

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

October 28, 2019, 6:30 PM.

Assembly Chambers - Municipal Building

COW meeting to begin immediately after adjournment of Special Assembly meeting.

AGENDA

- I. ROLL CALL**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES**
 - A. July 8, 2019 Draft Committee of the Whole Minutes**
 - B. July 15, 2019 Draft Committee of the Whole Minutes**
- IV. AGENDA TOPICS**
 - A. Child Care Committee Update**
 - B. Juneau Economic Plan (JEP) Update**
 - C. Housing Action Plan Update**
- V. ADJOURNMENT**

ADA accommodations available upon request: Please contact the Clerk's office 72 hours prior to any meeting so arrangements can be made to have a sign language interpreter present or an audiotape containing the Assembly's agenda made available. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.org

DRAFT

**CITY AND BOROUGH OF JUNEAU
ASSEMBLY COMMITTEE OF THE WHOLE
July 8, 2019, 6:00 PM.
Assembly Chambers – Municipal Building**

MINUTES

I. ROLL CALL

Deputy Mayor Maria Gladziszewski called the meeting to order at 6:00 p.m. in the Assembly Chambers.

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

Assemblymembers Absent: None.

Staff present: City Attorney Robert Palmer, Deputy Manager Mila Cosgrove, Municipal Clerk Beth McEwen, Fire Chief Rich Etheridge, Finance Director Bob Bartholomew, Lands Manager Greg Chaney, Deputy Lands Manager Dan Bleidorn, Housing/Homelessness Coordinator Irene Gallion, Library Director Robert Barr, Engineering/Public Works Director Mike Vigue.

II. APPROVAL OF AGENDA

Ms. Becker asked to add a presentation to the Mayor to the agenda. Ms. Gladziszewski assigned that item to the agenda following approval of the minutes.

III. APPROVAL OF MINUTES

A. Assembly Committee of the Whole DRAFT Minutes, April 29, 2019

MOTION by Ms. Becker to approve the minutes with corrections. *Hearing no objection, the minutes of the April 29, 2019 Assembly Committee of the Whole meeting were approved as corrected by unanimous consent.*

Ms. Becker then presented a plaque to Mayor Weldon from the Viking Orion upon its inaugural voyage to Juneau.

IV. AGENDA TOPICS

A. Centennial Hall & New JACC Discussion

Ms. Hale reported that they held a number of Public Works and Facilities Committee (PWFC) meetings to discuss the new JACC project. Historically, there had been a lot of work done on the new JACC but there had not been a lot of work done looking at Centennial Hall. Early in the year, MRV Architects was contracted to do a rapid project to provide an analysis and provide options for improvements to Centennial Hall. She said that Mr. Paul Voelckers from MRV was present and ready to give the COW an update on their findings and in the audience were Bruce Botelho and Susan Bell who would be available for questions about the new JACC if committee members had questions. Ms. Hale noted that the PWFC did not provide specific recommendations as they sought input from COW members but that she was willing to put

forward motions for action by the committee once they had a chance to receive the information from Mr. Voelckers and discuss the matter.

Mr. Voelckers gave a brief overview of the project and the public meetings held meetings with the steering committee made up of Juneau Arts Humanities Council members, JACC management and stakeholders. They also conducted an online poll with approximately 130-170 responses. MRV prepared a series of four conceptual options. The options ranged from major new spaces, and other options to remodel with just a few tweaks. In working with Dawson Construction and McDowell Group, they put together an overview cost estimate/shopping list for the Assembly to review and to be able to make their decisions upon. The PWFC asked them to reorder the list in a ranking priority order and this list is only two days old so the PWFC did not have the time to review and discuss the priority order. Mr. Voelckers said they did separate the building issues from the macro site issues when they prepared the options and the priority list. He also clarified that they put ordered the list in such a way that the items closer to the beginning of the list would provide for a phased approach such that the order they appear in the list is a logical progression of the order the work could be accomplished.

Assemblymembers posed a variety of questions of Mr. Voelckers and discussed the Centennial Hall project in depth. They also discussed the timing issues, the conceptual options and which options they may wish to consider. Ms. Gladziszewski asked if any of the members wished to have Mr. Botelho or Ms. Bell come before the committee to answer questions. None of the members indicated a wish for that but Ms. Triem did request to ask questions of Travel Juneau Executive Director Liz Perry.

Ms. Triem asked Ms. Perry to explain how Travel Juneau would market Centennial Hall through the construction phase. Ms. Perry explained that Travel Juneau market Centennial Hall during construction phases so that groups could use the facility as soon as it was approved for occupancy.

The committee then discussed a variety of options for the ties between the new JACC and Centennial Hall and how the breakout rooms might be shared between the two facilities. Committee members asked Ms. Perry for her input on the proposed plans as well as the priority list. Ms. Perry said that they were in general agreement with the priority list but they also would appreciate an opportunity to look at the proposals in greater depth.

Ms. Gladziszewski asked the committee how it wished to proceed with the two project plans, the ballot options and the direction they wanted to take going forward.

Mr. Jones said he appreciated the work done so far but he encouraged the Assembly to step back and look at the bigger picture to ask the policy questions and also how that might fit into the overall financial feasibility. He suggested they come up with a total dollar amount and see how the two projects might work with that amount to come up with a compromise as to the actual outcome of the two projects. He distributed a proposal to raise the Hotel-Motel Bed Tax to 12% and at the same time, exempt those businesses who currently charge bed tax from the CBJ sales tax. This proposal would raise approximately \$1.2 million per year. That would give a revenue stream to financial planners so they can decide how much, if any, they wish to fund bonds for Centennial Hall. He said this amount plus .1 mils would be able to fund bonds for \$12-15 million to go towards Centennial Hall. He said that there is already \$4.5 million in sales tax that was already scheduled for Centennial Hall that could be moved to the New JACC. He said that they could then suggest they might want to consider, if the financial projections from

Finance staff are a basis, that there might be \$3.5-4.5 million in sales taxes over the next three to four years that would be unallocated and that could be added to the joint projects. His said that if the Assembly were to consider the policy around that as a complete package, that would allow them to leverage the economic driver that the arts adds to the local economy. It would also allow them to limit the amount of debt that property owners would be burdened with while still providing for great facilities for the community.

Ms. Gladziszewski noted that she realizes that there will likely be various proposals coming forward for the items to be placed on the ballot and she asked what the timing of meetings would be in order to pass ordinances to place questions on the ballots.

Members then proceeded to discuss intricacies of funding options related to bonding, bed tax funds and sales tax funds as well as the ownership of the buildings by CBJ vs. the management agreements in place with JAHC for the management of those buildings.

Ms. Hughes-Skandijs asked about the constraints of reallocating funds from one project to another and also how ballot proposals might best be put before the voters.

Ms. Gladziszewski explained that the ballot language always expresses "Assembly intent" but for her, if they were to decide to redirect funds from a previous ballot question to another project, she would want to go back to the voters to get their approval for that kind of change. She asked Mr. Palmer to provide the legal process for the ballot questions.

Mr. Palmer explained that there are three components to the question.

- 1) The ballot language when sales tax questions are put before the voters includes the fact that it is the "intent" of the Assembly to use these funds for these projects and that keeps these funds from being "dedicated funds." It is a moral promise to the voters.
- 2) The Assembly has the authority currently to exempt the hotel bed tax from sales tax, however, the Charter prohibits any increase to a tax without voter approval.
- 3) He said that currently, the overall effective rate of the bed tax is that it is 12% but that is based on a 7% bed tax on top of the regular sales tax of 5% so to change that so the bed tax is 12% for just the bed tax would require voter approval.

Ms. Becker asked for clarification about the use of the bed tax funds and how those funds were allowed to be used.

Mr. Palmer explained that the Assembly has the authority to use the bed tax for whatever public purpose it feels is needed. He stated that in the ballot measures, we indicate how we intend to use that tax and it is not a legal promise but rather a moral promise to the voters. He explained that in Mr. Jones' proposal, there is a split of roughly 4/7th of the funds would go to Travel Juneau and 3/7th would go to Centennial Hall. He said that would be in keeping with a very old tradition but the Assembly could change that if they wished to.

Additional discussion took place regarding the historical resolutions and contracts with JCVB (Juneau Convention and Visitors Bureau, now known as Travel Juneau) and Mr. Palmer explained that what staff has been able to find to date was not necessarily by resolution but was in the first contract with JCVB in 1980. There is no contract currently in place with that language. Mr. Jones explained that they looked at three historic resolutions about the bed tax and that none of them reference a 4/7th and 3/7th split. The only reference they could find with that split

historically had been in a memo from former Clerk Patty Ann Polly to the Committee on Committees in 1993.

Mayor Weldon thanked Mr. Jones for coming up with a proposal to suggest ways to fund these projects. Members then began discussing a variety of methods for funding the projects using bed tax, general obligation bonds, and revenue bonds and/or a combination of a variety of those options. Members also raised concerns that the MRV plan proposal is a benchmark that has already been agreed upon and that was not yet agreed upon by the Assembly. Other concerns expressed included looking at the big picture vs. getting into the micromanagement of the actual plan details. The concerns expressed also touched on the need for the Assembly to look even further out at the financial picture of the municipality as a whole and how these projects fit into the needs vs. wants categories especially considering what is going on with the state's budget picture.

Additional discussion took place and an additional Committee of the Whole meeting was scheduled for Monday, July 15 at 5:30p.m. to continue the discussion and look at all possible ballot options and funding mechanisms as well as to what extent ballot questions would be tied together or to be left as separate projects.

B. Pederson Hill Subdivision Update and Lot Sale Method Discussion

Lands Manager Greg Chaney gave a presentation on the Pederson Hill subdivision. It was originally conceived as an 87-lot subdivision but in 2017, they pared it down to make it more manageable and split it into three phases. They are anticipating this first phase will have an ordinance ready for introduction at the next Assembly meeting for the sale of the first lots. They are required to sale the lots at Fair Market Value (FMV) and the minimum values will be determined by appraisal. They are currently awaiting the appraisal of the lots, which is done by a private appraiser and not conducted by the City Assessor. City financing will be available for all the lots. Based on discussions at the Affordable Housing Commission, the Planning Commission and the Assembly Lands Committee, they are proposing the lot sales to be conducted using three different methods as explained in the packet.

- 1) Sealed competitive bids (similar to what they have done in all their most recent land sales).
- 2) Sale a block of six lots together to any developer wishing to bid using the same competitive bid process as option 1 above.
- 3) Sell lots through a lottery process for Fair Market Value amounts.

Any lots not purchased through the above processes, would be available for over the counter purchase.

Mr. Chaney said they are requesting the COW to request an ordinance for introduction at the next regular Assembly meeting for the proposal of selling the Pederson Hill subdivision using these land sale methods.

Mr. Edwardson said he liked the idea of the lottery and asked Mr. Chaney about the block sale to developers and if he had any data from other sales that might indicate how soon those block sale properties might have houses built on them and ready for sale to the public. Mr. Chaney said that their experience with the Lena subdivision was that they only sold the lots individually

but some developers did purchase contiguous properties to allow for the development of those lots in tandem. He suggested they are likely to see approximately one-year lag time from the time of purchase to the time of houses being built on these lots.

Additional discussion took place and Mr. Chaney answered a number of questions from members about the lottery process as well as the timing of the three sale methods. He explained that they would likely do the sale in two stages with the lottery being first and then the sealed bid method.

Mr. Chaney also address questions about shared access and explained that the six lots being sold as a block would have shared driveway access in pairs such that there would be three total driveways coming out to Karl Reishus Blvd.

Mayor Weldon asked how CBJ is recouping the costs of the project. Mr. Chaney explained that with phase 1 they are not anticipating a recoup of the full cost of the project. The access road was the main expense for the full development. He said that they looked at what the city assessor estimated their average lot sales might be. He said when the build it all out, they will likely recoup the costs from the full project but that will not be case with just the phase 1 portion.

MOTION by Mayor Weldon to move this to the Assembly recommending the lot sale strategy as proposed in the memo. *Hearing no objection, the motion carried.*

C. Ordinance 2019-29 An Ordinance Amending the CBJ Code to Allow for the Consumption of Marijuana by Smoking and Edibles in Licensed Marijuana Retail Facilities with an Onsite Consumption Endorsement

Mr. Palmer explained that this ordinance was introduced at the last Assembly meeting, referred it to the COW for additional discussion and set it for public hearing at the next regular Assembly meeting.

Mr. Palmer distributed copies of an excerpt of the codification of SB63 as contained in AS 18.35.301, and specifically addressed sections (d) and (g) which dealt with the allowance of smoking in retail smoking or e-cigarette stores or in private clubs. He explained that these provisions in state law allows for smoking of tobacco but our second hand smoke ordinance in CBJ code currently prohibits those uses.

Mr. Palmer said that if the Assembly wants to explore these, they would also need to make changes to the existing CBJ Code in addition to the ordinance that is before them at this time.

Mr. Edwardson said that these establishments are not similarly situation for the places where people used to smoke. He said that people would go to bars and restaurants and they would only be smoking as a coincidence of their food and entertainment activities. He said that in contrast to that, people would be going to these establishments for the sole purpose of buying and smoking only and he asked if Mr. Palmer had looked into that.

Mr. Palmer explained that he did and we are constrained and limited by state law on this piece. If the Assembly were to allow smoking of marijuana, it could only allow in a manner to be consistent with the state laws. Those are the sideboards if the Assembly wanted to liberalize its smoking ordinance. The challenge is to figure out how to walk the fine line between the intent of the Assembly to allow for onsite marijuana consumption both indoors and outdoors consistent with state law. The balance act is to recognize that marijuana is still illegal under federal law but

that tobacco smoking outdoors is allowed under certain circumstances. Staff have tried to figure out ways thread the needle to minimize litigation risk with our current second hand smoking ordinance while still trying to authorize some type of marijuana consumption. In light of that, the four options available to the Assembly are:

- 1) Change the current ordinance to allow for consumption of edibles only;
- 2) Possibly allow marijuana consumption outdoors only, consistent with state law;
- 3) To amend our existing second hand smoking ordinance to allow tobacco consumption and then also allow for marijuana consumption indoors; or
- 4) Try to differential tobacco smoking from marijuana smoking which is hard to do as demonstrated in the packet materials.

Ms. Gladziszewski noted that there are some marijuana business members in the audience could come and answer if members had any. She asked if any members had questions for staff or members of the audience.

Ms. Triem said that her vision was for them to be able to pass an ordinance that would allow for onsite consumption of marijuana consistent with CBJ Code and State law which would in essence mean they could only consume it outdoors but she did not want to specifically state outdoors only. She asked if that would be possible.

Mr. Palmer explained that it does need to be specific on this one. He explained that state law authorizes marijuana consumption both in a freestanding building and in an outdoor special place at a retail store. He said if the Assembly wants to allow for onsite consumption, they need to be explicit to say that onsite consumption is only allowed in a retail store in an outdoor site in a special place and we need to say that marijuana consumption indoors is prohibited.

Additional discussion took place regarding what legally could be done to limit marijuana and tobacco smoke to comply with state law as well as not to place our second hand smoking ordinance in jeopardy.

Mr. Bryson shared a recent experience he had during a police ride along. They encountered a member of the public who was smoking marijuana products that they had purchased and upon being informed that they could not smoke it in public, they asked where they could go to smoke it. He said the officer responded that they could go up into the woods to smoke it and Mr. Bryson felt that was the worst possible answer our city should be giving. He asked if they could hear from the business members in the audience about their opinions on this ordinance and possible solutions to the issue.

Ms. Gladziszewski invited the business members to come forward to answer questions from the Assembly.

Mr. Jennifer Canfield said she is one of the owners of the Green Elephant, which includes a cultivation and retail facility located at 101 Mill Street off Thane Road. She said she was at the meeting to answer questions but she also shared that people are smoking marijuana everywhere: on the beaches, in the neighborhoods and downtown, in the woods and at this stage they are primarily speaking about providing for legal places for tourists to have on site consumption. She said locals are primarily smoking out in nature, in their own homes or properties but she said that while long term, they may be looking at something for locals similar

to bars but that would be quite a ways into the future. She said the current need is for a safe and legal place for tourists to consume marijuana. She shared that if they limit onsite consumption to just edibles; it is not likely to go anywhere.

Ms. Hale asked if the Assembly did pass an ordinance that were to allow for outdoor onsite consumption, if their business would be able to accommodate that. Ms. Canfield said that they might be the only establishment that could do that. She said there is a possibility that Rainforest could as well but she did not think other businesses could. She then went on to explain the differences between smoking and vaping, which are significantly different.

Ms. Triem asked Mr. Palmer about to clarify if our smoking ordinance treats smoking and vaping the same. Mr. Palmer said that both vaping and smoking are treated the same under our current code.

Ms. Gladziszewski asked if vaping has a byproduct that goes into the air. Ms. Canfield said that there is but that it far less obnoxious than the exhaust from tour buses that go through our tow or the exhaust from the wastewater treatment plant right next to their business.

Mayor Weldon asked how they would protect workers from smoke and from vaping.

Ms. Canfield explained her experience working in bars in Fairbanks and by no means wants to expose any of her employees to smoke. She explained that laws prohibit employees from being in the area where smoking or vaping is happening in marijuana areas.

Additional discussion took place regarding the science related to residue, airflow, and ventilation loops. Ms. Canfield gave an example of the ventilation hood that is used in the glass blowing studio next to their facility and that ventilation system replaces the air in the area every 90 seconds. Mr. Bryson asked if she or Mr. Wilcox has had any experience with onsite consumption in any other locations.

Mr. Benjamin Wilcox is a part owner of Top Hat concentrates. They do not have a retail place at this time but he is hoping they will have a retail place soon. He gave information about a recent trip he took to San Francisco at which they allow onsite consumption. He explained that CBJ followed California laws with respect to the no smoking ordinance. He explained that 20 years later, California has already modeled marijuana use in a manner that he recommends we follow.

Mayor Weldon asked if California allows for both vaping and smoking. Mr. Wilcox said that yes they do allow for it but it is more likely a business choice and the space they have available. Mr. Bryson asked if Mr. Wilcox noticed what type of ventilation system they had in use and what the facility layouts looked like and if there were any areas of separation.

Mr. Wilcox said the only separation was in the waiting room. Once you left the waiting room, it was all one contiguous area. He said there was maybe 8 feet of floor space between the purchase counter and the area. He said the ventilation system may not have been as loud as the glass blowing studio Ms. Canfield mentioned. There was no real aroma or evidence of smoke as he was waiting in line. He did not personally use the space as he used it outside walking around. He said the after effects of vaping is the same as a fog machine. He does sell concentrates and his product is one that is made for discreetness. He then went into detail on the process used in vaping.

