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

August 9, 2018, 5:15 PM.
Assembly Chambers - Municipal Building

Immediately following 5pm Special Assembly Meeting; Assembly Work Session - No Public Comment

I. ROLL CALL

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

A. **July 11, 2018 Assembly Committee of the Whole Minutes**

IV. AGENDA TOPICS

A. **Housing/Incentives Update**

B. **Juneau Economic Plan Update**

C. **Housing First - Phase II**

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

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

July 11, 2018, 5:45 PM.
Assembly Chambers - Municipal Building

Immediately Following 5:30pm Special Assembly Meeting - Assembly Work Session - No Public Comment

I. ROLL CALL

Mayor Ken Koelsch called the meeting to order at 5:52 p.m. in the Assembly Chambers.

Assemblymembers Present: Ken Koelsch, Mary Becker, Rob Edwardson (teleconference), Maria Gladziszewski, Norton Gregory, Loren Jones, Jesse Kiehl (teleconference), Jerry Nankervis (teleconference), and Beth Weldon.

Assemblymembers Absent: None.

Staff present: City Manager Rorie Watt, Deputy Manager Mila Cosgrove, Municipal Attorney Amy Mead, Municipal Clerk Beth McEwen, CCF/R Chief Rich Etheridge; Deputy Chief Todd Cameron, Deputy Chief Ed Quinto; Finance Director Bob Bartholomew; Michele Elfers, Landscape Architect; Port Director Carl Uchytil; HRRM Director Dallas Hargrave; Port Engineer Gary Gillette.

II. APPROVAL OF AGENDA

Approved as presented.

III. APPROVAL OF MINUTES

A. May 21, 2018 Committee of the Whole Minutes

MOTION by Ms. Becker to approved the minutes with minor corrections. Hearing no objection, the motion carried.

IV. AGENDA TOPICS

A. Capital City Fire Rescue Operational Review

The committee received a comprehensive report from Fitch & Associates following a lengthy review of the Capital City Fire and Rescue Department and its operations. Dr. Steve Knight and B.J. Jungmann provided a slide show with the major recommendations as provided in the packet materials.

The motion requested by the City Manager and CCF/R as found on page 136 of the packet was as follow:

A motion authorizing the Manager to hire an additional 4.0 FTE for CCFR and direction to prepare an appropriating ordinance allocating $350,000 in additional funds from the General Fund's Fund balance to CCFR operations.

Chief Rich Etheridge presented an introduction to the Fitch and Associates consultants and explained that the report included some short term as well as long term solution recommendations. He noted that most all the recommendations have price tags attached. This has been a long process going on since last November and CCF/R staff received the most recent draft of the report earlier in the afternoon. He also noted that subsequent to the start of this review, CCF/R has upgraded its data system so some of the data currently in use was not available at the onset of this process. As such, the data that was provided and reported upon by Fitch and Associates was data from 2017.

Consultants Knight and Jungmann provided a breakdown of the increase in call volume, how those calls were responded to by the various stations and the average travel time to respond to a call. They addressed Juneau's unique geographic restrictions as well as the modeling they used to examine the data provided. Due to Juneau's unique geographic isolation and road configurations, they did not use industry standards when modeling effective response times.

There are currently five stations within the CBJ with the Downtown Juneau (Station 1) and Glacier Station (Station 3) manned by career staff and three volunteer stations: Douglas (Station 2), Auke Bay (Station 4) and Lynn Canal (Station 5).

The consultants and the committee members discussed the modeling done and travel times for call responses as well as resource exhaustion levels and how those play out at individual stations vs. areawide responses. It was noted that policy decisions will need to be made regarding the balance of allocation of resources. They discussed the dual roles of the two division chiefs and suggested they look and having shift supervisors separate from the division chiefs as they play significantly different roles depending on the circumstances at hand.

Discussion took place regarding the recommendations moving forward. Ms. Cosgrove explained that there will need to be continuous conversations as there are no quick fixes but in the short term, they do feel that there is merit in recommending bringing on an additional ambulance crew. She noted that since they initially received this recommendation, they have heard additional information and need to compare pros/cons of a 12 hour vs. 24 hour shift. She explained that it is early in the fiscal year and they believe the personnel services funding is available if the Assembly grants them permission to add additional FTE positions. They are looking for feedback with a thumbs up on the FTE permissions so they can come back to the Assembly with more detailed cost information and a more concrete plan.

