Additional Strategies to Consider:

- Create CBJ requirement that all rental property is registered, subject to periodic inspection, and create a provision where owners passing inspections are eligible for property upgrade funding assistance;
- Establish prohibitive finds for code enforcement violations;
- Develop and implement a blighted property ordinance;
- Consider acquisition of problem properties, properties downtown to implement housing;
- Use housing fund to expand loan programs to help residents repair single-family homes, mobile homes, and manufactured housing.
- Use housing fund to support energy efficiency upgrades to existing affordable housing properties.

6. Develop Policies for CBJ Owned Land and Assets

Adopted Land Management Plan & Implementation Strategy for the Plan in 2016. Implementation strategies included an emphasis on disposal for housing development.

- Renninger Subdivision: Four lots sold. Two lots available for sale for multi-family housing development.
- Pederson Hill Subdivision: Bid period now open for Pederson Hill Subdivision land sale. (18 lots in first phase, 16 lots sold)
 - Phase 1B: Expect to go to contract in the next 18 months.
- Lena Subdivision: Concluded, no more lots available as of the last few months.
- Vintage Park Property for Senior Housing: CBJ purchase and sale of property for senior assisted living. Sale completed August 2020.
- 2nd and Franklin: No activity. Eagle Rock Ventures indicated interest in the future if incentives available. (parking reduction, tax abatement, grant)

Additional Strategies to Consider:

- Ensure any CBJ-owned land slated for development is zoned least restrictive/highest density use;
- Adopt criteria for determining appropriate use of developable publicly owned land;
- Designate a minimum of 20% of Pederson Hill lots for affordable housing (50% AMI) or community land trust disposal;
- Consider land banking concept with Army Corps;
- Create a Problem Building Acquisition and Redevelopment Plan;
- Identify properties to dispose for workforce/senior housing.

7. Amend Zoning Code to Promote Housing

- **Alternative Development Overlay District (ADOD)** Douglas & Downtown – Supports infill development in old neighborhoods. *Status:* Temporary ADOD sunsets for Downtown August 1, 2021 and Douglas at December 31, 2021.
- **Alternative Residential Subdivisions Status:** Adopted 2018
- **Non-Conforming Ordinance** - Allows existing properties to access conventional financing. *Status:* Adopted April 2020. 99 non-conforming certifications since April.

- **Shared Access/Panhandles** – Allows infill development *Status:* Shared Access adopted in 2017, updated May 2020. Panhandles adopted in 2017.
- **Accessory Apartment Code Update:** *Status:* Currently at Planning Commission/Committee of the Whole
- **Downtown Parking and Parking Waiver Borough-wide:** *Status:* Title 49 Committee

Additional Strategies to Consider:

- Develop inclusionary housing ordinance and bonus points for workforce and senior housing;
- Streamline/fast-track infill housing permitting;
- Evaluate policies that require clear cost recovery before CBJ will pay for infrastructure;
- Evaluate policies that stipulate that CBJ does not spend money on infrastructure for new development if those projects do not address community workforce or senior housing needs;
- Use local improvement district financing for new roads and utility services so developers need not front total cost of infrastructure;
- Make infrastructure development automatically increase zoning density

8. Develop Neighborhood Plans

- **Blueprint Downtown Strategy.** *Status:* Final draft under review by steering committee.
- **Auke Bay Neighborhood Plan and associated zoning.** *Status:* Area plan adopted by Assembly 2015. Zoning has been through public process and is currently under review by the Planning Commission.
- **Lemon Creek Neighborhood Plan Status:** *Status:* Adopted by Assembly into the Comprehensive Plan by Assembly 2017.
- **West Juneau and South Douglas Area Plan:** *Status:* Kicked off December 2020, underway.

Additional Strategies to Consider:

- Identify additional areas for detailed neighborhood plans
- Invite neighborhood organizations, developers, funders, to participate in plan and potential projects
- Encourage mixed-use housing
- Solicit feedback on barriers to development
- Consider tax Increment financing

9. Develop Downtown Strategy

- [Upstairs Downtown Housing Inventory Story Map](#): GIS mapping project completed November 2019.
- **Blueprint Downtown Strategy.** *Status:* Final draft under review by steering committee.

Additional Strategies to Consider:

- Identify 5 to 10 areas for detailed plans
- Invite neighborhood organizations/associations and developers to discuss potential projects;
- Meet with property owners to discover current development plans; real or perceived obstacles;
- Develop housing and preservation targets;
- Consider tax abatement or Tax Increment Financing funding methods.