Ms. Gladziszewski thanked Mr. Wilcox and Ms. Canfield for coming and answering questions.

Ms. Gladziszewski noted that the ordinance is before the body if they wished to take any action, otherwise, it will be going to the next regular Assembly meeting for action.

Mr. Jones gave information about the regulations adopted by the Marijuana Control Board which gives local governments the option to opt out of onsite consumption. The Assembly has the right to protest any application based on local ordinance. In addition, he has heard a lot about this giving people the right to consume and he pointed out that what was passed in the original initiative under AS17.38.040, says that it is unlawful to consume marijuana in public... and there is a fine of up to \$100 for persons violating that law. He said he understands police officers may not wish to impose those fines and it probably would not collect it. Mr. Jones distributed an amendment to the Order, which would allow for edibles only and no smoking onsite.

MOTION by Mr. Jones to amend Ordinance 2019-29 as follows:

Amendment to Ordinance 2019-29. An amendment to only allow consumption of edibles at a marijuana retail store with an onsite consumption endorsement. Onsite smoking of marijuana would continue to be prohibited.

1. **Delete the proposed addition to Section 3 regarding CBJC 36.60.030(a)(2).** This would return the code back to the existing language. The words in italics were the original proposed additions in Ord 2019-29 when it was introduced:

“36.60.030 Exceptions; areas where smoking is not prohibited.

(a) Unless otherwise prohibited by State or Federal law, smoking is not prohibited in the following places:

...

~~(2) *An establishment licensed under AS 17.38 that is freestanding if the consumption is in accordance with regulations adopted by the Marijuana Control Board created under AS 17.38.080* Reserved;~~

...”

2. **Add the following qualification in Section 4 regarding CBJC 42.20.230(b)(4).** This would clarify only consumption of edibles is allowed. Words in underlining and in brackets are the proposed amendment.

“42.20.230 Consumption of marijuana in a public place prohibited.

(a) Consumption of marijuana in a public place is prohibited.

(b) For purposes of this section:

...

(4) Public place does not mean an establishment licensed under AS 17.38 that is freestanding if the consumption is in accordance with regulations adopted by the Marijuana Control Board created under AS 17.38.080 [and if the consumption is limited to edible marijuana products in quantities not to exceed 10 mg of THC to any one person per day.]

...”

Mr. Edwardson, Ms. Triem, Mr. Bryson and Ms. Hale all expressed their opposition to the amendment.

Ms. Triem said she was ready to amend the ordinance to allow smoking only outdoors and to allow onsite consumption of edibles as well as outdoor smoking.

Mr. Bryson agreed with Ms. Triem's suggestion to allow for an outdoor onsite consumption. Ms. Hale said she also agreed with Ms. Triem's suggestion and that people might be able to get creative with awnings or ways to allow for protect people outside in the rain.

Mr. Edwardson also objected to Mr. Jones' motion, which is unintentionally asking them to take a vote on the ordinance itself at this time because not allowing this consumption somewhat defeats the purpose of having the ordinance before them in the first place.

Ms. Hughes-Skandijs also objected to the motion to amend and agreed with Ms. Triem's compromise.

Roll call vote on Motion to Amend Ordinance 2019-29 by Mr. Jones:

Ayes: Jones, Becker, Weldon

Nays: Bryson, Edwardson, Hale, Triem, Hughes-Skandijs, Gladziszewski

Motion failed 3:6

MOTION by Ms. Triem to amend Ordinance 2019-29 to allow for onsite smoking of marijuana only outdoors and asked that Mr. Palmer draft the appropriate language to allow for edibles and outdoor marijuana smoking.

Mr. Palmer directed the committee to pages 51-54 of the packet which is an excerpt of the state regulations 3AAC 306.370 (c) and 3AAC 306.990(b)(46) relating to outdoor consumption. He suggested that if they do make changes, that they incorporate the language from the state regulation into the ordinance language. Additional discussion took place regarding vaping and smoking differences. Mr. Jones also explained that the current laws allow for vaping of buds but not for concentrates.

Ms. Triem clarified that her amendment is not making any changes to allowing for edible consumption either indoors or outdoors.

Mr. Edwardson said he objected to any changes at this meeting. He wants the ordinance as it was introduced to be brought back to the Assembly at the July 22 meeting. He may be in favor of changes at that meeting but he wants to hear from the public on the ordinance as it was introduced.

Mayor Weldon pointed out the section of the packet on page 1 that talks about the circumstance under which a person could get a contact high.

Mr. Jones said he would not be in attendance at the meeting on July 22 since he will be attending his mother's memorial service and not calling in. He supported Mr. Edwardson's concerns that the amendment be held until the July 22 meeting at which point the Assembly is likely to hear from other members of the public and industry about the ordinance as it was proposed.

Ms. Triem asked how amending it at this meeting or at the meeting on July 22 would be any different; people will still have the opportunity to testify on the ordinance. Ms. Gladziszewski said she agrees but asked the other members for their input. Mr. Edwardson said there is a body of evidence that shows that you are priming people to think differently. He said the original ordinance was proposing legalization of onsite consumption. He would like to hear the public responding to that ordinance in its original form that had been drafted in that way. Ms. Gladziszewski commented that she would like to present to the public what the Assembly feels is the best option and because they are concerned with our own smoking ordinance, she said she feels that the Assembly has an obligation to put forward its best work. If people are coming in support of the original, they will hear that too.

Ms. Becker said that if they want people to testify on the original ordinance, it will not be the original ordinance before them if it is amended at this meeting.

Roll call vote on Ms. Triem's Amendment

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

Nays: Jones, Becker, Edwardson, Weldon

Motion passed 5:4

D. CBJ Staff Report on Impacts from Governor's Vetoes [Handouts provided at the meeting.]

Ms. Cosgrove distributed a memo via red folder. She explained that when they received news of the governor's vetoes, staff began working on trying to determine what the impacts might be and this is staff's best estimates at this time. She said the numbers are still changing. The memo is separated out into three 'buckets.' The first 'bucket' is direct impacts to CBJ funding in FY20, the largest of which is a veto on school bond debt reimbursement. It also contains estimates from BRH and CCFR on Medicaid cuts. Other impacts include OWL/Live homework help Library funding as well as some impacts at the Airport for total impacts in that 'bucket' at \$5.2+ million. She said that she believes the plan is to discuss the school bond debt issue at the Assembly Finance Committee meeting. She has checked with the Finance Director and we do have sufficient cash flow allocated for that purpose that will get us that far so we don't need to make any decisions between now and then but we will need to address it fairly soon after that.

Mayor Weldon asked the Finance Director what increase would be needed in the mill rate to be able to deal with just the \$3.7 million for the school bond debt reimbursement.

Mr. Bob Bartholomew said that if they wanted to recover \$3.7 million for the debt service, it would take 0.75 mills. He said to put that in some perspective; our current debt service mill rate is 1.2% so it is over a 50% increase in that particular component of the mill rate. It would come out to approximately 7% or 8% of your tax bill in one year.

Ms. Cosgrove went onto explain the other impacts as outlined in her memo. The next impacts are indirect impacts which are more impacts on the community such as the veto to the University of Alaska (UofA) being the largest dollar volume. What memo points out is that while funding for UAS remains largely intact, the Juneau campus does house both UAF and UAA staff as well as statewide staff. She said there is also the possibility of economic contraction associated with job loss and work force readiness in the long run and our ability to recruit and retain a workforce out of the state to come in and fill a pipeline we may not be able to fill

ourselves. There are also significant cuts to homeless and housing services. Almost \$1 million impact to our local non-profit organizations providing those services. Mr. Ciambor provided information as shown in Table A to see how those impacts are split across those agencies. There are 321 senior citizens in Juneau that will lose their senior benefits. She did not include dollar estimates because she does not know the break down.

Ms. Cosgrove said there were big impacts to early childhood education and Table B from Joy Lyon has her best guess on potentially 100 more children may lose early learning support. It is uncertain if the \$150,000 that JSD is receiving from the state for the Kinder-Ready program is still there but she has not been able to confirm that information at this time.

She said there would be significant cuts to Behavioral Health Treatment and Recovery Grants, Public Broadcasting and impacts to Gavel-to-Gavel. DEC Air quality monitoring may be compromised to the extent that CBJ may have some difficulty associated with our own air quality monitoring programs. There was additional staffing for legal staff associated with a spike in statewide crime. Staffing for the Public Defender office did not go through. There had been an extra position for the Law Office Assistant, which they have been advocated for some time and that did not go through. There were also cuts to Alaska Legal Services.

Ms. Cosgrove said they heard earlier about the cuts to the State Council on the Arts when they discussed the JACC topic. Other cuts include the Ocean Rangers, Civil Air Patrol, and the State Recorder's office in Juneau will be closing. The closing of the Recorder's office will likely require changes to some of CBJ's ordinances for what our processes look like.

Ms. Cosgrove finished her report by touching on impacts expected in FY21. Those impacts appear to be cuts to the funding to capitalize the community assistance fund is gone as well as forward funding for K-12 education.

She said that is a brief overview of the impacts they are currently seeing and staff will continue to keep the Assembly updated on new developments as they occur.

Members discussed the Ocean Rangers program, which is paid for by passenger fees. They also discussed the focus being on economic impacts but there are much greater impacts on people's lives such as the seniors who are losing their benefits with almost no warning. Members also echoed Mr. Watt's comments that these are not cost cuts but rather cost shifts to local government.

V. EXECUTIVE SESSION

A. Appeal 2019-01: Terraces at Lawson Creek v CBJ Assessor

MOTION by Mr. Jones to go recess into Executive Session to deliberate on a pending appeal matter as a quasi-judicial body. Hearing no objection, they recessed into executive session at 9:22p.m.

VI. ADJOURNMENT

After coming out of executive session, there being no further business to come before the committee, the meeting adjourned at 10:11p.m.

Respectfully submitted,
Beth McEwen, Municipal Clerk

DRAFT

**CITY AND BOROUGH OF JUNEAU
ASSEMBLY COMMITTEE OF THE WHOLE**

July 15, 2019, 6:00 PM
Assembly Chambers – Municipal Building

MINUTES

I. ROLL CALL

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

Assemblymembers Absent: None.

Staff present: City Manager Rorie Watt, City Attorney Robert Palmer, Deputy Manager Mila Cosgrove, Municipal Clerk Beth McEwen, Finance Director Bob Bartholomew, and Engineering/ Public Works Director Mike Vigue.

II. APPROVAL OF AGENDA

The agenda was approved as corrected.

III. APPROVAL OF MINUTES

A. May 20, 2019 Assembly Committee of the Whole Minutes

MOTION by Ms. Becker to approve the minutes with corrections. *Hearing no objection, the minutes were approved as corrected.*

IV. AGENDA TOPICS

A. Centennial Hall & New JACC Discussion Continued from 7/8/2019 COW

Ms. Gladziszewski gave an overview of process before the committee and the calendar before the body to place any items on the ballot for the October 1 election.

Finance Director Bob Bartholomew gave a presentation on the overall finances of the city highlighting the status of the operating budget, the school debt reimbursement program, and the amounts associated with a number of CIP projects and Assembly grants. His presentation included an overview of one time funding sources as well as recurring funding estimates and included graphs outlining the debt service mill levy and property tax revenues.

Mr. Bartholomew then answered questions from Assemblymembers.

Following the financial presentation, Ms. Gladziszewski asked City Attorney Robert Palmer to provide the information on the overarching items that have been discussed so far on the JACC and Centennial Hall projects. Mr. Palmer distributed a memo outlining five legislative options. Any ordinances for ballot propositions would need to be introduced at the July 22 Assembly meeting and set for public hearing at the August 19 meeting unless earlier dates were scheduled to hear the ordinances. Mr. Palmer also gave the following meeting dates and

potential meeting dates to keep in mind as they are deliberating on their actions provided they ensure the required public notice for ordinance action is met.

- July 22 – Regular Assembly meeting at which ordinances would need to be introduced
- July 29 – Assembly Committee of the Whole scheduled
- August 5 – open night
- August 12 – open night
- August 19 – last regular Assembly meeting at which a ballot ordinance can be adopted
- August 20 – potential to hold a Special Assembly meeting if one was needed.

Ms. Gladziszewski noted that they would need to decide upon the title of any ordinance relating to GO bonds needs to determine for introduction at the July 22 meeting. Mayor Weldon said that since the GO bond ordinance would need a dollar figure in its title at the time of introduction, if they could not decide upon a final dollar amount tonight, multiple versions of the ordinance could be introduced on July 22 and they could decide at another COW meeting which one to forward for public hearing and action at the next Assembly meeting.

R. Palmer Memo Options:

OPTION #4. An Ordinance Increasing the Hotel-Motel Room Rental Tax from Seven Percent to Twelve Percent and Calling for an Election on the Question.

OPTION #5. An Ordinance Amending the Sales Tax Code to Exempt Transient Residential Rentals from the general 5% Sales Tax.

Mayor Weldon handed out a proposal that would increase the Hotel Tax to 9%, which is an increase of 2% and keeping the sales tax so the whole tax on the hotel room would go from 12% to 14%. She said she understands this is a hit on the hotel people in town but what this money would do is to take some relief off the mill rate. She noted in the second column that the approximate guess is \$400,000 with an increase in revenue at 2% of the hotel tax over a period of 15 years would provide approximately \$6,000,000, less the debt service amount of \$1,500,000 giving a remainder of \$4,500,000 for the CIP. She then noted that on page 2 of the handout from Bob Bartholomew at the bottom of the page, the "Allocation of 5% increase in Hotel Tax to debt service" would change from \$12,500,000 to \$4,500,000 and the (\$1,000,000) on the recurring funds column would be eliminated. She noted that this proposal would replace Option #4 of City Attorney Palmer's memo and Option #5 would be eliminated.

Ms. Gladziszewski recapped that the effect of that would be to drop Option #5 and amend Option #4 to raise it from 7% to 9%. She said the effect of that would be that whatever the number they pick for Centennial Hall, \$4,500,000 could come from this source and \$X Million they would ask the voters to approve in property taxes.

Mayor Weldon agreed that was her proposal and that she agreed with Mr. Jones that it should be targeted for Centennial Hall in the manner described by Ms. Gladziszewski.

Discussion took place about comparative bed tax percentages across the state and Travel Juneau Executive Director Liz Perry came forward and answered their questions.

Ms. Hale said they have not yet discussed the dollar amounts of what it will take to do the projects for Centennial Hall and JACC and so did not know if a motion was ripe at this time.

MOTION by Mayor Weldon to direct the City Attorney to draft an ordinance to increase the Hotel/Motel bed tax from 7% to 9% and calling for an election on the question to be introduced at the next regular Assembly meeting and have the proceeds directed to a Centennial Hall project specifically.

Mayor Weldon said that while it does not need to be in the body of the language that they can continue to work on this for 15 years.

After some additional discussion, the motion carried without objection.

R. Palmer Memo Options:

OPTION #2. Ordinance Appropriating \$___ as a Grant for the New JACC.

Should the Assembly desire to provide a grant for the New JACC, with or without #1 above (advisory vote), and appropriating ordinance would be needed. If such an ordinance is presented before the advisory vote, then it should have at least the same conditions as those presented to the voters (#1b, above); the Assembly is free to add other conditions (i.e. dependent on GO Bond ordinance passage for CH); and the effective date of the appropriation should be no sooner than the certification date of the election.

MOTION by Mayor Weldon to direct the City Attorney to draft an Ordinance Appropriating in the amount of \$4.5 million for a grant to the new JACC to the July 22 Assembly meeting with the intent to seek an advisory vote on the ballot. (Option #2)

Objection to motion by Alicia Hughes-Skandijs for purposes of asking a question. She asked about the process for bringing forth something to consider both options with a \$4.5 vs. \$7.5Million fill in the blank number.

Mr. Edwardson said he is willing to put forward an amendment to change the number from \$4.5 to \$7.5Million.

Ms. Gladziszewski noted that if the motion on the table is for the \$4.5Million from Option #2 of Mr. Palmer's memo. That would be clear, as described in the memo that the intent is to asking voters if they would agree that we should take previously approved Sales Tax money that had previously been intended for Centennial Hall and move it to the JACC. She said that is the clear source of the \$4.5Million. She said that the question she would have if someone made the motion to change that from \$4.5 Million to \$7.5 is "What is the source of the additional \$3 Million?"

Ms. Hughes-Skandijs asked for further clarification as to process and whether the idea is to forward only one ordinance for introduction with one number or if they could put forth two separate ordinances if they could not not decide upon a number at this meeting.

Ms. Hale asked if the Assembly as a body has the ability to amend the number on July 22 and/or at August 19, after they hear public testimony, to change that number.

Ms. Gladziszewski said we do have that ability for this one but for the GO Bond, they are limited by the title which has to be that number of what they want to move forward.

Mr. Watt said for clarification, they do not have the opportunity to amend the ordinance on July 22 as it will only be up for introduction, they cannot act on it the July 22 meeting but any action,

and amendments would have to take place on August 19 when it was before them for public hearing.

Ms. Hale said that for purposes of this discussion, they do not need two because they can change it later if they want to. Mr. Palmer said for right now, yes, that is correct but it also depends on what they do for other ordinances if there is any overlap in conditioning between the two. An example would be that if there is a desire for a bond ordinance and there is a condition in the bond ordinance that the appropriation for the JACC has to pass, they might need to figure that out. He said he will go with this for the moment but they will need to provide some additional clarity as the night goes on.

Ms. Triem asked for confirmation that they will need to decide a number at this meeting for a GO Bond ordinance. Ms. Gladziszewski said it would be ideal to decide on the number, if they cannot decide on a number, they could introduce two GO Bond ordinances with different numbers. Ms. Triem said that the grant for the JACC could be changed on August 19. Mr. Palmer said that would depend on what they do tonight and what the overall picture looks like.

Ms. Gladziszewski noted there was a motion on the floor for Option #2 with \$4.5 million.

Mr. Jones objected and made an amendment.

AMENDMENT by Mr. Jones to amend the motion so that it reads: "\$7.5 Million which would include \$4.5 Million of sales tax that was approved for Centennial Hall with the additional \$3 Million that would be from yet unrealized sales tax and that the conditions would remain that if the JACC failed to reach their numbers, none of that money would be released.

Additional discussion took place on the subject.