Mr. Watt noted that it was good to get an outside perspective on this and the recommended motion on page 136 (as noted above) needs additional discussion. This could become part of a discussion for an appropriation ordinance, or for a supplemental appropriation that could come back before them in early August. He said that he is not looking to force a decision tonight but rather find a path that will allow them to provide additional staff as soon as they are able to do that.

***MOTION* by Ms. Gladziszewski in support of the above recommendation to look at additional resources, with the minimum amount as being the 4.0 FTE but for the Manager to bring back all the information on all the options to the Assembly for consideration at a future meeting.**

A point of order was requested and additional discussion took place regarding process and parliamentary procedures. Ms. Mead explained that the Manager already has the money to move forward with the staffing suggested. She said that this body was not taking official action but rather passing a motion in support of a plan that is already being addressed. She said there is nothing in the rules that would prohibit the COW from approving such a motion, there is only a rule that prohibits them from taking action.

Ms. Gladziszewski clarified that her motion was to provide a means to support staff in providing additional resources but that she understood that any appropriating ordinance would have to be drafted and come before the Assembly for introduction and then set for public hearing as usual.

Ms. Weldon objected to the motion and offered the following amendment:

***AMENDMENT* by Ms. Weldon to give the City Manager permission to establish 6.0 FTEs for 24 hour/7 days a week firefighters.**

She explained that when she retired in 2012, the call volume was 3200-3300 and they are now receiving 5200 and have had no staffing increases except for ARF which they can't respond away from the Glacier Station. Ms. Weldon provided approximate dollar figures for those positions at $420,000. She said that would be just the beginning and that the Assembly will need to provide even more resources in the future but this would be a good place to start.

Additional discussion took place regarding the estimated expenses for the positions at the 24/7 staffing levels. Members expressed concerns about not having sufficient data/cost estimates for the amendment and the timing of these issues coming back to the Assembly.

Roll Call on the Amendment [Mr. Nankervis was no longer on the call.]

Aye: Edwardson, Jones, Kiehl, and Weldon
Nay: Becker, Gladziszewski, Gregory, Koelsch

Amendment failed 4:4

Ms. Gladziszewski clarified that her main motion, it was for the City Manager to bring back an appropriating ordinance with 4-6 staff positions for consideration by the Assembly.

Roll Call on main motion:
YEAS: Edwardson, Jones, Kiehl, Weldon, Becker, Gladziszewski, Gregory
NAYS: Koelsch

MOTION passed 7:1

B. **Waterfront Transportation Staging and Deck-Over Project**

After a brief recess, the meeting was called back to order at 8:00 p.m.
[Clerk's note: sometime during the discussion of this agenda topic, Mr. Nankervis was able to call back into the meeting.]

Port Director Carl Uchytil and Port Engineer Gary Gillette provided a presentation on the proposal to work with Archipelago LLC for a combined project with CBJ Docks & Harbors in which CBJ would develop plans for providing transportation staging and contiguous and associated open space on the waterfront.

The idea before the COW at this meeting was to look at the current ownership, proposed ownership, recommended budget and funding plan for the overall project and determine whether Docks and Harbors should continue to develop the project.

Mr. Gillette explained that the estimated project budget for the Waterfront Transportation Staging and Deck-Over would be as follows:

Design & Permitting	$ 1.9 Million
Construction	17.0 Million
Contract Admin/Inspection	1.2 Million
Land Acquisition	2.1 Million
Total Project Budget	**$ 22.2 Million**

Additional discussion and Q&A took place regarding the project and the city's role vs. that of Archipelago LLC as well as the Assembly's wishes relating to favorable negotiations on the project. Mr. Watt explained that for purposes of a land sale, in order for Docks and Harbors to be able to negotiate directly with Archipelago LLC, they will need a motion from the Assembly in accordance with the land sale code. Any sale or purchase that is done, will be fair market value for fair market value. He said if there are requirements or encumbrances or CBJ gets to use a staging area, that would be part of the appraisers fair market analysis.

Mr. Uchytil said that Archipelago LLC has been good partners to work with and they are committed to building world class facilities just like CBJ is committed to this. He said when CBJ requested certain elements, Archipelago was able to accommodate CBJ's request and they redesigned their plans to provide those accommodations.

***MOTION* by Ms. Weldon to authorize the City Manager to develop a purchase and sales agreement with the original proposer Archipelago LLC and return it to the Assembly for adoption.** (This was the recommended action from page 155 of the packet.)