ROLL CALL VOTE on Amendment

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

Nays: Becker, Bryson, Gladziszewski, Weldon

Motion carried 5:4

ROLL CALL VOTE ON MAIN MOTION (OPTION #2 WITH ADVISORY VOTE) AS AMENDED:

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

Nays: Becker, Weldon

Motion as amended carried 7:2

R. Palmer Memo Options:

OPTION #1. Ordinance Providing Grant for the New JACC and Seeking an Advisory Voter

This ordinance is included in the packet. If the COW wants to have this ordinance introduced and set on the October ballot, the COW needs to:

- a) Identify the amount of the grant, and*
- b) Set any grant conditions (i.e. release funds upon Partnership for New JACC receiving x% of project funding, five-year window, etc...)*

MOTION by Mayor Weldon Option #1 with the following conditions:

- a) Identify the amount of the grant @ \$7.5 Million and ask for an advisory vote**

- b) Set the grant condition at the JACC receiving 90% of their project funding,
- c) If Centennial Hall GO bonds passes, and
- d) It needs to be within the five-year window of the 1% Sales Tax project funding schedule.

After discussion took place regarding the collection of the funds by FY24 and it was decided to combine item (d) with item (b) and so the final motion would read:

MOTION by Mayor Weldon to direct the attorney to draft an ordinance providing a grant to the new JACC and seek an advisory vote with the following conditions:

- a) Grant in the amount of \$7.5 Million,
- b) CBJ won't release the funds unless the JACC receives 90% of their project funding by FY24, and
- c) That the Centennial Hall GO bonds passes.

Following the above clarification of the motion, there was no objection and the motion carried by unanimous consent.

R. Palmer Memo Options:

OPTION #3. Ordinance Authorizing \$___ in General Obligation Bonds for Centennial Hall and Calling for a Vote

This ordinance would allow the CBJ to bond for improvements to Centennial Hall upon voter approval. If the COW wants this ordinance introduced, the COW needs to:

- a) Identify the maximum amount of the bonds, and*
- b) Identify the scope of the bonds, which is presumably for, all or some, of the Centennial Hall improvements identified at the COW meeting on July 8, 2019.*

OPTION #3

MOTION by Mr. Jones to request an Ordinance Authorizing \$10M in General Obligation Bonds for Centennial Hall and Calling for a Vote.

This item was discussed at length with members weighing in on their support or opposition to the motion. Mr. Bartholomew and Mr. Palmer provided explanations of the bond ordinance process and that during the 2012 Municipal Election; they did a similar bond ordinance that provided for sales tax contingencies on that same ballot.

Objection by Ms. Hale due to the fact that they have a business case for \$7 Million but not necessarily for the \$10 Million. Ms. Gladziszewski said she would support Ms. Hale's lower number of \$7 Million. Mayor Weldon said she would support both Mr. Jones' motion and Ms. Hale's comments and suggested they forward two separate ordinances to the Assembly to take public testimony and decide upon the final ordinance through the public process.

MOTION (Option #3 replacing the above motion) by Mr. Jones to request an Ordinance Authorizing \$10 Million in General Obligation Bonds for Centennial Hall and Calling for a Vote with \$4.5 Million coming from Hotel Bed Tax funding and \$5.5 Million plus debt service from property tax.

ROLL CALL VOTE ON MR. JONES' MOTION

Ayes: Triem, Jones, Hughes-Skandijs, Edwardson, Bryson, Becker, And Weldon

Nays: Hale, Gladziszewski
Motion carried 7:2

MOTION (Option #3) by Ms. Hale to request an Ordinance Authorizing \$7 Million in General Obligation Bonds for Centennial Hall and Calling for a Vote with \$4.5 Million coming from Hotel Bed Tax funding and \$2.5 Million from property taxes.

Objection was noted.

ROLL CALL VOTE ON MS. HALE'S MOTION

Ayes: Triem, Hughes-Skandijs, Edwardson, Bryson, Weldon, Hale, and Gladziszewski

Nays: Jones, Becker

Motion carried 7:2

B. State Budget Discussion

Discussion took place about making an active statement about the State Budget and the impacts on Juneau as the capital city as well as the state budget impacts in general. It was decided that Mayor Weldon would work with the City Attorney and Manager on crafting a resolution to be considered at the July 17 Special Assembly meeting that can be provided during the testimony at the State Legislature on Thursday, July 18.

V. ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at 8:28pm.

Respectfully submitted,
Beth McEwen, Municipal Clerk

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
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DATE: October 28, 2019

TO: CBJ Assembly
Committee of the Whole

FROM: Mila Cosgrove
Deputy City Manager

SUBJECT: Childcare Committee Update

Charge to Committee

On April 19, 2019, the Assembly Childcare Committee finished its work and reported its findings to the Assembly. Among their recommendations were specific charges to CBJ staff to: determine if there are any CBJ owned facilities that could be repurposed for use as a childcare facility; and to review the Best Starts model and recommend program and policy parameters as well as levels of funding to help build the capacity and quality of childcare in Juneau.

The staff who worked on this report and the associated recommendations include myself, Robert Barr, Library Director, Jorden Nigro, Youth Development and Services Manager, Theresa Winther, Deputy Treasurer, and Dan Bleidorn, Deputy Lands Manager.

Background

At its simplest, childcare is an economic problem. Basic requirements to run an operation include facility costs, personnel costs, and administrative overhead. In a normal system, where demand greatly exceeds supply, the cost of the service would simply increase. However, in this case, there is a natural limit to what parents can afford to pay before it is more affordable for them to stay home or seek other, less expensive care environments. There is an economic gap between what consumers can pay and what it costs to operate the business. We know there is an out migration from Juneau at least partially attributable to a lack of childcare¹.

In an attempt to keep the services as affordable as possible, operators look for ways to control costs which generally results in lower wages. Lower wages result in a fewer number of qualified applicants and greater turnover. Operators cannot build capacity with their staff

¹ Southeast Alaska by the Numbers. (2019, September), p11. Retrieved October 21, 2019, from <http://www.raincoastdata.com/portfolio/southeast-alaska-numbers-2019>.

because training efforts are largely expended on bringing new staff up to speed instead of developing the capabilities of a stable workforce. As a result, quality suffers.

Reduction or elimination of facility costs allows a center to allocate more resources to paying a higher wage. The larger centers in Juneau, Gold Creek Childcare and Discovery both receive facility subsidies from large employers. These centers are known to pay higher wages than those centers that are burdened with paying facility costs. In exchange for the facility cost subsidies, the employer's workforce receives preferential placement in the programs when there are openings. Private home licensed care centers also have a facility offset in the form of utilizing an existing space within the home, which essentially subsidizes or eliminates facility costs.

These funding challenges can be illustrated by examining the cost of providing childcare through four common methods in Juneau. In all of these examples, facility costs are very low (similar to Gold Creek / Discovery), or in the case of homes and group homes, potentially a financial net benefit to the homeowner due to business use tax deductions.

	Childcare Center	Group Home Care	Family Home Care	Kinder Ready
Children Served	37	9.7	6	63
Annual Expenses ²	\$321,300	\$71,700	\$50,300	\$510,000 ³
Annual Expenses per Child	\$8,684	\$7,392	\$8,383	\$8,095
Annual Expenses per Child Hour	\$3.99	\$3.25	\$3.91	\$10.79

The Kinder Ready program has a significantly higher per child per hour cost due to:

- Higher wages - certified teachers run the Kinder Ready classrooms, and
- Fewer operating hours - Kinder Ready runs approximately 9 months per year, 4 days per week, and up to 6.5 hours per day⁴

Capacity Update:

The Assembly provided funds to the Manager's Office for use in this project. Staff contracted with McDowell Group to update what the need for childcare is in the community. There are currently approximately 400 full-time/full-year childcare slots available and another 314 part-

² Data for the Centers, Group Homes, and Family Homes comes from JEDC's February 3, 2009 Working Paper on Childcare. Data for Kinder Ready comes from the School District.

³ From JSD, 3 classrooms at \$170,000 per classroom.

⁴ JSD continues to experiment with different operating hours at different schools to meet family needs. Slight variations exist from location to location.

time/part-year childcare slots available for preschoolers in Juneau. In order to calculate the outstanding need by age group, the McDowell Group converted the available slots into actual hours of care and compared those hours to the projected need based on various data sets⁵.

Age Group	Estimated Number of Children in Need of Care	Children with Need (count)	Children with Need (percent)
Infant	421	313	74%
Toddler	460	218	47%
Preschooler	898	95	11%

There is a clear need for childcare in the infant/toddler population. There is more care available for the preschool population; however, the majority of slots for this population are part-time/part-year slots. Part-time/part-year care works well for some families. For others where a full-time option is not available, it can result in one child occupying more than one slot. The full report is available in at the end of this document.

Not factored into the McDowell Group numbers is the imminent opening of a childcare center run by Tlingit Haida and operated out of the Juneau Christian Center School. Early estimates indicate that the center is being staffed to care for 20 infants, 24 toddlers, and 20 preschoolers. Also not reflected in the report is the recent closure of a childcare center located in the Mendenhall Mall. The net effect not reflected in the report is an overall increase in childcare availability in Juneau of approximately 30 slots.

Facility Options

The Committee was charged with looking at CBJ owned properties and determining if there were any available spaces that could be used for childcare. During the Assembly Childcare Taskforce process, a subcommittee was formed to look at availability in school facilities. CBJ staff followed up with District staff and reached the following conclusions: Any childcare provided within the four walls of a school building should be for the 3-5 year population. Providing childcare within the four walls of a High school or Middle school presented problems unless the childcare area could be physically segregated from the remainder of the school.

After many discussions, it was determined that the least disruptive spaces available were unoccupied / lightly occupied modular classrooms. These spaces are physically separated from the rest of the school facility and could be used for childcare in the 0-3 year range.

All other CBJ owned facilities are currently in use. Our least utilized space that would be appropriate for childcare is Mt. Jumbo Gym. Repurposing this space for childcare would displace several established user groups and place a burden on other indoor recreation space

⁵ Data from DHSS, DEED, AEYC, and McDowell's 2019 Statewide Household ECL Survey for thread.

around the city. Further, the facility needs a significant investment in capital funds in the upcoming years to remain a viable facility for any purpose.

Non CBJ Owned Facility Options

Faith Based Facilities: Many churches and places of worship have provided childcare or allowed their space to be leased by a childcare provider in the past. Some have stated that programs have failed because they were not economically feasible. The buildings and facilities are designed for public use and need little work in order for them to be utilized for childcare. Many are ground floor, have ample parking, are zoned properly and have outdoor space. Bathrooms are sized properly and some have laundry facilities. After many discussions with the faith based community and childcare providers, we have learned that with proper incentives these facilities could provide a substantial number of childcare options. Private childcare providers could lease space from the faith based community and City incentives could help cover the private provider's costs.

Facility Lease: Another option for providing a facility space for childcare would be to lease an existing building or space from the private sector or other government agency. After evaluating the available properties that meet the specifications of a childcare facility, it has been determined that the cost would be between \$1.85 and \$2.10 per square foot per month plus the costs of remodeling the space in order for it to be utilized for childcare. The State's Department of Administration expressed interest in providing childcare and reviewed their plans for future layouts as they consolidate offices in the State Office Building but concluded that there is no available space.

Private Homes: Licensed Home care and Group Home care facilities should also be encouraged. These childcare facilities offer a good alternative for parents and partially solve the problem of facility space.

The Quality Issue

The most recent data indicates that only 37.5%⁶ of children in Juneau meet the kindergarten readiness standard on the first day of school. This has an adverse impact on the educational system.

Quality child care provides the foundation children need to help them be successful as they enter school. Research has shown that quality childcare leads to improved academic outcomes as well social skills. Juneau has an ongoing challenge with children entering school not prepared for kindergarten, giving them a disadvantage from their very first day in the school system that can impact them for years to come. The need to bring these children up to kindergarten readiness also impacts the students who meet the kindergarten readiness standard. According to Thread Alaska, a statewide organization with the mission of *connecting early*

⁶ Alaska Development Profile. (2019). Retrieved October 22, 2019, from <https://education.alaska.gov/assessments/results/results2019>. Kindergarten readiness defined as consistently meeting 11 or more of the 13 goals within the development profile.

care and education to Alaska, when looking for quality childcare, one should consider the following: licensed, safe, healthy, playful, and engaged in the *Learn & Grow* initiative.

Learn & Grow is the State of Alaska's Quality Recognition and Improvement System (QRIS). Essentially, the QRIS provides resources and supports to increase quality programming across childcare centers in Alaska. Included in this are five levels of quality and four quality domains. Within each quality domain are standards and required activities.

Alternatives to consider

Facility Considerations:

1. **Make CBJ owned facilities available for childcare.** Facilities could be leased as is with the cost of improvements born by the tenants or CBJ could make improvements and then lease, cost will vary accordingly. JSD has 3 modulars that could be used. Mt. Jumbo Gym is also a possibility.

Cost: Modulars FDMS: (3024 sq.ft.) \$150,000 -- Capacity: Up to 60 infants or 72 toddlers

Cost: Modulars MRCS: (2,000 sq.ft) \$110,000 -- Capacity: Up to 40 infants or 48 toddlers

Cost: Mt. Jumbo: (3500 sq. ft.) \$750,000 -- Capacity: Up to 60 infants, or 72 toddlers

Note: The cost needs further research to determine short, medium, and long term costs for this purpose. This building has significant maintenance needs.

Economic Considerations:

Note: With the exception of the Best Starts option, cost and capacity modeling are based on the following assumptions: Capacity increase equals one new licensed center (60 children), three new licensed homes (24 children) and one new group home (12 children) per year. Economic modeling for provider stipends and HEARTS model increase proportionally to the capacity increase.

2. **Facility Grants:** Engage the faith community to encourage the use of churches for childcare. Many are set up for that purpose. CBJ could provide facility grants equal to the amount of the facility costs or a limited property tax exemption as an economic development incentive. Grants could be tied to number of children or age of children served as well as the duration of the program.

	FY21	FY22	FY23	FY24	FY25
Cost	\$25,000	\$50,000	\$75,000	\$100,000	\$125,000
# provided	1	2	3	4	5

3. **Property Tax Exemptions:** Provide licensed childcare homes a limited property tax exemption as an economic development incentive. This would help reduce operating costs and possibly be an inducement for unlicensed homes to become licensed. According to AEYC, licensed homes and group homes are an economically sustainable model.

	FY21	FY22	FY23	FY24	FY25
Cost	\$31,531	\$42,154	\$52,936	\$63,880	\$74,989
# of home care providers	13	17	21	25	29

4. **Provider Staff Hour Stipend:** Provide a per staff hour stipend to licensed childcare facilities that operate a minimum of 8 hours per day, 5 days a week, 48 weeks per year, that do not receive substantial federal or state subsidies, and that participate in the Learn and Grow model. Stipends would be based on dollar amount per operational staff hour. An additional per hour stipend could be granted to facilities that reach Level 3 of Learn & Grow.

	FY21	FY22	FY23	FY24	FY25
Cost	\$411,424	\$578,916	\$771,680	\$990,704	\$1,131,988
Children Served	487	587	687	787	887

5. **Best Starts Model:** Use the Best Starts Model with some minor adjustments including no additional support to JSD, Head Start or Tlingit Haida's program that receives direct federal block grant funding. Move the administrative support and quality oversight to AEYC. Note: Financial modeling and number of children served is based on numbers provided by the Best Starts Group. The cost reflected here is just the cost of the per child stipend. Additional costs were included in their model for HEARTS and administrative support. Those costs have been removed.

	FY21	FY22	FY23	FY24	FY25
Cost	\$533,250	\$1,013,900	\$1,567,200	\$1,754,400	\$2,013,000
Children Served	392	498	644	693	748

6. **HEARTS awards.** The HEARTS program is working effectively. Recommend continued use of childcare provider stipends at the same level as is currently in place.

	FY21	FY22	FY23	FY24	FY25
Cost	\$91,000	\$169,000	\$247,000	\$325,000	\$403,000
Additional provider awards	75	100	125	150	175

Administration/Workforce Development:

7. **Provide funding for an early childhood education coach housed at AEYC.** The role of the coach would be to work with childcare center staff on a rotating basis to support and foster a quality, age appropriate, learning environment.

	FY21	FY22	FY23	FY24	FY25
Cost	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413

8. **Provide administrative assistance to AEYC** to assist with payments and program tracking.

	FY21	FY22	FY23	FY24	FY25
Cost	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020

9. **Develop a community training partnerships** with AEYC, SERCC, and JSD to provide training to create a pipeline for childcare workers. This could be a high school training program similar to the ETT or Mining structure and/or CDA academies run through SERCC or the T&H Voc center.

	FY21	FY22	FY23	FY24	FY25
Cost	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

10. **Training Grants:** Provide grants to centers and/or individuals to cover the cost of training hours. A barrier to attending training is the need to take classes after work or lose pay if attending during the work day. If you compensate childcare workers for their hours in training, you will increase the number of people receiving training which in turn, will make them eligible for higher wages and improve quality.

	FY21	FY22	FY23	FY24	FY25
Cost	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

11 **Employer guide.** Develop an employer guide to creating childcare friendly workplaces that include policy recommendations and practical strategies for working with parents of young children.

Cost: Some soft costs in terms of staff time. Could publish electronically.

Recommended Action:

The Assembly should review alternatives and advise staff which options they prefer and direct staff to develop policy, program and budget parameters. Staff should also prepare a list of outcome measures to include capacity, quality, and kindergarten readiness. Measures should be tracked over time to determine effectiveness.

The Assembly should also determine what type of public process is desirable related to funding childcare. The Assembly or staff could hold public meetings, a telephone survey could be conducted, or the public process could occur during the normal budget process.

Date: October 23, 2019

To: Robert Barr, CBJ Assembly Child Care Committee

From: Jim Calvin and Kirsten Shelton, McDowell Group

RE: Demand for Pre-K Child Care Services in the City and Borough of Juneau

We are pleased to present you with the following estimates related to early care and learning (ECL) services in Juneau. In this memo we describe the following components of Juneau's ECL system:

- Demand for ECL services
- Current ECL services use
- Unmet need for ECL services

Estimates for children under 6 years of age are presented as a whole, and for three specific groups within that age range: infant, toddler, and pre-school age. For purposes of this study, the age groups are defined as follows:¹

- Infant: 0 to 18 months of age
- Toddler: over 18 months to 3 years of age
- Pre-school: over 3 years of age to under 6 years of age

Demand for Early Care and Learning Services

An estimated 2,300 children under 6 years of age live in Juneau.² Demand for ECL services for this population is estimated by calculating:

- Number of children who live in households in which all available adults are in the labor force.
- Number of children in households that contain an adult who would join the labor force or work more hours if ECL services were available.