Mr. Watt explained that technically that motion needs to happen at the Assembly meeting on July 23 and what they were looking for from the COW was outlined on page 137 of the packet. ***Ms. Weldon withdrew her motion.***

Mr. Watt explained that the three pieces from packet page 137 that they are looking at include the following:

"Through hard work by both D&H and Archipelago Properties LLC, the proposed arrangement has become less complicated and now consists of these component parts for Assembly approval:

1. Land Sale/Purchase – In accordance with CBJ code, the Assembly must pass a motion to directly negotiate for the sale of CBJ property. This motion is tentatively calendared for the 7/23 Assembly meeting. Successful negotiations would result in an Ordinance that the Assembly would subsequently be required to approve.

2. Project Funding – A project close out transfer of $3.3M has been requested by Docks & Harbors (with review at 7/9 PWFC). If forwarded out of Committee, this would be heard at the 7/23 Assembly meeting. If the transfer is approved, D&H staff intend to use some of these funds to continue the design development and preparation of a bid package.

3. Complete funding package. In order to proceed with the project, the Assembly will need to provide a complete funding package. Both State and CBJ passenger fees are eligible for consideration.

Tonight's steps:
At tonight's meeting, the COW should review the development concept and costs and determine whether D&H should continue to develop the project."

Additional discussion took place with Q&A between COW members and staff and Mr. Watt said it would be best to schedule this for a future Assembly Finance Committee meeting to align purpose with the appropriate funding source.

***MOTION* by Ms. Weldon for the Assembly to give direction to the Docks & Harbors staff to continue to develop the project.**

Objection to the motion was noted.

Roll Call on motion:
Aye: Edwardson, Kiehl, Weldon, Becker, Gladziszewski, Gregory, Nankervis, Koelsch
Nay: Jones

MOTION passed 8:1

C. **Municipal Attorney Recruitment (Verbal Discussion)**

Mayor Koelsch said that he would like to appoint the same team of Assemblymembers who looked at Municipal Attorney Compensation last year to take up this issue this year. Those members were Mr.

Jones, Mr. Nankervis, & Ms. Weldon.

Ms. Becker asked if they should first look at whomever the Assembly wished to hire before they determine a compensation amount for the new Municipal Attorney.

Mayor Koelsch stated that he had requested Law to send out a request for interest internally to see if that was something that they could verify whether or not anyone was interested in the position internally and he was told that there are. He said that the next questions the Assembly has to figure out is if they will be doing an external or an internal recruitment process. He said he would recommend an internal recruitment process first but would like the Assembly to discuss it.

Ms. Gladziszewski said she doesn’t know what he means by “first” but she would prefer they put a public announcement out for anyone to apply to cast the net wide and interview all suited candidates.

Mr. Kiehl said he agrees with Ms. Gladziszewski and that he has received contact from former CBJ Law employees as well as private attorneys who are interested in applying.

Ms. Becker asked for clarification on what is meant by “internal” if that is limiting the scope to CBJ employees only or those persons living within the City and Borough of Juneau only. Mayor Koelsch clarified that he was referring to CBJ employees in the Law Department only.

Mr. Gregory said that he feels we have capable staff currently employed within the Law Department he would hate to limit the city by not interviewing all applicants so he is torn on this process. Ms. Weldon said she would agree with Mr. Gregory as she is also torn on which way would be best.

Mr. Nankervis said that he recalls when they appointed Ms. Mead, they looked internally and they had two internal applicants and they selected one of those and he feels they have capable candidates who already work for CBJ.

Mr. Kiehl said he recalls the events somewhat differently from Mr. Nankervis’ recollection. Mr. Kiehl stated that Mayor Sanford had tasked him with chairing that search committee and his notes show that there were 8 applicants: 2 internal applicants and the rest were external applicants. He said they had interviewed four of those applicants: 2 internal and 2 external.

Mr. Edwardson said that he agrees with everyone who said they don’t mind going outside for applicants. He shares everyone’s viewpoint that we have a very capable Law staff but there are other highly capable people out there who may be interested in competing for the job.

Mayor Koelsch asked Mr. Jones if he wished to comment, to which Mr. Jones said he did not.

Ms. Becker said she was OK with looking only internally. She said that sometimes we spend a lot of time and money advertise outside while we know we have capable staff members and they end up choosing the internal staff person in the long run after all. She would be in favor of recruiting from

MOTION by Ms. Weldon to look for the City Attorney internally before we go outside.

Ms. Gladziszewski said she would object to the motion as she feels they should not limit the pool of applicants; we have great people but she doesn't think we should limit ourselves to just those currently employed.