Together, these two figures indicate the number of children in need of ECL services in order for household members to participate (or more fully participate) in the labor force. An estimated 1,780 Juneau children under 6 years of age, or 77% of the population, need care so someone in their household can work. This does not include infants 0 to 3 months of age who often times have parents at home for parental leave. By age group, estimated demand includes:

- **420 infants**
- **460 toddlers**
- **900 preschoolers**

¹ As population estimates by age are not available for the specific age groups in this analysis, Alaska Department of Labor and Workforce Development (ADOLWD) population estimates were used with the assumption that children are evenly distributed by age throughout each age group. This assumption is supported by 2010 Census information that shows an even distribution by age.

² ADOLWD. 2018 estimates.

This demand estimate provides the most reliable means available of understanding need for care, though it does have limitations. Households use ECL services for several reasons: 83% of Juneau households with children cite allowing adults in the household to be employed as a very important factor in their decision to use ECL services, while over three-quarters (77%) also cite social interaction, learning, and other enrichment for their child.³ For 29% of households, social interaction, learning, and enrichment are the most important factors.

This estimate is also limited in that the amount of care needed for each child is unknown. While some children may need part-time care or seasonal care, others may need full-time care, or care during irregular work shifts.

Capacity

A variety of ECL choices are provided in Juneau, including State-licensed or approved care, Tribally-approved care, Head Starts, public and private pre-elementary programs, and a variety of unregulated and more informal child care arrangements. Capacity within Juneau for providing ECL services can be measured by analyzing total regulated and approved slots available and the number of children typically in care in the community.

Licensed and Approved Services

Currently, approximately 400 full-time ECL slots are available to children under 6 years of age in Juneau.⁴ A list of full-time slots available by age group is updated by the Southeast Alaska Association for the Education of Young Children (AEYC), though AEYC. The best available data on full-time ECL slots in Juneau indicates 42 slots for infants, 95 for toddlers, and 261 for preschoolers.

Another 314 slots are available for preschool age children only (3 to 5 years of age). Most of these 314 slots offer partial-day care as well as care only during the school year. Also, Central Council of the Tlingit and Haida Indian Tribes of Alaska approves relative providers that are not accounted for in any publicly-available data. It is important to note that an individual child may be in multiple slots as families piece together care to fit their specific needs.

Juneau Early Care and Learning Full-Time Regulated Capacity

Age Group	AEYC Counts	Estimated Percent of Need Met by Full-Time Capacity
Infant	42	13%
Toddler	95	27%
Preschool	261	39%
Total (0 to 5)	398	30%

Sources: AEYC, DHSS, DEED. As of September 13, 2019.

Less than one third of ECL needs in Juneau are met by the current full-time care capacity. This includes 13% of infants in need of care 27% of toddlers, and 39% or preschool age children. These figures provide an indication

³ 2019 Statewide Early Care and Learning Household Survey, McDowell Group for thread.

⁴ AK Department of Health and Social Services, Department of Education and Early Development, AEYC, McDowell Group.

of the proportion of Juneau families that may need to place their children in multiple forms of care or in informal care situations in order to meet work obligations.

Children Typically in Care

A little less than half, 47%, or 1,040 children under 6 years of age are typically in ECL services in Juneau.⁵ Of this total, approximately 110 are infants, 270 are toddlers, and 660 are preschoolers. These numbers are greater than the number of licensed and approved slots available, indicating that some children are forms of care not accounted for in regulated care capacity numbers. No other data is available on children in more informal, unregulated forms of care, such as care by family, friends, or neighbors.

Outstanding Need for ECL Services

Juneau children under 6 years of age whose ECL needs are not met either by regulated full-time capacity or other arrangements is best analyzed by age subgroup. Potential unmet need among the age subgroups is calculated through an analysis of regulated capacity and hours in care in comparison to need. As the following table shows, infant care is most scarce in Juneau, as an estimated 55% of children 3 to 18 months of age do not have child care needs met, often requiring a parent to remain out of the workforce to care for the child. Similarly, ECL needs are currently unmet for a 38% of toddlers in Juneau.

Capacity for preschool care more closely matches the estimated number of children 3 to 5 years of age in need of care, with 8% of this population with outstanding need for care. However, the partial day and part-year schedules of many of these programs mean many preschoolers are likely in need of care for part of the day or part of the year and thus, take up multiple slots. Also, even when slots are available, they may not be affordable, fit a child's specific schedule or care needs, or otherwise be unsuitable for the family.

Potential Outstanding Need for ECL Services, by Age Group

Age Group	Estimated Number of Children in Need of Care	Children with Outstanding Need for Care	
		Count	Percent
Infant	421	313	74%
Toddler	460	218	47%
Preschool	898	95	11%
Total (0 to 5)	1,779	626	35%

Sources: McDowell Group calculations using data from DHSS, DEED, AEYC, and the 2019 Statewide Household ECL Survey for thread.

⁵ 2019 Statewide Early Care and Learning Household Survey, McDowell Group for thread.

October 24, 2019

Dear Mayor and Assembly,

All of the parents of Juneau's young children, **thank you** for your goal of making Juneau's child care/early education system available to all working families.

Sent separately is a brief overview of the Best Starts Program. It has been updated to take into account the increase in the federally funded Child Care Assistance Program, the actual number and situation of current providers, and other changes since the Best Starts Program was last presented.

In helping you address this issue we suggest a few important guiding points:

1. **In making a fiscal decision, our community needs to focus solving the whole problem, i.e., child care/early education for all families that need it.** For example, no one would support allowing only half of Juneau's children to access K-12. Science has proven that child care/early education is as important as K-12 on the path to developing healthy successful adults.
2. **Proposed Best Starts funding is arguably the lowest amount possible to solve the problem.** We have a great respect for the challenge of allocating public funding. The key tool to increase capacity and sustainably is allocating sufficient resources to allow providers to increase child care/early education teacher's pay. Best Starts would provide fiscal resources for salary increases from a current average of \$11 to \$12 per hour, to approximately \$15 to \$17 per hour with minimal benefits. While still low pay by most standards, providers believe that they can address teacher attraction and retention acceptably.
3. **If we make child care/early education sustainable, quality is essentially free, with accountability build in.** The bottom line is that if child care/early education businesses are sustainable, their staff will be trained and have sufficient tenure to meet state standards for quality care. And, the model utilizes existing measures and existing administrative systems to ensure very low administration cost and high accountability.
4. **It is critical to establish an assembly appointed steering and oversight committee to ensure that the model is operating most effectively and there is steady communication with the Assembly, partners, and the community.**

Best Starts will be at the COW and would be happy to make a short presentation, or answer questions.

Kevin Ritchie for
Best Starts

Best Starts for Juneau's Kids

October 23, 2019

What: Best Starts for Juneau's Kids, initiated by business and civic leaders, will provide the resources needed to put ALL Juneau children on a path toward lifelong success.

Why: Overwhelming scientific evidence tell us that quality childcare/early education is the most effective and least expensive way to address critical youth issues. In Juneau, per the Alaska Development Profile, averaged for 2018 and 2019, **only 34.5% of Juneau kids are ready for kindergarten**. Fostering affordable, high quality child care and preschool is one of the most productive and cost-effective ways a community can improve the lives of children and families. It is also a key factor in the long term economic success of our community.

Best Starts in a Nutshell:

- High quality incentive: For every child in licensed care:
 - \$100/child/month at quality level 2 and above
 - Additional \$100/child/month at quality level 3 and above
 - Ramp up in year one only, level 1 programs receive \$50/child/month
 - Incentive to serve infant/toddlers:
 - \$150/infant/toddler/month at quality level 3 and above
 - Ramp up in year one only, level 2 programs receive \$150/infant/toddler/month
 - Incentive to serve low income families:
 - \$50/low income child/month at quality level 3 and above
-

Cost: The cost of the program ranges from roughly \$655,000 in year two to \$2.3 million in year five. Best Starts will also be supported by matching funds from federal, state, philanthropic and other local sources. The Best Starts program's relatively low cost is achieved by relying on the private and nonprofit sectors to address the problem by leveraging existing resources to add to what they already have. The fiscal agent to administer Best Starts will be Juneau's Association for the Education of Young Children (AEYC) or the Juneau School District (JSD).

CBJ investment is broken out as follows:

-City Child Care Quality Improvement Incentives -Child care programs need support to achieve higher quality standards leading to kindergarten readiness. Awards will be based on number of children attending and quality level. Programs with level 2 quality ratings will receive \$100 per month per child. Programs with level 3 quality ratings will receive an additional \$100 per child as well as an additional \$150 per infant/toddler and an additional \$150 per low income child.

-Administrative Costs - This will provide support to AEYC for bookkeeping and to verify quality of childcare providers, administer the HEARTS awards and to increase the number of children participating.

-Preschool Quality Coordinator– This position is needed to provide support for quality to community-based programs by helping implement and share quality curriculum and to coordinate preschool efforts throughout Juneau.

Best Starts for Juneau's Kids October 23, 2019

Incentives	Costs	FY21	FY22	FY23	FY24	FY25
Annual Award Level 1, FY21 ramp up	\$50/month/child	\$ 68,100				
Annual Award Level 2 (not added to Level 1)	\$100/month/child	\$ 238,200	\$ 579,480	\$ 816,480	\$ 838,080	\$ 902,880
Annual Award Level 3+	\$100/month/child	\$ 138,000	\$ 300,000	\$ 652,080	\$ 802,080	\$ 902,880
Infant/Toddler, FY21 Ramp Up, Level 2	\$150/month/child	\$ 57,600				
Infant/Toddler Award for Level 3 and above	\$150/month/child	\$ 57,600	\$ 115,200	\$ 219,240	\$ 278,640	\$ 311,040
Low Income Award for Level 3 and above	\$50/month/child	\$ 13,500	\$ 16,200	\$ 48,960	\$ 52,560	\$ 63,360
Administrative costs		\$ 52,716	\$ 54,033	\$ 55,384	\$ 56,769	\$ 58,188
Preschool Quality Coordinator		\$ 97,910	\$ 100,610	\$ 103,394	\$ 106,254	\$ 109,208
Cost of Program		\$ 655,526	\$ 1,165,524	\$ 1,895,538	\$ 2,134,383	\$ 2,347,556
Childcare & Early Learning Supported by Best Starts		427	536	680	698	752
Children ages 3-5		328	418	532	544	580
Infant/Toddler Learning Supported by Best Starts		99	119	149	155	173
Cost Per Child (Increases with Overall System Quality)		\$ 1,535	\$ 2,173	\$ 2,786	\$ 3,056	\$ 3,120
% Children Ready for Kindergarten	Current 34.5%	37%	49%	62%	67%	71%
Current CBJ Funding FY20						
JSD Kinder Ready, CBJ (no longer State)		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
HEARTS CBJ Funded		\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000

Low income incentive: This incentive supports equal access to all families and compensates programs for the additional administrative costs of managing monthly recordkeeping for multiple programs, and for the delay of up to six weeks in receiving payments for families enrolled in child care assistance.

Infant Toddler Incentive: Infant toddler care is the greatest need in Juneau for working parents, with only 1 licensed space for every ten infants and toddlers currently. The ratio of adults to infants in programs is 1:4 which is double the staff required for preschoolers. Yet programs are able to charge only a nominal amount more for infants and toddlers. This incentive addresses the salary difference and makes it fiscally possible to offer infant toddler care.

Reporting: Programs must serve children 6 or more hours a day, 5 days a week to be considered full day. AEYC/Thread currently reviews professional development and retention of child care teachers every six months, verified by Learn and Grow. Alaska Learn and Grow Quality Recognition and Improvement System assesses program quality including staff qualifications, administration, and completes a classroom learning environment using national inter-rater reliable tools. Annual ongoing monitoring of child care quality is also provided.

Accountability and Steering: It is critical for the Assembly to appoint a child care/early education Steering Committee to guide the implementation and report to the public and Assembly. Representation should include groups such as the Assembly, School District, Tlingit and Haida Central Council, other key providers, the Juneau Association for the Education of Young Children, the Juneau Chamber of Commerce (or other private entity), parents, and interested citizens.

Date: October 23, 2019
To: Robert Barr, CBJ Assembly Child Care Committee
From: Jim Calvin and Kirsten Shelton, McDowell Group
RE: Demand for Pre-K Child Care Services in the City and Borough of Juneau

We are pleased to present you with the following estimates related to early care and learning (ECL) services in Juneau. In this memo we describe the following components of Juneau's ECL system:

- Demand for ECL services
- Current ECL services use
- Unmet need for ECL services

Estimates for children under 6 years of age are presented as a whole, and for three specific groups within that age range: infant, toddler, and pre-school age. For purposes of this study, the age groups are defined as follows:¹

- Infant: 0 to 18 months of age
- Toddler: over 18 months to 3 years of age
- Pre-school: over 3 years of age to under 6 years of age

Demand for Early Care and Learning Services

An estimated 2,300 children under 6 years of age live in Juneau.² Demand for ECL services for this population is estimated by calculating:

- Number of children who live in households in which all available adults are in the labor force.
- Number of children in households that contain an adult who would join the labor force or work more hours if ECL services were available.

Together, these two figures indicate the number of children in need of ECL services in order for household members to participate (or more fully participate) in the labor force. An estimated 1,780 Juneau children under 6 years of age, or 77% of the population, need care so someone in their household can work. This does not include infants 0 to 3 months of age who often times have parents at home for parental leave. By age group, estimated demand includes:

- **420 infants**
- **460 toddlers**
- **900 preschoolers**

¹ As population estimates by age are not available for the specific age groups in this analysis, Alaska Department of Labor and Workforce Development (ADOLWD) population estimates were used with the assumption that children are evenly distributed by age throughout each age group. This assumption is supported by 2010 Census information that shows an even distribution by age.

² ADOLWD. 2018 estimates.

This demand estimate provides the most reliable means available of understanding need for care, though it does have limitations. Households use ECL services for several reasons: 83% of Juneau households with children cite allowing adults in the household to be employed as a very important factor in their decision to use ECL services, while over three-quarters (77%) also cite social interaction, learning, and other enrichment for their child.³ For 29% of households, social interaction, learning, and enrichment are the most important factors.

This estimate is also limited in that the amount of care needed for each child is unknown. While some children may need part-time care or seasonal care, others may need full-time care, or care during irregular work shifts.

Capacity

A variety of ECL choices are provided in Juneau, including State-licensed or approved care, Tribally-approved care, Head Starts, public and private pre-elementary programs, and a variety of unregulated and more informal child care arrangements. Capacity within Juneau for providing ECL services can be measured by analyzing total regulated and approved slots available and the number of children typically in care in the community.

Licensed and Approved Services

Currently, approximately 400 full-time ECL slots are available to children under 6 years of age in Juneau.⁴ A list of full-time slots available by age group is updated by the Southeast Alaska Association for the Education of Young Children (AEYC), though AEYC. The best available data on full-time ECL slots in Juneau indicates 42 slots for infants, 95 for toddlers, and 261 for preschoolers.

Another 314 slots are available for preschool age children only (3 to 5 years of age). Most of these 314 slots offer partial-day care as well as care only during the school year. Also, Central Council of the Tlingit and Haida Indian Tribes of Alaska approves relative providers that are not accounted for in any publicly-available data. It is important to note that an individual child may be in multiple slots as families piece together care to fit their specific needs.

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of the proportion of Juneau families that may need to place their children in multiple forms of care or in informal care situations in order to meet work obligations.

Children Typically in Care

A little less than half, 47%, or 1,040 children under 6 years of age are typically in ECL services in Juneau.⁵ Of this total, approximately 110 are infants, 270 are toddlers, and 660 are preschoolers. These numbers are greater than the number of licensed and approved slots available, indicating that some children are forms of care not accounted for in regulated care capacity numbers. No other data is available on children in more informal, unregulated forms of care, such as care by family, friends, or neighbors.

Outstanding Need for ECL Services

Juneau children under 6 years of age whose ECL needs are not met either by regulated full-time capacity or other arrangements is best analyzed by age subgroup. Potential unmet need among the age subgroups is calculated through an analysis of regulated capacity and hours in care in comparison to need. As the following table shows, infant care is most scarce in Juneau, as an estimated 74% of children 3 to 18 months of age in need of care child care do not have their care needs met, often requiring a parent to remain out of the workforce to care for the child. Similarly, ECL needs are currently unmet for a 47% of toddlers in need of care.

Capacity for preschool care more closely matches the estimated number of children 3 to 5 years of age in need of care, with 11% of this population with outstanding need for care. However, the partial day and part-year schedules of many of these programs mean many preschoolers are likely in need of care for part of the day or part of the year and thus, take up multiple slots. Also, even when slots are available, they may not be affordable, fit a child's specific schedule or care needs, or otherwise be unsuitable for the family.

Potential Outstanding Need for ECL Services, by Age Group

Age Group	Estimated Number of Children in Need of Care	Children with Outstanding Need for Care	
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Childcare Report

Background
Assumptions
Options

Charge to the Committee

- Determine if there are CBJ owned facilities that could be repurposed for use as a childcare facility
- Review the Best Starts model and recommend program and policy parameters as well as levels of funding to help build capacity/quality of childcare in Juneau

Background

- 2300 Children in Juneau, 0-5
- About 1780 need care
- 1780:
 - Households with all available adults in the workforce
 - Plus adults who would join the workforce if care were available

Background

- 1780 in need of care
- Current Capacity:

Full time, licensed care	Part time, licensed or regulated care	Non-licensed care (not parent)
400 spaces	314 spaces	400? spaces

Background

- Potential outstanding need

Age Group	Est. Number of Children in Need of Care	Children with Need (count)	Children with need (percent)
Infant	421	313	74%
Toddler	460	218	47%
Preschooler	898	95	11%
Total	1779	626	35%

Assumptions

- Economic Problem

- Cost of parents can afford is greater than what enables a business to thrive
- K-12 Public Expenditure p/a p/child: \$18,819
- Childcare Avg Family Cost p/a p/child: \$12,000*

Infant	1:4.5
Todder	1:5.5
Preschooler	1:10
K-2	1:22.5
3-5	1:27
6-8	1:23.5
9-12	1:24.5

*Assumes 12 months, full-time

Assumptions

- Assuming licensure: with Capacity, comes Quality
 - Required participation in the Learn & Grow framework
 - Framework requires staff child development associate (CDA) credential + continuing education
 - Addressing turnover enables: recruitment instead of replacement, progressive training

Assumptions

- Facility offsets are necessary
 - Long-term successful centers in town have facility expenses largely covered
 - Centers without facility expenses covered tend to operate short-term
 - Licensed Group Homes and Homes are strong models

Assumptions

- Minimal bureaucracy
 - Solutions should direct resources to operational needs as much as possible
 - Additional administrative expenses should be minimal
 - Structure for oversight and training already exist (e.g. AEYC, JSD, T&H)

Assumptions

- High quality unlicensed care exists, and as a public entity we can't subsidize unlicensed care
- We're looking to create more capacity and stability in the industry rather than driving down costs
- We don't have to solve the entire capacity problem.