On the motion to look for the City Attorney internally before we go outside [for recruitment].

ROLL CALL VOTE
Yeas: Gregory, Nankervis, Becker, Weldon, Koelsch
Nays: Gladziszewski, Jones, Kiehl, Edwardson
Motion passed 5:4

Additional discussion took place regarding the wording of the motion to "select applicants internally before going outside for applicants" vs. the intent of the maker of the motion to hire only from internally.

Ms. Cosgrove offered the committee an opportunity to have staff provide them with some additional information related to possible timelines, process etc...

Ms. Weldon said that the intent of her motion was to look at internally first to see if we had any viable candidates and to only go out again if we did not have any viable candidates.

Additional discussion took place and committee members asked staff to provide process clarification. Ms. Cosgrove said part of the process will be to determine how broad they wish to the net within CBJ as there may be staff members outside the Law Department who also hold law degrees. She said some of the pieces the committee may want to decide upon are:
How far do they want to cast the net? What timeframe do they want to work within? She noted that Ms. Mead will be out sooner than they hope and she also has some personal things to take care of before her departure. She noted that staff (Mr. Hargraves) can help the Assembly come up with clear timeframes and clear process.

Ms. Gladziszewski gave notice of reconsideration for the next meeting.
Ms. Gladziszewski said she feels pretty strongly that narrowing themselves so immediately is a mistake.

Mayor Koelsch asked the members if they wish to direct staff to come up with timelines. Ms. Cosgrove explained if they were to do an internal only process, it could happen relatively quickly. If they chose to do an external process going outside the confines of those individuals currently employed by the CBJ, they are looking at a 2-3 month process.

Additional discussion on effect of Notice of Reconsideration and when that might come back up before the Assembly since it isn't something typically done in a COW meeting. Ms. Mead said she feels the best way to interpret that motion for reconsideration would be to bring that back before the body at its next regular Assembly meeting. She said that once the underlying motion is accomplished, there cannot be reconsideration so if they go through and consider an internal applicant and wait until August 9 for the COW, it would be too late and they motion action will have already been done. Ms. Mead explained that the affect of the motion is to place everything on hold until the next time the Assembly meets as a body.

V. EXECUTIVE SESSION

A. Attorney Selection Process Discussion Continued (If Needed)

No executive session took place during this meeting.

VI. ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at 9:38 p.m.

Submitted by Beth McEwen, Municipal Clerk

MEMORANDUM

HOUSING PROGRAM
155 S. Seward St. Juneau, Alaska 99801
Scott.Ciambor@juneau.org
Voice (907) 586-0220
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TO: CBJ Committee of the Whole
FROM: Scott Ciambor, Chief Housing Officer
DATE: August 8, 2018
SUBJECT: CBJ Incentives for Housing Development

Staff is requesting guidance on if and how CBJ would like to pursue incentives for housing development. At the end, staff has proposed three general incentives for consideration:

- Revision of the rules regarding the Juneau Affordable Housing Fund
- Tax abatement
- Land disposal

Background:

The City and Borough of Juneau receives dozens of incentive requests each year from housing developers (for-profit, non-profit, and housing authority) for a wide-range of housing types – from single-family homes to permanent supportive housing options for the chronically homeless.

A table with a sample list of requests from 2016-2018 is attached.[1]

The most frequent requests, and the most common tools used by municipalities across the country to encourage housing development, include:

- **grants and loans**;
- **tax abatement**; and
- **reduced sales price or donation of land**.

A National Association of Home Builders report, *How Did They Do It? Discovering New Opportunities for Affordable Housing* provides recent case studies on projects across the country where municipalities partner and use a combination of these tools to facilitate housing development.[2]

Streamlining policies around these incentives and the process for handling future housing development incentive requests is consistent with past policies and improves future efficiency:

- The *CBJ Housing Action Plan* calls for the development of additional housing incentives as part of a consistent, 30-year approach toward providing more housing opportunities;

[1] Appendix A, table of incentive requests
[2] Appendix B, summary table of NAHB case studies for financing affordable housing

- The *Juneau Economic Development Plan* discusses the need for housing, specifically Downtown where development costs are high;
- Assembly and staff, in many different departments, receive and spend lots of time on individual housing development requests that come in throughout the year; and
- Developers need clarity on potential resources that are available and a clear process for executing their requests.