Options – CBJ Facilities

Make CBJ owned facilities available for childcare

- FD Moduls: \$150,000, about 60 children
- MRCS Moduls: \$110,000, about 40 children
- Mt Jumbo: ~\$750,000, about 60 children



Options – CBJ Facilities



Options – Non-CBJ Facilities

- Faith Based
 - Design need minimal
 - Spaces leased to private provider
 - Grants to enable economic feasibility
- Commercial Lease
 - \$1.85 – \$2.10 per sq. ft. per month
 - ~\$5,000 per month for a 60 child facility, plus start-up
- Private Homes
 - Property tax exemptions
 - Encourage L&G participation

Options - Economic

- Per Hour or Per Child (Best Starts) Stipend
 - Per hour ties to pay records
 - Per child ties to enrollment records
- Providers are eligible when
 - Per hour: Open for 8 hours/day, 48 weeks/year
 - Per child: Open for 6 hours/day
- Both models preference infant/toddler

Options – Economic

- HEARTS Expansion
 - Annual direct awards to staff
 - Staff must complete continuing education
 - Staff must work in a full-time, licensed home/group home/center
 - Awards amount to \$1.10 - \$2.84 per hour (dependent on education)

Options - Workforce

- Fund an early education childcare coach at AEYC
- Provide administrative assistance to AEYC
- Develop community training partnerships
- Provide training grants

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: October 28, 2019

TO: CBJ Assembly
Committee of the Whole

FROM: Mila Cosgrove
Deputy City Manager

SUBJECT: Update on Juneau Economic Development Plan

At the April 25, 2016, Assembly Committee of the Whole meeting, the Assembly asked to receive regular updates on the implementation progress of the Juneau Economic Development plan which was adopted by the Assembly on February 23, 2015.

A detailed progress report is included your packet and is an update of the document provided in the August 9, 2018, 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. In addition in keeping with recent Assembly action, throughout the document, the descriptor "Willoughby District" has been updated to "Aak'w Village District."

The Assembly, JEDC, and various community partners continue to make substantial progress on economic development initiatives. Highlights of recent activity include:

- Assembly approved CIP funds have been proposed to DOT&PF as the match to a larger Federal-aid funded Planning/Environmental Study for a possible North Douglas crossing. 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. (Enhance Essential Infrastructure)
- The Airport, Docks & Harbors, and Engineering & Public Works departments continue to invest in improving facilities and existing infrastructure. The Assembly is revisiting the Waterfront area as part of the Tourism management conversation. (Enhance Essential Infrastructure)

- CBJ staff are continuing work on the concept of a new City Hall. If this project moves forward it should have a positive operational impact as well as freeing up space for economic development and housing. (Enhance Essential Infrastructure, Housing, Revitalize Downtown)
- The Assembly authorized the purchase of land at Vintage Park for the purpose of attracting a developer to build a senior assisted living complex. The land has been purchased and an RFP has been developed so that one or two proposers may be selected for further negotiations. Acquisition of the land allows site control until a developer can be selected and allows a fair market value sale or lease to be structured in a manner that facilitates payments that are favorable for overall project financing. (Housing, Build the Senior Economy)
- The Assembly's work to reestablish and support the Juneau Commission on Aging is having a positive impact. JCOA is actively engaged in specific activities outlined in the Economic Plan including a survey of existing services for seniors and the design, implementation and analysis of the 2020 Senior Survey. (Build the Senior Economy)
- The Assembly is actively engaged in considering solutions to help solve the childcare problem in Juneau. The Assembly heard a staff report on this topic at the October 28, 2019 Committee of the Whole Meeting and will look at funding different solutions in the FY21/22 budget cycle. The Assembly provided additional funding in the FY20 budget cycle for the JSD Kinder Ready Program, AEYC's HEARTS program, and to establish a revolving loan fund for the start up and expansion of childcare services. (Attract and Prepare the Next Generation Workforce)
- The Assembly included the development of a downtown area plan as one of its 2019 priorities. That project is underway and projected completion date is summer of 2020. (Revitalize Downtown)
- The Assembly provided \$75,000 in FY20 to the DBA to assist in the implementation of the Main Street USA program and to increase funding for staff resources. (Revitalize Downtown)
- The Assembly provided partial funding for Phase Two of Housing first. The project is currently under construction with an anticipated opening date in Fall 2020. Forget Me Not Manner (Phase One) opened in the late fall of 2017 and continues to operate at capacity. CBJ operated a warming shelter from mid-November through mid-April in 2017 and 2018. An RFP was just awarded for the 2019/2020 season. (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. (Housing)
- The Docks & Harbors Department, through the CBJ Assembly, is working on the development of the Archipelago lot. (Build on our Strengths, Enhance Essential Infrastructure, Revitalize Downtown)
- The Mayor has recently created a Committee to discuss the impacts and management of tourism in Juneau. Eaglecrest is exploring the feasibility of creating a summer operations plan tailored to take advantage of the summer tourism influx. (Build on our Strengths)
- The Assembly adopted revisions to the Land Code that addresses Mining activity at its August 13, 2018, Regular Assembly Meeting. (Build on our Strengths)
- CBJ has made significant strides in making city owned land available for housing needs:
 - The first phase of construction for Pederson Hill is complete and lots are out for sale.
 - Lots in the Lena Subdivision are currently available for purchase.
 - Lots in the Renninger Subdivision are currently available for purchase. (Housing, Revitalize Downtown)
- CBJ purchased the Public Safety building from the Alaska Mental Health Trust (AMHT), demolished the building, and created a temporary parking lot. The parcel is a key piece in the long term development of the Aak'w Village District. (Revitalize Downtown)

Next Steps:

The Assembly identified a number of economic development initiatives in their 2019 Assembly priorities. Many of these priorities cut across multiple areas of the Juneau Economic Plan. Focusing on these areas should help increase economic development throughout the CBJ with positive impact on the region as a whole.

Efforts are underway collect data and report out on JEP milestones and metrics.

There has been some discussion amongst the economic development partners about revisiting the Economic Plan and “refreshing” it. The Assembly may want to consider this as we approach the 5 year anniversary of the plan.

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 October 2019
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 Douglas.	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. We expect to see the draft MOA sometime in November.
	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 - October 2019 Status Report

Objective	Action	Action Description	Lead	Status October 2019
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.		CBJ is engaged in ongoing efforts regarding waterfront planning.
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 just issued an RFP for the development of the property. Assembly sold Hurlock property to a developer who plans to create senior assisted living housing.
	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.

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Objective	Action	Action Description	Lead	Status October 2019
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. The JCOA is currently working on completing the 2020 Senior Survey, the 4 th decennial senior survey. The survey will not only give the JCOA valuable information for Juneau currently, but the JCOA will also be able to compare the data over time to extrapolate trends over the past 30 years.
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	JCOA is currently working on a survey to send to senior service providers
	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
	2.4.B.1	<i>Regularly update the Juneau Coordinated Human Services Transportation Plan.</i>	CBJ - CDD	Transportation Coalition's Prioritization of Projects to qualify for grant funding by the Alaska Department of Transportation & Public Facilities. The Assembly passed Resolution 2840 at its November 8, 2018 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	

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	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. Beyond the guest speakers, Eileen Hosey, current board member, works for Catholic Community services and has been instrumental in providing information for services available for seniors to help access basic needs. The JCOA has also been focused on the village to village concept, which provides seniors a "village" from which to receive help/get their basic needs met. 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. Management of the program is under review.
	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 2019 operations.
	2.4.D.1	<i>Support Meals on Wheels.</i>	JCOA	
	2.4.D.2	<i>Consider a volunteer shopper program.</i>	JCOA - Juneau Commission on Aging	JCOA has set up a sub-committee to explore the option of "villages" that could help connect volunteers with seniors that need help with groceries, prescription deliveries, etc.
	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?	

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Objective	Action	Action Description	Lead	Status October 2019
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
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.
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 compiled data on workforce training needs. JEDC shared results with 65*2025 Southeast Alaska Steering Committee. JEDC is a member of this 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).
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 increased funding from \$90k to \$180k in FY20.
	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 increased funding for child care in the FY20 budget and is actively looking at additional support in the FY21/22 budget.

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	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
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 CCHITA, 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	

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	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.		
	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 created a ShareDesk profile at https://www.sharedesk.net/ to promote use of JEDC conference room and occasional space.
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 2019 Innovation Summit and has scheduled the 2020 Summit for February 2020.
	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. At the 2019 Innovation Summit, JEDC brought to Juneau one of the leaders (and originators) of the maker movement. The 2020 Innovation Summit will have a speaker on Participatory Creativity and explore making. The speaker will then provide training to 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 directs them to other organizations for further assistance, as needed.
	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.

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Objective	Action	Action Description	Lead	Status October 2019
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
	3.8.B	Publicize venture capital sources that loan in Alaska.	JEDC	JEDC helped plan the first Alaska Angel Conference in 2019 (a multi-month event). Severn Juneau investors participated (out of 21 in Alaska). JEDC is hosting the 2020 event in Juneau.
	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 two 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.		

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	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.
	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.

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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 is in the preliminary planning stages in cooperation with UAF, to host an R&D symposium in Juneau in February 2021 alongside the 2021 Innovation Summit.
	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.
	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).

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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 efforts are transitioning to trackable video and online opportunities. Following last season’s roll-out of a video campaign aimed at winter visitation, DM staff is working closely with Eaglecrest’s marketing staff to create campaigns aimed at the Pacific Northwest and California. DM is also creating campaigns aimed at independent visitors in Texas and Australia. Convention Sales has ramped up prospecting for and securing small meetings, taking advantage of sponsorship opportunities at planner events; this process includes invitations for familiarization tours (FAMs) for qualified planners and ongoing promotion. Travel Juneau continues promoting the Bring it Home program for locals.
	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. Asta Kristin Sigurjonsdottir, CEO of the Iceland Tourism Cluster, was a keynote speaker at the 2019 Innovation Summit. Iceland is one of the few places experiencing even faster growth in tourism than Alaska. Asta’s remarks were focused on Iceland’s rapid transition to a year-round tourism destination, starting from no tourism infrastructure, and how growth was managed to minimize community impacts and build up local businesses.
	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.
	5.1.C	Support transportation systems that provide better access from the ferry terminal to commercial centers for residents of outlying communities.		

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Create more value from seafood and other maritime resources and services.	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.
	5.2.A	Work with the seafood industry to identify additional value-added opportunities and light manufacturing enterprises.	JEDC	JEDC Ocean Products cluster continues to meet. 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.	CBJ	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.
	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.
Build Juneau's role as a regional arts and culture hub.	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.
	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 passed a resolution renaming the Willoughby District to the Aak'w Village District. The Public Safety building was demolished and replaced with a temporary parking lot. There are ongoing discussions about the refurbishment of Centennial Hall and the JAHC continues to pursue funding for a new Arts and Culture Center. JEDC hosts stakeholder meetings to discuss future options.

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Objective	Action	Action Description	Lead	Status October 2019
	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.
	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.		

Juneau Economic Plan - October 2019 Status Report

Objective	Action	Action Description	Lead	Status October 2019
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.
	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 FY19 and FY20 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 FY19 and FY20 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. The Capital Committee is currently considering purchase of a blighted property on Seward St with the goal of revitalizing the property and making it available to the legislature.
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	Partnering with State of Alaska, Division of Personnel to create Juneau specific reports when they develop the FY18 state Workforce Profile.
	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	2019 Juneau and Southeast Alaska Economic has recently been published.
	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.

Juneau Economic Plan - October 2019 Status Report

Objective	Action	Action Description	Lead	Status October 2019
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	
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 summer of 2020.
	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.

Juneau Economic Plan - October 28, 2019 Status Report

Objective	Action	Action Description	Lead	Status October 2019
	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 heal 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).		Scott Ciambor will provide a detailed update at the 10/28/2019 COW.
	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.		
	8.1.E	Formally Adopt The Housing Action Plan	CBJ	

Juneau Economic Plan - October 2019 Status Report

Objective	Action	Action Description	Lead	Status October 2019
	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 recently purchased land in the Vintage Park area and an RFP has been advertised to attract a developer.
	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 funding for the next phase of Housing First. It is anticipated that the facility will open in the Fall of 2020.
	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.		



Juneau Economic Development Council Fiscal Year 2019 Status Report for the Operating Grant from the CBJ



Prepared by the
Juneau Economic Development Council
9/30/2019

★ Fiscal Year 2019 Final Report for the JEDC Operating Grant from CBJ

Financial Summary

The Juneau Economic Development Council's mission is to foster a healthy and sustainable economic climate in Juneau and throughout Southeast Alaska. JEDC's annual work plan stems from annual priorities set by the JEDC Board in alignment with the Juneau Economic Plan, as well as any special initiatives outlined by the Assembly/Manager's Office in the annual grant from CBJ.

The five areas of focus established by JEDC's Board are as follows:

- Help Make Juneau a Great (Capital) City
- Strengthen Key Regional Industries
- Develop Talent
- Promote Entrepreneurship and Small Businesses
- Deliver Economic Development Services

Below is a summary of JEDC's expenditures by goal for FY19, for fiscal year ending June 30, 2019, supported by funds from the CBJ and other resources.

FY2019 Expenditures by Goal	CBJ Operating Grant	Other Resources	Total Expenditures
Help Make Juneau a (Great) Capital City	\$58,000	\$144,963	\$202,963
Strengthen Key Regional Industries	\$162,575	\$100,558	\$263,133
Promote Entrepreneurship and Small Business	\$64,651	\$15,144	\$79,795
Develop Talent (Workforce)	\$33,274	\$298,558	\$331,832
Deliver Core Economic Development Services	\$81,500	\$23,755	\$105,255
Total Resources Used	\$400,000	\$582,978	\$982,978

Program Narrative

JEDC's goals, strategies, activities and initiatives for FY19 ending June 30, 2019, along with accomplishments, are described in the following pages.

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★ Help Make Juneau a Great (Capital) City

JEDC activities support the following Juneau Economic Plan initiative areas:

- *Build the Senior Economy*
- *Enhance Essential Infrastructure*
- *Protect and Enhance Juneau's Role as Capital City*
- *Revitalize Downtown*
- *Promote Housing Affordability and Availability*

DOWNTOWN REVITALIZATION/WILLOUGHBY DISTRICT

JEDC's mission to Help Make Juneau a Great (Capital) City is accomplished in part through partnership with the Downtown Business Association (DBA).

Support the DBA through fully recovered contracted services, including accounting, map support, board support, promotion and other activities.

- JEDC provided staff support to the DBA at all DBA board meetings. JEDC managed the minutes and agendas as well as content and speakers for meetings.
- JEDC grew the DBA membership from 137 at the end of FY18 to 154 at the end of FY19, a 12% increase, despite losing 7 members to business closure or relocation. The JEDC worked with artist Pat Race to complete the 2019 DBA Map & Guidebook. JEDC worked closely with the DBA Board and members to distribute the map to visitors throughout the summer season.
- JEDC supported DBA in a successful JAHG Arts Grant request to paint a mural on the side of the old Elks Building, above the new food court and/or to paint electric boxes as part of a downtown public art effort. \$4,000 was awarded to DBA for FY2020 of the \$20,000+ request.

Promote and develop downtown Juneau through collaboration with DBA on Main Street Program.



- In March 2019, Juneau became the first community in Alaska with a Main Street America accredited downtown.
- 3/24-26— JEDC Executive Director participated in the Main Street Now conference held in Seattle, along with the DBA Board president, Jill Ramiel, Assembly Liaison, Loren Jones and two staff from the CBJ Community Development Department, Jill MacLean and Allison Eddins.

Increase investment and partnerships in the Aak'w Village (formerly Willoughby) District.



- The JEDC organized and hosted a Willoughby District (now Aak'w Village District) meeting at the JACC on April 2, 2019. About 50 community members attended the event. The meeting included updates from Centennial Hall, Zach Gordon Youth Center, Ocean Center, Juneau District Heat, Central Council Transitional Housing Facility Near Whale Park, Tlingit and Haida Overview of Social Enterprises, Andrew P. Kashevaroff State Museum, CBJ Lands, CBJ Community Development, Downtown Business Association, and Choose Juneau initiative. A spokesperson for Aak'w Kwaan spoke about the initiative to officially rename the district, and an extended update on the status of the New JACC project was presented.

Maintain attention on previously identified goals of downtown stakeholders: Improve the Built Improvement; Circulate People more effectively to/from/through downtown; and Increase housing density. To the degree possible, support these goals through other agencies/organizations.

- After a successful pilot project, the downtown Umbrella Project has been reimplemented for the 2019 Legislative Session and tourist season. The umbrella stock in the downtown core has been replenished by JEDC staff. 200+ umbrellas are in circulation. This project is also supported by the Alaska Committee and the Downtown Business Association.

CHOOSE JUNEAU (received supplemental funding)



Maintain and manage a refreshed Choose Juneau campaign.

- JEDC staff is working on a campaign to film short snippets of local community members, our best stewards for Choose Juneau, explaining "Why I choose Juneau." These are shared through social media, typically one video each Friday.
- JEDC conducted a meeting of human resource managers in May. The meeting aimed to connect JEDC with what the human resource recruitment departments find most useful about Choose Juneau and how we can improve our suite of tools for their use. The meeting was well attended, and some suggestions have already been incorporated in the Choose Juneau website.
- JEDC had a meeting with Eaglecrest on attracting remote workers to Juneau, as well as winter tourism. A larger meeting is in the works that aims to connect other interested parties around Juneau around these topics.

HOUSING

Continue to communicate need and opportunity for more housing investment in Juneau through presentations and social media, including the need and economic case for senior housing.

- JEDC wrote a letter of support for the second phase of the Juneau Housing First Collaboratives' (JHFC) project which would double the capacity of Forget-Me-Not Manor.
- JEDC staff participated on the CBJ Affordable Housing Commission until her retirement in December. Meetings were hosted at JEDC this past year. The commission has since been disbanded by CBJ.
- 10/22—JEDC Executive Director met with representatives of a potential assisted living facility investor, Bayshire, LLC.

JEDC's mission to Help Make Juneau a Great (Capital) City is accomplished in part through partnership with the Southeast Alaska Building Industry Association (SEABIA).

Drive growth in membership and organizational capacity within the Southeast Alaska Building Industry Association through fully recovered contracted services.