Juneau Affordable Housing Fund for all Housing Grant and Loan Requests: Current Use

CBJ has established formal grant and loan programs for housing development and offered funding for a variety of housing projects.[3] Many of these programs utilized pass through funds from state and federal programs or included a partnership arrangement with local banks.

History: Loans and grants that CBJ has provided in the past.

- **Juneau Rental Housing Stimulation Program (1982**): Zero-interest loan to for-profit developer, in return for 20% of units reserved for tenants with incomes at 80% AMI or less for the duration of the loan.
- **Juneau Affordable Housing Loan Program (1992):** Zero-interest loan and 10 year payment deferral, for non-profit developer for 41 units of multi-family housing at 80% AMI or below.
- **State of Alaska Department of Administration Grant (1994**): Grant to non-profit developer for transitional housing for the homeless.
- **Housing Rehabilitation Loan Program (1978, 1998):** Rehabilitation loan program for low-income families (50% AMI and below).

Current: CBJ offers a few grant and loan programs to incentivize housing development.

- **CBJ Accessory Apartment Grant program**: $6,000 grants to individual homeowners that add an accessory apartment to their property.
- **Mobile Home Loan Down Payment Assistance**: 1% loans to individuals, up to $10,000, for down payments on mobile homes for residents making $96,800 or less (120% AMI or below). Partnership with True North Federal Credit Union.
- **Juneau Affordable Housing Fund**: 2010 recommendations in place that include 5% of funds eligible for no interest loans and a limitation of $150,000 for maximum loan to for-profit, non-profit, housing authorities for housing projects targeting residents between 0%-120% AMI. Eligible uses for funds are capital or rental and ownership property, non-profit capacity building, supportive services, and operating expenses.

[3] Appendix C, Historical CBJ housing grant and loan programs table

Juneau Affordable Housing Fund: Proposed Changes
The Housing Action Plan indicates the need to expand and better utilize the Juneau Affordable Housing Fund over the next 30 years in contrast to the stop and start approach to housing incentive programs of the past.

Since the Juneau Affordable Housing Fund program guidelines and application have not been revised since 2010, staff would like to reshape the JAHF immediately. Some of the key components to address would be:

- Review and revise application and guidelines;
- Yearly application process similar to the Community Development Block Grant(CDBG);
- Increase loan amount eligibility and the limit on no interest loans;
- Streamline Process:
    - Staff review committee to build expertise; and
    - Condense Assembly time spent on individual housing project reviews to a minimum with an annual report update
- Results to be directed to a CBJ Assembly Committee with all members (e.g.; Finance)
- Continue to pursue outside funds to match with CBJ resources put into the Fund.

Tax Abatement: Proposed Incentive

Based on developer requests, staff encourages the Assembly to develop tax abatement programs for housing development in two categories; 1) *multi-family development (affordable and fair market)* and 2) *a targeted Downtown program*.

These tax abatement programs would facilitate housing development by reducing costs. Tax abatement is a resource to plug into a housing development projects' *pro forma*, decreasing the financing gap.

At the April 18, 2018 Assembly Finance Committee meeting, staff presented the main components of Housing Tax exemption programs used in municipalities throughout the country.

Staff indicated that the Assembly would be able to set the parameters of a tax abatement program for housing development in terms of 1) Housing Type, 2)Targeted Area, 3)Length of Tax Exemption, 4) Tax Exemption Coverage (land, housing, or both) and 5) Affordability Requirement.

The Portland Housing Bureau has three well-established tax exemption programs targeting low-income housing, multi-family housing, and homeowner types of housing. Recent reports are available that show economic impact and overall use of the program. The reports also note municipality investment/tax revenue loss during the period of tax exemption as wells as additional revenue received when the projects were back on the rolls.

Land Disposal: Proposed Incentive

For-profit and non-profit entities regularly approach municipalities with requests to acquire land at less than fair market value. Municipalities across the country provide land donations or land at less than fair market rates to non-profit, for-profit, and regional housing authorities to:

- meet affordability goals in multi-family projects by decreasing development costs, or
- stabilize long-term single-family home affordability by contributing to community land trust-type organizations or public housing authorities.

Current CBJ Code for Land Disposal is unclear when to donate land or sell at less than fair market value, solely for housing development.

Current CBJ Code for Land Disposal

53.09.270 Disposals for public use.

(a) *Disposal to governmental agency.* The lease, sale, or other disposal of municipal land or resources may be made to a state or federal agency for less than the market value provided the assembly approves the terms and conditions of such disposal by ordinance.