- JEDC provided staff support to the SEABIA at all SEABIA board meetings. JEDC managed the minutes and agendas as well as content and speakers for meetings. The JEDC administered the 2019 SEABIA election in March 2019.
- The JEDC grew SEABIA membership from 42 to 47 members in FY19.
- The JEDC organized the 2019 SEABIA Awards Banquet that took place in February 2019. In addition to membership, non-member industry entities were invited in the interest of attracting new members. The event hosted 81 attendees. As a part of fundraising, JEDC collected donation items for a silent auction. The auction brought in \$2,215. Awards were handed out to the following:
 - Construction Supplier of the Year - Valley Paint
 - Associate of the Year – AEL&P
 - Builder of the year– Lowpete Construction
 - Big Builder -- RH Development
 - Lifetime Builder Award – Dwight Robidoux
- In March 2019, SEABIA partnered with the Southeast Alaska Board of Realtors (SEABR) to host a joint member mixer.



• SEABIA partnered with the Southeast Board of Realtors and the Nugget Mall to host a Home Show and Parade of Homes on the weekend of May 18th and 19th, 2019. To increase community participation in the event, there was no fee for admission this year, and attendance went from 700 last year to close to 2000 this year. There were kid's activities, food vendors and more. It was an event for the whole family. The event was a success and has set a precedent to be even more successful next year, now that it has settled into its new location.

- The JEDC continues to maintain SEABIA's website with updated membership.

- The JEDC produces and distributes monthly newsletters to members that include local, state, and national home builder association information.
- JEDC's accountant attended Executive Officer Training provided by the National Home Builders Association.

ALASKA COMMITTEE

Support Alaska Committee actions to support Juneau as a great capital city. Host meetings of the Alaska Committee at JEDC.

- JEDC Executive Director serves as a voting member of the Alaska Committee. JEDC hosts monthly meetings of the Alaska Committee and participated in several activities.

Present original research from FY18 to Alaska Committee (and others) about needs/perceptions of Legislators and others doing government business in Juneau.



- In FY18, JEDC partnered with the Alaska Committee to conduct two surveys: a survey at the Juneau airport to intercept visitors to Juneau during the 2018 legislative session to measure visitor satisfaction, and a survey of legislators and staff to measure their satisfaction with their stay in Juneau during session. In FY19, JEDC presented the finds of these two surveys to the following organizations:

8/9/18 – Juneau Chamber of Commerce

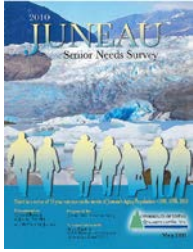
9/24/18 – CBJ Assembly Committee of the Whole

11/15/18 – Travel Juneau Board of Directors

JUNEAU COMMISSION ON AGING

Provide staff support to the Juneau Commission on Aging

- JEDC hosted and provided staff support to the Juneau Commission on Aging (JCOA) at all JCOA meetings, as well as many subcommittee meetings. JEDC managed the minutes and agendas as well as content and speakers for meetings. JEDC has also helped the JCOA transition through board member changes.
- JEDC, in conjunction with the JCOA, developed and ran a provider survey to highlight senior needs and gaps in services in Juneau.



- JEDC is currently assisting the JCOA with completing the 2020 Senior Needs Survey. This includes development and administration of the survey, analysis, compilation and distribution of results. The survey has been developed and the postcards for the survey should go out in the next few weeks. Targeted completion date of the survey results is slated for May 2020.

- JCOA and JEDC, in partnership with the Cooperative Extension Service, are in the planning stage to bring the program StrongWomen to Juneau.

StrongWomen is a community strength training exercise program designed for midlife and older women who are interested in improving their health and maintaining strength, dignity and independence as they approach the later years of their life.

- The JCOA continues work on the Village to Village concept, with JEDC supporting those efforts.

★ Strengthen Key Regional Industries

JEDC activities support the following Juneau Economic Plan initiative areas

- *Build on our Strengths*
- *Recognize and Expand Juneau's Position as a Research Center*

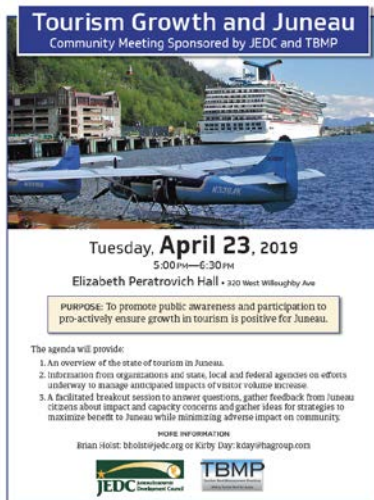
VISITOR PRODUCTS (received supplemental funding)

Support Visitor Products Cluster Working Group

- The strength of the Visitor Products Cluster Working Group (VPCWG) has been to develop successful cooperation based on local relationships. Facilitating this group for its seventh year, JEDC supported monthly Visitor Products Cluster Working Group meetings in October, November, and December of 2018, January, March, and April of 2019. JEDC set the agenda, arranged for guest speakers as needed, sent out meeting invitations and follow up reminders, hosted the meetings, provided a video conference line, and prepared and distributed meeting notes. Additionally, in November 2018, JEDC met with the leadership of the VPCWG to refocus efforts in support of four initiatives pursued by the Working Group, organizing and facilitating initiative meetings as needed.
- **Visitor Industry Outreach and Engagement:** The initiative's purpose is to improve awareness and understanding among the public—including local, state, and federal officials—of the visitor and recreation industry's positive impact in local communities, its diverse assets, and the importance of the industry within the regional economy.
 - In FY2019, Brian Holst participated in the Governor's Roadless Rule Citizen Advisory Committee and was asked to represent tourism industry interests. The committee was tasked with developing recommendations to Governor Walker to inform Alaska's recommendations to the Forest Service in development of an Alaska specific Roadless Rule. The taskforce discussions showed that the Forest Service has a good understanding of the tourism industry's need to preserve scenic views, but there is a need for the industry to have better documentation of places they visit and traverse.
 - The VPCWG sent a letter of welcome to the new Regional Forester, Dave Schmid. The group invited him to meet with them at the April monthly meeting.
 - Because of JEDC's work to facilitate industry outreach, the VPCWG has established itself as a unified voice for the tourism industry in Southeast. As a direct result, Dan Kirkwood, champion of the Outreach and Engagement initiative, was invited by Senator Murkowski to testify before the Senate Committee on Energy and Natural Resources in Washington, DC. JEDC helped sponsor his trip. Dan's comments addressed opportunities to improve access, infrastructure and permitting for outdoor recreation on the Tongass.
- **Increased Access to Public Lands:** The goal of this initiative is increased access to public lands to promote economic opportunity and job growth while maintaining a quality

experience for all and effecting a change in Forest Service culture to be more inclusive and flexible.

- Discussion between tour operators and the Mendenhall Glacier Recreation Area resulted in clarification of the Forest Service policy for bringing customers to the area during the month of April, prior to the season start.
- JEDC provided an opportunity for Dave Scanlin, Eaglecrest General Manager, to present his ideas for developing summer activities at Eaglecrest to the Visitor Products group. Dave was also invited to co-lead a workshop at the 2019 Innovation Summit titled *The Future of Outdoor Recreation*. Both invitations provided networking opportunities and an exchange of ideas with the tourism industry.
- **Community Cruise Tourism Growth:** Cruise tourism is growing at an unprecedented rate in Southeast Alaska. The volume of visitors in the summer of 2019 is expected to be more than 16 percent over levels in the summer of 2018, and this number will continue to grow by another 6 percent in the summer of 2020. The purpose of this initiative is to identify positive and negative impacts, opportunities and strategies to



manage this rapid tourism growth.

○ JEDC participated in the annual Tourism Best Management Practices (TBMP) meeting held in March.

○ To promote community understanding and dialogue, JEDC and TBMP hosted a public forum titled *Tourism Growth and Juneau* on April 23, 2019. Close to 130 community members participated. The goal of the community forum was to promote public awareness and participation to ensure that tourism growth is positive for Juneau. The agenda started with a brief overview of the current state of tourism provided by Brian Holst, Executive Director of JEDC. Participants next heard from the cruise industry, the CBJ City Manager and Port Director, state DEC and the USFS on activities currently underway to manage the

anticipated impacts of Juneau's increased tourism volume. Participants then had the opportunity to choose one of nine breakout topics and sit down with experts to ask questions, provide feedback, and explore what more can be done to ensure that tourism growth is positive for Juneau. Breakout topics included electrification of docks, air and water quality, downtown circulation, land based and marine based impacts, tour bus proliferation and electrification, entrepreneurial opportunities, winter tourism opportunities and "What have we missed?". Each group reported out on table discussions at the conclusion of this portion of the forum. Participants had the opportunity to visit with experts at other tables for informal conversations at the end of the evening.

- **Small Cruise Tourism Development:** The goal of this initiative is to promote Southeast as a small cruise destination by helping to increase guided access to remote public lands,

helping mitigate conflicts in access, encouraging small cruise turnaround in Southeast communities, and maintaining a positive impact on local communities.

- The initial work sessions organized by JEDC between big game Outfitter/Guides and the small cruise vessel industry to resolve Spring user conflicts in FY2018 resulted in the Forest Service organizing and facilitating further meetings in FY2019 to reach a Best Management Practices agreement between user groups. The first year produced on the ground results, positive and negative, and revealed the gaps in the initial agreement. Finding the gaps allowed a revisit to the agreement to adapt it to be more relevant and clearly understood for all parties. JEDC's work to further small cruise tourism laid the groundwork for the positive interactions between the Forest Service and disparate user groups, allowing for a cooperative solution.
- **2019 Innovation Summit:** Asta Kristin Sigurjonsdottir, CEO of the Iceland Tourism Cluster,



was a keynote speaker at this year's Innovation Summit. Iceland is one of the few places experiencing even faster growth in tourism than Alaska. Asta's remarks were focused on Iceland's remarkably rapid transition to a year-round tourism destination, starting from no tourism infrastructure, and how growth was managed to minimize community impacts and build up local businesses.

- The VPCWG hosted a reception for the out of town tourism guests attending the 2019 Innovation Summit.
- Two breakout sessions at the 2019 Innovation Summit focused on the Visitor Products industry in order to strengthen local relationships and further industry issues:
 - *The Future of Outdoor Recreation*

In this breakout, members of the tourism industry learned and practiced the basics of designing, pitching and developing funding solutions for a new product to expand their community's outdoor recreation portfolio or to fill in gaps in the outdoor recreation portfolio. A winter tourism pitch (a winter festival) was facilitated by Asta Kristin Sigurjonsdottir. A summer tourism pitch (hike and brew) was facilitated by Dave Scanlin, and a large-scale infrastructure planning pitch (a hut to hut system) was facilitated by Lee Hart of Confluence.

- *Assessing Tourism Capacity*

The purpose of the breakout session titled *Assessing Tourism Capacity* was to identify issues created, opportunities available and strategies to manage rapid regional tourism growth. As attendees joined the workshop, they were each given a card with an identity to assume for role-play. Those given the role of local resident identified issues, both positive and negative, that concerned community vitality. Those given the role of business owner or employee identified issues, positive and negative, concerning business vitality. Those given the role of visitor identified issues with finding an authentic experience. In general, the inconveniences and environmental degradation caused by downtown crowding were concerns of those participants representing residents. Crowded streets were also a concern for those representing business interests because of problems with deliveries and parking. Other concerns from the business perspective focused on finding

and housing enough staff, insufficient infrastructure for bus staging and parking, concerns with ship management and bus dispatch, and worries about creating a community backlash that would curtail business expansion. On the positive side, more jobs, more money in the community, infrastructure upgrades and more restaurants were noted as benefits for the community. Businesses will be more profitable and will expand, and there will be opportunities for new business startups.

RENEWABLE ENERGY

- The strength of the Renewable Energy Cluster Working Group (RECWG) has been to provide education to the public on renewable energy applications and to provide a forum for the community groups engaged in promoting the use of renewable energy to share information. JEDC sets the agenda, arranges for guest speakers as needed, sends out meeting invitations and follow up reminders, hosts the meetings and provides a videoconference line for meetings. In FY19, JEDC supported a meeting of the full Renewable Energy Cluster Working Group in August of 2018. Subsequently, meetings were hosted for initiative taskforce working groups.



- With the success of the RECWG in increasing adoption within the community of electric cars and launching the Juneau Electric Vehicle Association, the decision was made to shift focus to accelerating the adoption of renewable space heating alternatives in FY2019. A new generation of residential air-source heat pumps (ASHP) have improved heating performance under low temperature conditions, opening new markets in Juneau and presenting energy use, energy cost and greenhouse gas emission reduction potentials for residents. As a result, many diverse efforts were initiated by various community groups, businesses and

government agencies to encourage adoption of residential air-source heat pumps in our community. Over several meetings last fall, JEDC convened key stakeholders, including the Juneau Commission on Sustainability, Renewable Juneau, 350Juneau, CBJ Planning Commission, AEL&P, SEABIA, Interfaith Power and Light, and members of the RMI E-lab accelerator team, to explore opportunities for collaboration. The group determined that a unified strategy would more rapidly accelerate community adoption of ASHPs and developed an initiative under the auspices of the RECWG to promote community-wide adoption of ASHPs, and a Heat Pump Conversion steering committee was organized. JEDC hosted meetings of the steering committee in FY19. The steering committee focused their efforts on creating a program to financially facilitate air source heat pump installation that would also provide information and easy access to installers. The steering committee engaged a consultant, Pat Keegan from Collaborative Efficiently, to guide the program development. As a measure of JEDC's success in facilitation of this initiative, the group decided that it's goals would be best served by forming a non-profit organization to carry on independently with the effort. Alaska Heat \$mart was incorporated in May 2019 in

order to create a structure that continues and reinforces the collaborative, volunteer driven approach that was used to develop the project.

- **Other Activities of the Working Group:** JEDC's Executive Director attended the UAF Alaska Center for Energy and Power (ACEP) Advisory Board meeting. Brian Holst is an original member of the ACEP Advisory Board.

RESEARCH and DEVELOPMENT

Support the Research and Development Cluster Working Group.

- JEDC Executive Director serves on the Alaska State Committee on Research (SCoR). JEDC organized the annual induction ceremony and gave the SCoR Alaska Innovators Hall of Fame awards at the 2019 Innovation Summit.
- JEDC has been proactive in starting work on the 2020 Alaska Innovators Hall of Fame, including updating documents and sending out a press release about the nomination process. The plan is to again give the awards at the 2021 Innovation Summit.

Advise, through Steering Committee, the Alaska Coastal Rainforest Center.

- The UAS Alaska Coastal Rainforest Center (ACRC) Steering Committee declared success and ceased to meet as a committee. ACRC continues to operate at UAS.

OCEANS ECONOMY (received supplemental funding)

Position Juneau as a/the center of a growing mariculture industry in Alaska.

- JEDC continued to monitor the work of the Governor's Mariculture Taskforce. With the change in administration, the state's policy has shifted to leave funding for research to the private sector business community rather than to pursue federal research funds or provide state funds. At this time, the University has decided against funding a Director for a Mariculture Research Center. Instead, funds have been deployed to hire a mariculture researcher located in Kodiak. Working with UAS to develop a Mariculture Research Center in Juneau is on hold for now. Instead, JEDC began discussions with UAS professor Mike Stekoll on a potential stakeholder's conference in Juneau. JEDC supports HB116, which will improve the business environment for aquatic farms by allowing for a single renewal of a 10-year aquatic farm lease in good standing without going through the full process required for a new lease.
- NOAA continues to fund mariculture research in Juneau with the addition of two new mariculture positions. A visit with Dr. Robert Foy, the new director of NOAA's Alaska Fisheries Science Center is planned to gauge interest a NOAA sponsored Mariculture Research Center in Juneau.

Absent a more formal industry working group, identify and pursue issues to develop our oceans economy.

- JEDC Executive Director was one of five Alaskans to participate in a Showcase Alaska presentation to the Arctic Circle Assembly in Iceland at the invitation of Senator

Murkowski. The presentation was to a 2,000-person plenary. Brian was asked to speak about Alaska's Blue Economy.

- JEDC Executive Director met with researchers from Norway and Alaska on an Alaska-Norway research initiative focused on the Blue Economy. JEDC is a partner in the AlaskaNor research project.
- JEDC participated in weekly calls with the Alaska Ocean Cluster initiative throughout the year. At the invitation of JEDC, the Alaska Ocean Cluster presented an overview of their work at the 2019 Innovation Summit. Brian Holst serves on the Alaska Ocean Cluster Advisory Board.
- JEDC provided a letter of support to the U.S. OMB for a feasibility study requested by the Port of Juneau for a floating wave attenuator in Auke Bay. JEDC also provided a letter of support to the U.S. Department of Transportation for a BUILD grant application by the Port of Juneau.
- JEDC participated in visits to Juneau by NOAA personnel evaluating homeport opportunities and facilities infrastructure in our region, particularly in Juneau.
- 6/4-6— JEDC Executive Director attended the Alaska Ocean Cluster Working Session in Seward.

MARITIME FESTIVAL

Execute the 10th Annual Juneau Maritime Festival on May 4, 2019.



- For the past 10 years JEDC has been organizing the Juneau Maritime Festival, which serves as a fun reminder of the cultural and economic importance of the ocean to our community. The Festival is free to the public and encourages locals and visitors to explore Juneau's spectacular maritime heritage while enjoying live music, food, and a host of entertaining activities. JEDC again chaired the planning committee for the 2019 Maritime Festival. This year the event included a ceremonial start by One People Canoe Society and Yeess Koo Oo Dancing. The U.S. Coast Guard staged a helicopter rescue over the water, an Uncruise vessel and U.S. Coast Guard vessels were available for tour, there were contests, children's activities, and more. Juneau Tours donated the vessels and crew for the harbor cruises during the festival and Alaska Airlines donated four round trip tickets for the raffle fundraisers. Turnout was good despite intermittent rain.

MINING SERVICE AND SUPPLY

Refresh priorities/needs of the mining service sector.

- JEDC's Executive Director attended regular weekly meetings of the Alaska Miners Association.

ARTS/CREATIVE ECONOMY

Support implementation of the Any Given Child initiative to increase access to arts education experiences for Juneau's K-8 population.

- JEDC Executive Director participated in regular monthly meetings of the Any Given Child Steering Committee.

★ Develop Talent

JEDC activities support the following Juneau Economic Plan initiative areas:

- *Attract and Prepare the Next Generation Workforce.*

DEVELOP FUTURE WORKFORCE THROUGH SKILL DEVELOPMENT IN K-12 SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS (STEM) EDUCATION FIRST IN ALASKA

Oversee the FIRST in Alaska organization.