(b) *Disposal to nongovernmental agency.* The sale, lease, or other disposal of City and Borough land or resources may be made to a private, nonprofit corporation at less than the market value provided the disposal is approved by the assembly by ordinance, and the interest in land or resource is to be used solely for the purpose of providing a service to the public which is supplemental to a governmental service or is in lieu of a service which could or should reasonably be provided by the state or the City and Borough.

(c) The market value, as determined by the manager, of City and Borough land, interest in land or resources, which is granted to a governmental or nongovernmental agency under this section, shall be set forth in the authorizing ordinance. The City and Borough may require the grantee to provide an appraisal to determine the market value.

The Housing Office anticipates continued interest in this incentive.

Summary

Improving housing availability requires clarifying housing resource incentives that are available to the development community, and the process necessary to utilize these resources.

Staff requests/recommendations:

A. **Revise and update the Juneau Affordable Housing Fund to meet current demands and run all housing grant and loan requests through the fund process. This process reduces Assembly review time and improves transparency by collecting consistent information across projects. Proposed actions:**
    - Review and revise application and guidelines. Establish a yearly application process similar to the Community Development Block Grant(CDBG).
    - Increase loan amount eligibility and the limit on no-interest loans.
    - Streamline Process:
        - Establish a staff review committee to build expertise. This multi-disciplinary team would include representative from Finance, Lands, Housing, Engineering, and Community Development.
        - Staff would review and rank proposals based on standard criteria.

- Recommendations directed to a CBJ Assembly Committee with all members (e.g.; Finance, COW).
- Continue to pursue outside funds to match with CBJ resources put into the Fund.

Timeline: Immediate

B. **Develop tax abatement proposal for 1) multi-family apartments (Borough-wide) and 2) Downtown development where costs are more substantial.**
   a. Downtown tax abatement program should be developed alongside CDD efforts with Blueprint Downtown.
   Timeline: 3-6 months

C. **Determine in what scenarios that CBJ land can be disposed of at less than fair market value for the development of housing, and develop proposed policies to:**
   a. Meet affordability goals in multi-family projects by decreasing development costs, or
   b. Stabilize long-term single-family home affordability by contributing to community land trust-type organizations or public housing authorities.
   c. Target areas (Downtown) where multiple resources are necessary to help facilitate housing development due to high costs, older building rehabilitation.

   Timeline: 3-6 months

Fair Market Housing Projects – Housing Incentives Requests (2016-2018)

Housing Development Project	Grant	Financing: Zero/low interest loan or bond capacity	Tax Abatement	Tax Deferral	Low-Income Housing Tax Credit Program	Waive fee in-lieu of parking	CBJ pays for parking	Land Sale at less than FMV	Buy back or return to CBJ
Pacific Development Group (Renninger) On 3 parcels approximately 120 mult-family apartments at 120% AMI	Grant + Guaranteed rent for 30 years	Requested use of 1% loan or bond capacity	Requested		N/A	N/A	N/A	Requested	Requested
Alaska Legacy Partners (Hurlock Property-Senior Housing)	Asked about incentives		Asked about incentives					Requested in initial application	
Downtown Business Association/Main Street USA – 2nd floor apartments	CBJ Program desired		CBJ Program desired						
Verde Infrastructure Partners (Soenksen) – 2nd & Franklin 2 levels parking, 4 levels housing		Discussed			N/A		Requested		
Eagle Rock Ventures 2nd and Franklin 60 units of workforce housing	Requested	Requested	Requested		Requested -- Not Funded by AHFC	Requested		Requested	
Garden Park (Coogan) Potential manufactured home park – Discussed at Affordable Housing Commission		CBJ partner to provide capital for manufactured home loans							
Spicketts' Palace, LLC (Whitney) Multi-use project including 6 apartments downtown	Community Improvement grant (façade work) - discussed								
Assembly Building, Bergman Hotel, Nugget Mall	Numerous Requests	Numerous Requests	Numerous Requests			Numerous Requests			

RED = formally requested   Blue = Discussed or an idea

Affordable/Special Needs Housing Projects Housing Incentives Requests(2016-2018)