- JEDC maintains the role of affiliate partner for FIRST in Alaska. This year, FIRST in Alaska supported 281 teams in 54 communities. JEDC continued financial support to individual teams statewide through two efforts started in FY19: coordinating funding from the Division of Vocational Rehabilitation and organizing a statewide raffle. This year's raffle raised \$19,620.
- In Juneau, the maturity of FIRST programs is showing results. This year, a team from Thunder Mountain High School was the first robotics team from Southeast to win the state high school robotics championship. Five of the seven team members have participated in the full progression of programs, starting in elementary school. The TMHS will participate in the world robotics championships in Houston in April.

STEM

Deliver high quality STEM summer camps to Juneau youth.

- In July and August of 2018, JEDC had a total of 57 participants in 5 different camps: *Everything Goes Up* for grades K-1, *Girls Rock Robotics* for grades 4-8, *Advanced EV3 Programming* for grade 4-8, *3D Design and Printing* for grades 6-12, and *High School Robotics* for grades 9-12.
- In June of 2019, JEDC partnered with SERRC and the Alaska Housing Development Corporation (AHDC) to offer a 7-day STEM Camp to 18 K-5 residents of the Gruening Park Affordable Housing Community. The camp included a mix of STEM activities and recreation. Each camper received a total of 49 contact hours for a total of 847 contact hours (considering absences). The camp was offered free of charge to participants. All 18 youth were youth experiencing poverty. The camp was primarily funded by the AHDC and with a CBJ Youth Activities Grants.
- JEDC also offered two weeks of fee-based robotics camps during June of 2019. At Thunder Mountain High School, we hosted one week of Girls Rock Robotics where girls entering grades 2-7 worked with an all-female staff to build and program robots. The following week engaged 44 students entering grades 2-12 in LEGO Robotics and 3D printing.

Support after school STEM opportunities in Juneau & encourage high quality STEM curriculum for every student in Juneau.

- JEDC staff member, Rebecca Soza, continued to serve as the co-chair of the Juneau STEM Coalition. The coalition was very active in supporting STEM professional development, in and out-of-school activity.
- In the fall of 2018, the STEM Coalition worked with the Juneau School District to create one set of lessons for each elementary grade level that connected hands-on science lessons tied to the district's new science curriculum to art lessons created and led by the district art specialist, Nancy Lehnhart. The science lessons were modeled in Juneau classrooms by education consultant Eileen Patrick, and the district provided substitute time for every teacher to observe a lesson for their grade band. The STEM Coalition prepared materials kits that were delivered to each school following the model lessons so that teachers could immediately implement what they'd seen.
- The STEM Coalition also coordinated a series of five professional development workshops on how computational thinking is used by professionals in Juneau. These five workshops were complemented by an optional for-credit class organized by the Juneau School District. The workshops attracted about 12 teachers per session. Five teachers took the for-credit class. The initial response to the workshops has been very positive and there will be enough grant money remaining to continue the series in the 2019-2020 school year. Resources for these workshops were secured through a \$35,000 grant through the Google Foundation with support of the STEM Coalition.
- The Southeast Exchange, a working group of the STEM Coalition, organized their second scientist-teacher networking event in October 2018. The event had about 100 attendees and led to valuable connections for teachers.
- The STEM Coalition partnered with the Alaska Association of School Boards to host the 2nd Annual STEM Summit on Feb 7, 2019 for interested community members and youth activity providers in Juneau. That event sought to create an updated inventory of what STEM resources and activities are available in Juneau, identify possible gaps and missed opportunities, and increase awareness and communication between stakeholders.

EARLY EDUCATION

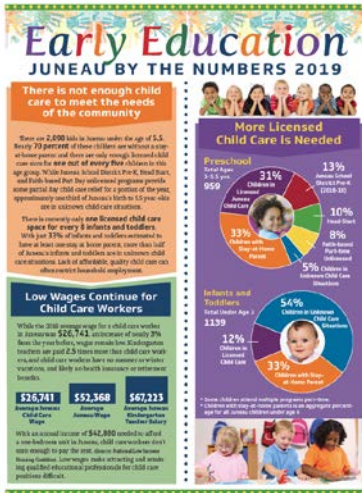
Support the Juneau ROCK Collective Impact Initiative.

- JEDC hosted monthly meetings of the Juneau ROCK (Raising Our Children with Kindness) Collective Impact Initiative. ROCK Juneau supports investment in early education and youth development programming.
- 3/22 and 4/5— JEDC hosted a multi-session training seminar on Collective Impact for ROCK.

Increase the number of children in Juneau with access to high quality child-care, Pre-K and other family supportive services.

- JEDC continued to revise and update the Best Starts model to deliver high-quality, affordable child-care and early learning and hosted monthly meetings for the Best Starts Program. In October 2018, JEDC arranged for a communications expert to assist the group to better explain the program to key stakeholders.

- 11/9— JEDC Executive Director participated in a two-hour panel discussion with the Board of Directors of THREAD. They are a statewide organization providing services and connecting providers to address Alaska's early development (pre-natal to 8 years old).
- 2/15—JEDC co-presented the Best Starts Model to the CBJ child care taskforce.
- JEDC partnered with the Southeast Alaska Association for the Education of Young Children (AEYC-thread) to develop and execute a survey of local businesses to better understand



the state of child care and early learning support provided by businesses to their employees and gauge interest in providing increased support to employees with their child care needs. The survey also served as outreach to local businesses for providing their employees with information on child care services available in the community. The survey was distributed with the help of the Juneau Chamber of Commerce to their membership through an email request for participation. Thirty responses were received. In addition to the email distribution, eight in-person and four telephone interviews were conducted with Juneau's larger employers, providing a total of 42 completed surveys.

- JEDC updated the AEYC-thread infographic "Early Education: Juneau by the Numbers."

UNIVERSITY EDUCATION

- JEDC Executive Director serves on the UAS Campus Council and attended regular monthly meetings.
- JEDC Executive Director serves on the Southeast Steering Committee of the 65% by 2025 effort to increase the number of Alaskans with college degrees or other credentials and attended regular monthly meetings.
- JEDC Executive Director serves on the advisory committee for the UAS Master of Public Administration Program.

BUSINESS EDUCATION

Increase classroom reach in FY19 with Junior Achievement Program.

- The Junior Achievement program was given in 12 classrooms in Juneau during the 2018-2019 school year. JEDC, in conjunction with the Anchorage JA office, organizes the volunteers and matches them with the teachers. JEDC also facilitates and manages the ordering of and distribution of JA kits to the appropriate volunteers. JEDC will facilitate the Junior Achievement program for the 2019-2020 school year as well.

★ Promote Entrepreneurship and Small Business

ENTREPRENEURIAL CAPACITY (received supplemental funding)

Identify local “Angel” investors and/or business mentors and help connect to local entrepreneurs.



- JEDC’s Executive Director participated in a weekly teleconference to help develop the 2019 Alaska Angel Conference (AAC). The purpose of the AAC is to increase the number of angel investors in Alaska’s statewide startup ecosystem by pairing experienced angel investors with novice investors and leading them through a structured 12-week process of identifying, filtering, selecting, and managing a group angel investment. Entrepreneurs apply to participate in the conference. In the process, the AAC helps nurture the companies and mentor the founders who apply for funding. The end goal is to award a \$100k+ investment into one of the startups that apply. JEDC recruited several Juneau residents (six, plus JEDC) to participate as investors in the AAC and recruited two Southeast startups, Appanage LLC, and Ramper Innovations, to participate. JEDC hosted weekly videoconference meetings for the Juneau participants at the JEDC offices.
- 5/8-9—JEDC Executive Director attended the culmination event of the Alaska Angel Conference in Anchorage. A Sitka startup, Ramper Innovations, was selected for investment. Based on strong Juneau participation and JEDC recognized organizational capacity, Juneau was invited to organize the 2020 Alaska Angel Conference and host the culmination event.
- 5/24—JEDC Executive Director attended meeting in Anchorage to plan the 2020 Alaska Angel Conference.

Create networking opportunities for entrepreneurs, create more content for entrepreneurs in Innovation Summit and link entrepreneurs in Juneau to networks, programs, competitions, and resources across Alaska.



- The Juneau Economic Development Council along with the Alaska Angel Conference sponsored a Pitch Contest for the third year at the Innovation Summit. Five Alaska entrepreneurs pitched their businesses in front of a panel of judges and the ultimate panel: Innovation Summit attendees. Two entrepreneurs were from Juneau, one from Sitka and two from Anchorage. One Juneau entrepreneur pitched a business to bring innovative fishing gear to the retail market and the other pitched a business to develop sewn product manufacturing in Juneau. As a direct result of this experience, one entrepreneur applied to the 2019 Alaska Angel Conference.
- To promote exposure for Juneau entrepreneurs, JEDC arranged a tour of three startup manufacturing enterprises prior to the 2019 Innovation Summit: Devil’s Club Brewery, Amalga Distillery, and Juneau Makerspace.

- In October, November 2018 and February 2019, JEDC helped organize an Entrepreneur Meet-Up activity in coordination with several other organizations.

Host Start-Up Weekend in FY18 to promote entrepreneurship



- JEDC organized Juneau's second Startup Weekend for November 12 to 14, 2018. Startup Weekend is a 54-hour workshop, where community members come together to share ideas for new businesses, build a team, learn how to validate a business idea, and learn the basics of building a business model and presentation pitch. Format and

content for the weekend is provided by Techstars, an entrepreneurial accelerator. JEDC convened a planning team composed of staff, community members, and the Alaska Small Business Development Center. JEDC hosted and facilitated planning meetings starting in August 2018. Unfortunately, despite best efforts, we did not sell enough tickets to financially cover the cost of the weekend, so the event was cancelled.

Support access to commercial kitchen space by the growing number of food-related businesses in Juneau.

- JEDC continued to facilitate the development of a shared commercial kitchen facility. In FY19, a survey of kitchen needs was undertaken. However, the survey found that the needs were too diverse for a shared kitchen to be financially viable.

SMALL BUSINESS ASSISTANCE

Provide regulatory/permitting assistance/counseling to small business to help them navigate the start-up process.

- In September 2018, JEDC hosted a presentation on Exporting 101. Debra Franklin, US Department of Commerce (based in Anchorage) facilitated the session.
- JEDC focused a breakout session at the 2019 Innovation Summit on helping entrepreneurs find the right capital source for a small business startup. Participating in this session were representatives from First National Bank of Alaska, State of Alaska Division of Economic Development, Alaska Growth Capital, Alaska Angel Conference, Spruce Root Regional Community Development Financing, and Alaska Growth Capital.
- JEDC focused a breakout session at the 2019 Innovation Summit on helping entrepreneurs learn the art of customer discovery. Staff from the University of Alaska Center for Economic Development led this session.
- In FY19, JEDC provided 265 hours of small business consulting.

Engage with local business groups to identify barriers to growth, profits or employment and work collaboratively with them to develop and implement solutions.

- JEDC partnered with the Southeast Alaska Association for the Education of Young Children to develop and execute a survey of local businesses to better understand the extent to which lack of quality day care is a barrier to recruitment and retention of employees.

SOUTHEAST ALASKA REVOLVING LOAN FUNDS

- JEDC's long-term loan fund manager, Margaret O'Neal, retired from JEDC after 19 years. JEDC hired an experienced part-time loan officer in March 2019.
- JEDC is actively managing six loans with a total value of \$ 790,130.66. There have been several additional inquiries and currently one loan in early stages of consideration.

★ Deliver Core Economic Development Services

GENERAL

Provide updates on the Juneau Economic Plan and JEDC activities to the CBJ Assembly.

- JEDC provides updates as requested by CBJ.

Represent JEDC in various forums/capacity.

- JEDC organized a Juneau delegation to visit Whitehorse, Yukon Territory, Canada from September 17 to 18. JEDC Executive Director participated in the trade mission along with Liz Perry, Travel Juneau; Barbara Burnett, Juneau Sister Cities Committee (Jerry Burnett); Dave Scanlan, Eaglecrest; Charles Herrington, Eaglecrest; Mary Berry, Alaska Glacier Seafoods; Jim Powell, UAS; Carl Ramseth, Alaska Seaplanes; and Keith Comstock, Juneau Hydropower. The Juneau delegation attended a presentation at Yukon College, took a tour around Whitehorse, attended a Whitehorse Chamber Reception, and had formal meetings with the Yukon Premier, the Minister of Economic Development and members of the Cabinet. Also met with Alida Munro, Managing Director, Yukon Convention Bureau; Steve Cummins, Director, Operations, Yukon Liquor Corporation; and Travel Industry Representative Robin Anderson, Yukon Tourism.
- Whitehorse, in turn, sent a delegation to attend the 2019 Innovation Summit. Participating were Joe McCann, Severn GIS; Ziad Sahid, TechYukon Executive Director; and Shirley Ng, Business & Industry Development Branch, Government of Yukon. The delegation sponsored the event, including a booth in the Innovation Lounge in addition to attending the Summit.
- In September 2018, JEDC Executive Director participated on a panel discussion of Sustainable Development: Local and Arctic Context, as part of a UAS conference on the Arctic.
- 2/22—JEDC hosted an Economic Developers Roundtable post-Summit with participation from economic development agencies state-wide.
- 2/28—JEDC Executive Director participated in a Japan-Alaska seminar and reception.
- JEDC Executive Director provided public comment on the State budget to the House Finance Committee and the Senate Finance Committee.
- JEDC was invited to participate in a dinner meeting of the Legislature's Innovation Caucus meeting in Juneau during this Legislative session.
- 3/28—JEDC Executive Director participated in on the BP Teacher of Excellence selection committee. This award recognizes teachers from rural areas of Alaska.
- 4/11—JEDC Executive Director testified to Senate Finance about negative budget impacts on local government finances, education and marine highway system.
- In April, JEDC signed on to a joint letter of support for Gavel Alaska along with Juneau Chamber, Southeast Conference, Alaska Committee, Travel Juneau and DBA.
- 5/7—JEDC Executive Director attended the Juneau Chamber of Commerce board meeting.

- 6/25—JEDC Executive Director met with Central Council President Richard Peterson and Cultural Heritage Representative Sarah Dybdahl about collaboration with tourism industry on delivering more and accurate information about the role of Natives in Juneau's history.

INNOVATION SUMMIT

Organize, Host and Deliver 2019 Innovation Summit on February 20 to 21, 2019.



- The Innovation Summit is Alaska's premier innovation conference and gathering for professionals across all disciplines. This year the theme was **Designing Alaska's Future**, with an in-depth look at entrepreneurship and Alaska's leading and emerging industries. The Summit is a venue for professionals to learn from experts as well as each other through workshops, talks and experiences. The Summit keynote was delivered by Joel Cutcher-Gershenfeld, a professor in the Heller School for Social Policy and Management at Brandeis

University, where he leads research on workplace and institutional change and teaches classes on strategy and operations. Joel most recently co-authored *Designing Reality: How to Survive and Thrive in the Third Digital Revolution* (Basic Books, 2017). This book, a focus for his remarks at the summit, addresses the challenges to people, organizations and institutions, as well as the opportunities for increased self-sufficiency, when digital technologies are changing at an accelerating rate. In addition to his keynote, Joel led two hands-on work sessions: *Action planning for increased social and economic self-sufficiency in Alaska* and *Taking on the challenges of increased self-sufficiency in Alaska*.



- Our second keynote, Ásta Kristín Sigurjónsdóttir, is the Managing Director of the Iceland Tourism Cluster, a business-driven organization with over 50 members. The main objective of Iceland's Tourism Cluster is to promote competitiveness and value creation within the Icelandic tourism industry, and to develop a co-operating forum for different stakeholders where the focus is on linking them together and promoting interaction between them. Asta's remarks showcased how Iceland developed its tourism industry from nearly non-existent to its current status as one of the few places

experiencing even faster growth than Alaska. Iceland managed this growth while maintaining a positive Icelandic experience for their guests, meet their workforce needs and mitigate community impacts.

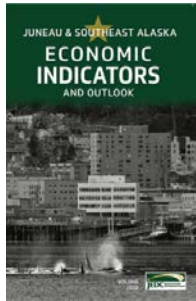
- The Innovation Summit also provided two Innovation Shorts sessions, giving 33 Summit participants the floor for 10-minute innovation updates; breakout workshops as described elsewhere in this report; a luncheon keynote by President Jim Johnsen, University of Alaska, followed by a panel discussion with leading educators: Michael Johnson, Commissioner of the Department of Education and Early Development; Bridget Weiss, Superintendent of the JSD; Senator Gary Stevens, Chair of the Senate Education

Committee; and moderator Chancellor Rick Caulfield, UAS. The Summit also hosted an Entrepreneur Pitch contest; the Alaska Innovators Hall of Fame induction ceremony; two pre-summit small business tours; and many networking opportunities.

- 235 participants registered for the event in 2019; 70 were from outside Juneau.

ECONOMIC RESEARCH

Produce 2018 Economic Indicators Report



- JEDC completed research and analysis for the 2018 Juneau and Southeast Alaska Economic Indicators Report during the summer of 2018 and distributed the final product to the public by print and web in September 2018. A preview was held for board members, investors and community leaders in September. This product provides a summary of the socioeconomic, demographic, and industry data impacting the economy of Juneau and Southeast Alaska and reports on employment, payroll, population, and cost of living information, contains overviews of the tourism, mining, seafood, and health care industries, and lists housing, transportation, business sales, student enrollment, and quality of life statistics. The publication can be found online at: <http://www.jedc.org/economic-indicators>.
- JEDC presented the findings of this research to the following organizations:
 - 8/12 – Juneau Bar Association
 - 8/13 – JEDC Board of Directors and Investors
 - 9/11 – Rotary and KINY Radio
 - 11/19 – Juneau Chamber of Commerce
 - 12/27 – Juneau Gastineau Rotary

Provide monthly economic indicator for JEDC News.

- In FY19, JEDC published economic indicators in the JEDC News on the following topics: per capita personal income, Juneau population trends by 10-year cohorts, cruise passenger volume growth, and Juneau's seasonal employment.

Provide current economic statistics for presence on radio, meetings of Partners in Economic Development and other community group meetings when invited.

- JEDC developed statistics on Dunleavy budget impacts on Juneau's economy and Federal government shutdown economic impacts.
- To better inform the Juneau Economic Development Council's talent development programs such as STEM AK and Junior Achievement, and to better inform activities such as the Innovation Summit, Choose Juneau, the Southeast Cluster Initiative, and also community partners, JEDC produced a report on Juneau's workforce trends that identified growth occupations, educational needs, and gaps in educational attainment.
- In FY19, JEDC provided economic statistics to the community during a monthly radio interview.

Provide updated economic figures on JEDC website.

- JEDC maintains interactive charts and graphs on its website that give an annual snapshot of Juneau's economic indicators and historical trends. As new economic data becomes available, JEDC updates these charts and graphs to maintain this community resource for information on key economic indicators that affect jobs, income, and our community's general well-being. The web data is updated with current economic data as it becomes available.

Gather data on trends in the local economy.

- Every July, January, and April, JEDC researchers survey and compiled price points on local goods and services for submission to the Council on Community and Economic Research's national Cost of Living Survey. The survey collects costs for 59 specific consumer items and classifies survey results in cost categories such as groceries, housing, utilities, transportation, health care, and miscellaneous goods and services. The data is then used to create the national Cost of Living Index, a tool that provides a useful and reasonably accurate measure to compare cost of living differences among US cities. Cost data was collected in July 2018, January 2019 and April 2019.



MEMORANDUM



155 S. Seward St. Juneau, Alaska 99801
Scott.Ciambor@juneau.org
Voice (907) 586-0220
Fax (907) 586-5385

Date: October 15, 2019

TO: Committee of the Whole

FROM: Scott Ciambor, Chief Housing Officer 

Re: Housing Action Plan Update

Dear Committee of the Whole:

As part of CBJ Assembly goals for housing, this memo and packet provides updated information about the status of Housing Action Plan activities.

CBJ Assembly Goals – Housing (2018-19)

1. Prioritize Housing Action Plan strategies
2. Improve downtown housing
3. Examine status of Affordable Housing Commission
4. Identify next CBJ-owned area for residential development/disposal

CBJ Housing Action Plan Strategies

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.

- **HAP Activities:** In your packet is a list of activities in the past year that coincide with strategies in the Plan.
- **Housing Data:** Included in the packet is some recent housing indicators/data of interest.

Topics of Interest for Future Assembly Consideration

In the past six months the following issues or activities have come up as topics of interest for Assembly consideration as it prepares for next years' goals. All coincide with strategies in the Housing Action Plan.

- Senior Housing Assisted Living Project (sealed competitive bid due date: November 21)
- Juneau Affordable Housing Fund
- Tax abatement incentive for housing/downtown housing
- Impact/issues surrounding short-term rentals (Airbnb)
- Regularly updated housing data reports

CBJ Housing Action Plan Update

October 15, 2019

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.

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 can be found on the [CBJ Housing Programs page](#).

2. Prioritize the Juneau Affordable Housing Fund

Juneau Affordable Housing Fund: FY19 Fund balance of \$1,056,100. Increase to \$1,380,200 by end of FY20. Assembly to make final decision on establishing the amount of funding available for Round 1 and the timeline to start the competitive process (July 2020). See following memo and meeting minutes:

- 10-22-2018 [Juneau Affordable Housing Fund Update](#)

CBJ Accessory Apartment Grant Incentive Program

This incentive program provides \$6000 in grant funding for homeowners that add an accessory apartment to their home.

Total grants awarded = 25 (\$150K)

FY16 Pilot Program: 12

FY18: 4

FY19: 9

FY20: 0

Total grants not awarded due to expiration = 6

FY 16 Pilot Program: 3

FY18: 2

FY19: 1

FY20: 0

Total grants still in process = 7

FY19: 3

FY20: 4

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 was started in 2017.

- 2017-current totals: 11 loans funded (\$59,815), repayments received (\$19,026.61).
- 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: Juneau Affordable Housing Fund, Senior Housing Assisted Living project, 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.)

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

Senior Housing

Vintage Park Business Park senior housing assisted living project

- Land Purchase: CBJ closed on Vintage Park property on August 22.
- 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 registration fee due Thursday, November 21.

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*.

5. Preserve Existing Affordable Housing

- **Chronic Nuisance Ordinance Status:** Discussed at May 20, June 10, and September 23, 2019 COW. Ordinance with Law department.

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.
- Sale of Hurlock Property
- Pederson Hill Subdivision: Bid period now open for Pederson Hill Subdivision land sale. (17 lots in first phase)
- Lena Subdivision: One lot available for over-the counter sale.

7. Amend Zoning Code to Promote Housing

- **Alternative Development overlay District (ADOD) Douglas & Downtown** – Supports infill development in old neighborhoods. *Status:* Temporary ADOD sunsets in 2020. We are currently working with the Title 49 committee on an overlay district for downtown that would replace the temporary ADOD. Douglas will follow.
- **Alternative Residential Subdivisions Status:** Adopted 2018
- **Non-Conforming Ordinance** - Allows existing properties to access conventional financing. *Status:* Adopted by the Planning Commission, going to Assembly COW on December 2.
- **Shared Access/Panhandles** – Allows infill development *Status:* Has been reviewed by the Title 49 Committee and Planning Commission COW. The draft ordinance is currently with Law.
- **Accessory Apartment Code Update: Status** Title 49 Committee

8. Develop Neighborhood Plans

- **Blueprint Downtown Strategy.** *Status:* Visioning document complete, steering committee formed, currently working through chapters.
- **Auke Bay Neighborhood Plan and associated zoning.** *Status:* Area plan adopted. Zoning has been through public process and is currently under review by the Planning Commission.
- **Lemon Creek Neighborhood Plan Status:** Adopted by Assembly.
- **West Juneau and South Douglas Area Plan** is set to kick off in November.

9. Develop Downtown Strategy

- **Blueprint Downtown Strategy.** *Status:* Visioning document complete, steering committee formed, currently working through chapters.

Housing Data Update

October 15, 2019

Housing market indicators for the City and Borough of Juneau become available at various times of the year and are a mixture of CBJ, Multiple Listing Service, State, and Census data. Below are a handful of notable indicators.

Trends:

- Construction of new dwelling units increased slightly in 2018; larger increase in 2019 through September. A couple of larger multi-family projects have been permitted (Housing First Phase II – 32 units, Constellation Development 72 condo units on Cinema Drive)
- According to the JEDC and MLS data, median price of single family homes, townhomes, and condominiums continue to rise;
- The AHFC annual rental survey data was available by bedroom type this year. The numbers, at the time of the survey in March, showed extremely tight vacancy numbers for 0 and 1 bedroom apartments (0% & 2.9%), and slightly more availability for 2-bedroom apartments. (4.7%)

CBJ Community Development Data

CDD New Dwelling Units Permitted	2017	2018	2019 (Jan-Sept)
Single Family*	41	44	38
Multi-Family**	36	18	120
Accessory Apartments	11	15	14
Subtotal	88	77	172
Manufactured Home (RV's), and Caretaker Units	2	5	1
Gross Total	90	82	173
Dwelling Units Demolished	4	4	4
Net Total	86	78	169

*Single Family includes attached homes (townhomes).

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

The CBJ Housing Action Plan calls for the creation of 1980 newly constructed units. (66 annually)

CBJ incentives can be directly linked to 45 units. 13 accessory apartments (7 pending) and grant funding for Phase II (32 units) of Juneau Housing First Collaborative Forget-Me-Not Manor.

Tlingit Haida Regional Housing Authority – Housing Survey (2019)

The Tlingit-Haida Regional Housing Authority (THRHA) surveyed over 1500 Native households in Juneau and Douglas. The full report can be found on the THRHA website: <https://www.regionalhousingauthority.org/2019housingsurvey/>

Key findings

- 85% indicate high level demand for affordable housing
- 71% indicate need for more energy efficient homes, reducing energy costs
- 67% indicate a need for more single-family home opportunities (including homebuyer assistance)

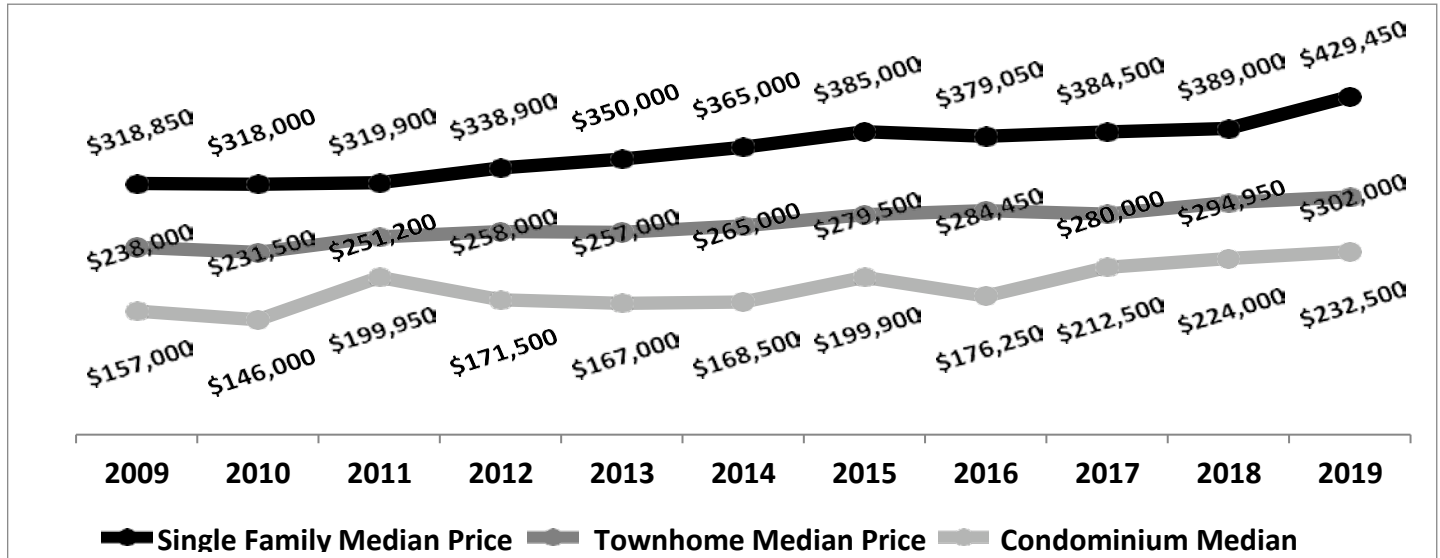
Single Family Home Sales and Prices

Juneau Economic Development Council – 2019 Housing Indicators

The following indicators and analysis in the 2019 JEDC Economic Indicators report provide insight into local single-family home prices and sales volume.

1. Median Price of Single Family, Attached Homes and Condominiums, 2013-2019 (June)

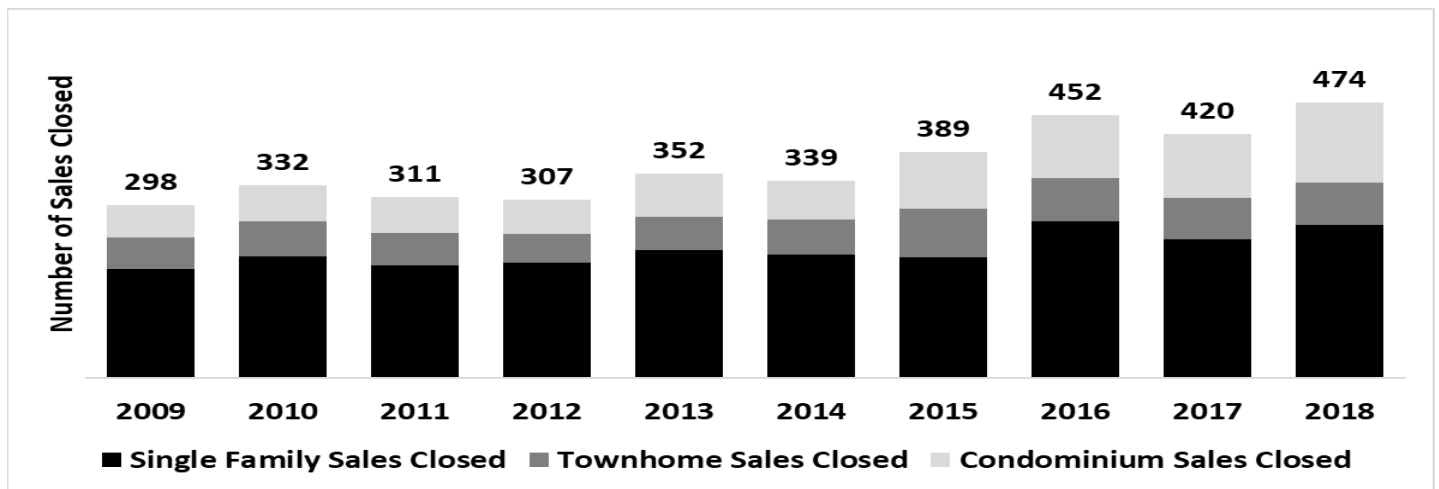
Figure 49: Median Price of Single Family, Attached Homes and Condominiums, 2013 – 2019 (June)



Sources: Southeast Alaska Multiple Listing Service.

- Juneau Home Sale Market:** Juneau's home sale market was robust in 2018, with total transactions reaching a new high for the decade, passing the previous high set in 2016. While single family sales returned to 2016 volume, condominium sales accounted for the increase, with 138 units changing hands compared to 110 in 2017 and 108 in 2016.

Figure 48: Sales Volume of Single Family, Attached Homes and Condominiums



Source: Southeast Alaska Multiple Listing Service.

The median transaction price of single-family homes increased by 1.2 percent from 2017 to 2018, and prices increased again in the first half of 2019 for all categories of housing. In 2017 the average days on market for all homes was 26 days,

in 2018 this fell to 24 days, and in the first half of 2019 this number fell to 17 days. The rapid turnover for homes, less than 30 days, is an indication of a tight housing market in Juneau.

Annual Rental Survey (March 2019)

Alaska Department of Labor and Workforce Development for Alaska Housing Finance Corporation

The **Alaska Department of Labor (AHFC annual rental market survey)** survey is conducted each spring. Data is included in the DOL September Trends report. This year the DOL broke out the rental vacancy information by number of bedrooms which provides insight into local vacancy rates.

April 2019 AHFC Annual Rental Survey - Juneau Borough						
Surveyed Area	Number of Bedrooms	Average Contract Rent (\$)	Average Adjusted Rent (\$)	Median Contract Rent (\$)	Median Adjusted Rent (\$)	Vacancy Rate (%)
Juneau Borough	0	1,008	1,066	1,020	1,058	0.0
	1	992	1,080	975	1,080	2.9
	2	1,212	1,402	1,200	1,377	4.7
	3	1,713	1,935	1,750	1,995	10.7

CBJ Rental Vacancy Survey: Staff survey of roughly 500 units to be updated in October.

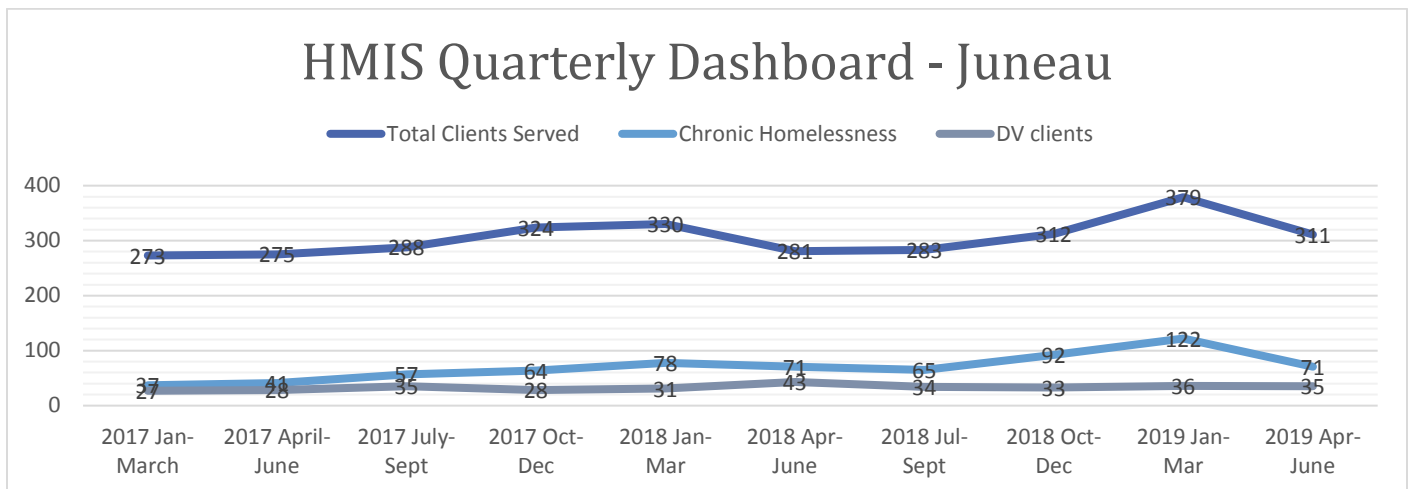
Homeless Management Information System Quarterly Dashboard – Juneau

The Homeless Management Information System (HMIS) provides information collected by local homeless housing and service providers: Alaska Housing Development Corporation, AWARE, CBJ (cold weather shelter & Zach Gordon Youth Center), Family Promise, Gastineau Human Services, Glory Hall, and St. Vincent DePaul.

Total Clients Served, Chronic Homelessness Clients, & Domestic Violence Clients by Quarter

The following table shows the number of homeless persons utilizing the local housing and homelessness system in Juneau. This does not include residents at Juneau Housing First Collaborative Forget-Me-Not Manor; residents there are considered permanently housed.

More quarterly date can be found on the HMIS dashboard for Juneau at: Homeless Management Information Services data, Institute for Community Alliances dashboard; <https://www.icalliances.org/alaska-communities-dashboard/>



CBJ Housing Action Plan Update



CITY AND BOROUGH OF
JUNEAU
ALASKA'S CAPITAL CITY

HOUSING PROGRAM

Housing Programs ▾ Housing Action Plan Housing Data ▾ Homeless Services Program ▾

Housing Action Plan

City and Borough of Juneau

Prepared for and Under the Direction of the
City and Borough of Juneau, AK —
Community Development Department by c2bLLC
Adopted by Resolution 2780, December 19, 2016



[Download the complete Housing Action Plan >](#)

Housing Action Plan – January 2019 Update

At the February 4th, 2019 Committee of the Whole meeting a two-year update on the Housing Action Plan was provided for the Assembly.

- [Memo \(02.04.2019\)](#)
- [Housing Action Plan Strategies Update](#)

If you have questions about the details of the Housing Action Plan, please contact Chief Housing Officer Scott Ciambor at scott.ciambor@juneau.org or (907) 586-0220.

Housing Action Plan – Background

The Housing Action Plan was adopted by resolution on December 19, 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. (66 annual)

The Plan identifies four key actions that must take place to meet this goal:

5 Topics the Assembly Should Consider Going Into the Retreat in December

- Senior Housing Assisted Living Project (sealed competitive bid due date: November 21)
- Juneau Affordable Housing Fund
- Tax abatement incentive for housing development/downtown housing
- Impact/issues surrounding short-term rentals (Airbnb)
- Regularly updated housing data reports