Housing Development Project	Grant	Financing: Zero/low interest loan or bond capacity	Tax Abatement	Tax Deferral	Low-Income Housing Tax Credit Program	Waive fee in-lieu of parking	CBJ pays for parking	Land Sale at less than FMV	Buy back or return to CBJ
Juneau Housing First Collaborative 32 units of supportive housing and clinic space	Requested and received $2.7 million				N/A	Requested Less parking because of targeted residents			
Juneau Housing Trust (Renninger)					N/A			Reduced sales price based on using YouthBuild	
Alaska Housing Development Corporation (AHDC) 31 units, 1-bedroom, mixed-income. **No assistance requested.**								Purchase land at fair market value	
Senior Citizens Support Service, Inc. 48 units of assisted living; 30 units of dementia care	Requested	Requested use of bonding capacity			N/A				
CCTHITA – Tiny Homes Discussion	Discussed							Discussed	
Maple Springs of Alaska Senior Housing									
Trillium Landing					Requested and received				
Volunteers of America					Requested and received				
Prama Home, Inc (Renninger)					N/A			Requested Land first in order to lure grants	

RED = formally requested   Blue = Discussed or an idea

Funding Sources	Deal Makers
Town of Frisco: Land donation and fee waivers Brynn Grey Partners, LLC: self-generated, private equity, construction lending fund.	• Donation of town-owned land for affordable housing development • Local affordable housing policies • Dedicated funding to support affordable housing • Successful public engagement and comprehensive master planning • Deed restrictions for qualified incomes and residency • Limited equity appreciation for permanent affordability
Federal Home Loan Bank of Boston Liberty Bank Connecticut Department of Economic and Community Development	• Incentive Housing Zone program established to guide communities to proactively plan for affordable housing • Technical assistance from the Housing Connections of Connecticut program, a partnership between Local Initiatives Support Corporation (LISC) and the Connecticut Housing Coalition • Project financing from the Connecticut Department of Economic and Community Development, Liberty Bank, and the Federal Home Loan Bank of Boston. • Strong community support to meet housing needs for residents priced out of current supply of market-rate housing • Nonprofit advocacy organization to spearhead community engagement • Experienced nonprofit housing developer to secure financing and oversee construction • Municipal land donation and remediation to lower the cost of development
Nine percent Low Income Housing Tax Credits: $14,531,000 City of Austin General Obligation Bonds: $2,000,000 Mueller Foundation: repayable seed money	• A robust public-private partnership • Substantial, long-term public engagement • A strong public policy commitment to affordable housing • Design guidelines and review process for a cohesive neighborhood fabric
Self-financed (Initial investments) Community Development Areas, South Jordan City (2008) South Jordan infrastructure assessment bond (2016)	• Mixed-use development • Variety of housing types and price points • Green building • Sustainable development • Multimodal transportation options • Pedestrian-friendly design
Nine-percent Low Income Housing Tax Credits City of Alexandria: loans for gap financing Leveraging of high land values	• Strong housing market • Collaborative public-private partnership • Experienced developer of mixed-income communities • Leadership from the housing authority • Supportive city council • New community center
Atlanta BeltLine Affordable Housing Trust Fund Atlanta BeltLine Tax Allocation District Bank of America (mortgage financing) Fifth Third Bank (mortgage financing)	• Strategic adaptive reuse that emerged from a failed upscale condominium development • Housing and transportation linkages for sustainable development • Rapid turnaround from acquisition to closing • Pilot for community land trust condominium units • Drawing for units that generated quick and successful closings • Land banking of 1.4 adjacent acres for future development • Providing accessible and affordable financing to workforce buyers

Appendix C

Historic CBJ Housing Development Loan And Grant Programs		
Project/Program	**Example**	**Terms**
Juneau Rental Housing Stimulation Program (1982)	Hugh Grant (For–profit developer) Harbor Heights Apartments 27-units 3444 Nowell Ave.	$326,067 zero interest loan (2018 dollars - $869,931) • At least 20% of units must be reserved for tenants with gross incomes at 80% or less AMI for the life of the loan. • Monthly Repayment: July 1987 to June 1995. Escalating from Year 1 at $2400 to $4300/month in 1995.
Juneau Affordable Housing Loan Program (1992)	Alaska Housing Development Corporation (Non-profit developer) Orca Point 41 multi-family apartments 1 & 2 bedrooms 80% AMI and below	$200,000 zero interest loan (2018 dollars- $364,356) for: ○ $40K for permitting ○ $45k for architectural/engineering fees ○ $10 K for tax credit carryover ○ $4k for project appraisal ○ $100K for site development/construction • Repayment deferred for ten years • Years 11-21: Annual $20,000 payment. (0% loan)
State of Alaska Department of Administration Grant (1994)	St. Vincent DePaul (non-profit developer) 12-unit transitional housing. 8617 Teal Street	$212,000 grant dispersed upon invoice during construction period. (2018 dollars - $364,819)
Housing Rehabilitation Loan Program (1978 version and 1998 version)	**1998**: The rehabilitation loan program is intended to encourage and facilitate the improvement of residential properties to meet City and State health and safety codes. $300,000 available for low-income families from CBJ with $600,000 local	**1998-2000**: 14 properties utilized program. **1978**: Community Development Block Grant award of $400,000 was utilized as CBJ match. (Behrends Bank)

	match from local lenders.	

Current CBJ Housing Development Loan & Grant Programs (2018)

Project/Program	Example	Terms
Juneau Affordable Housing Fund (2010 – current)	2010 guidelines for use by for-profit, non-profit, and public housing authorities. • Capital costs for rental/ownership housing • Capacity-building(non-profits) • Supportive services for occupants of affordable housing • Operating expenses of housing developments	2010 Recommendations (based on limited funds $477,000 in JAHF with no long-term dedicated resource): 5% of funds for no interest loans $150,000 maximum loan
CBJ Accessory Apartment Incentive Grant Program (2015 -)	Individual Homeowner 2015-17 pilot program: 12 users 2018: $480,000 for five years **Current: 11 homeowners going through the process**	$6,000 in grant funding for homeowners that add an accessory apartment to their home. Funding received upon receipt of certificate of occupancy.
CBJ Mobile Home Loan Down Payment Program (2017 -)	Individual Homeowner $100,00 in funds available Current: **7 loans through July 2018** **$7,700 principal/interest has been paid** **$69,000 is available for lending as of June 30, 2018.**	For residents with median household income less than $96,800, 1% loans area available up to $10,000.

MEMORANDUM

CITY/BOROUGH OF JUNEAU

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DATE: August 9, 2017

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.

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.

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

- The pilot extension of North Douglas Highway has been completed. (Enhance Essential Infrastructure)

- The Assembly appropriated $250,000 during the FY19/FY20 budget process to create a CIP for the North Douglas Crossing. (Enhance Essential Infrastructure)

- The Assembly provided $150,000 during the FY19/FY20 budget process to create a business case for a new City Hall. Assuming the business case is solid, moving City Hall should have a positive impact on the availability of downtown housing, create additional space for tourism related needs, and provide better efficiencies for staff and the public. (Enhance Essential Infrastructure, Housing, Downtown Revitalization)

- CBJ and UAS received the Auke Bay Marine Station from the Federal Government. The property has been subdivided and both entities are planning for utilization of the property. (Next Generation Workforce, Juneau as a Research Center, Build on our Strengths)

- The Assembly included the development of a downtown area plan as one of its 2018 priorities. The Front & Franklin project is complete. The Assembly passed an ordinance creating an Alternative Downtown Overlay District zone to assist in resolving variance issues in downtown residential areas. (Revitalize Downtown)

- The Assembly provided $75,000 in FY19 and 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 Capital Committee is attempting to purchase a blighted property on Seward Street for the purposes of extending the capital complex. (Protect and Enhance Juneau's Role as the Capital City, Revitalize Downtown)

- Forget Me Not Manner opened in the late fall of 2017 and continues to operate at capacity. CBJ operated a warming shelter from mid-November through mid-April. The Housing First Committee is planning for a Phase II to add additional units. (Revitalize Downtown)

- The Assembly is working on a negotiated sale of the Hurlock Property to Alaska Legacy Partners for the purpose of building a Senior Assisted Living facility. (Build the Senior Economy, Housing)

- The Assembly is considering a ballot initiative that would allow voters to weigh in on the importance of coordinated child care strategy for the community and potential funding sources. (Next Generation Workforce)

- 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 purchase and development of the Archipelago lot. (Build on our Strengths, Enhance Essential Infrastructure, Revitalize Downtown)

- Southeast Conference completed the AMHS reform update. The Assembly partially funded the study. The M/V Tazalina, will be christened on August 11, 2018. (Create Essential Infrastructure)

- The Assembly has created a Mining Subcommittee to review the CBJ Mining Ordinance. Final revisions to the Mining Ordinance are set for public hearing at the 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 Assembly received a report of activity on this topic at the April 10, 2017 COW meeting. Most notable, since the last update:
  - ERV continues to look for financing and development plans to create a housing project at the 2^{nd} and Franklin lot.
  - The first phase of construction for Peterson Hill is underway. Phase 2&3 will be scheduled in the near term. (Housing, Revitalize Downtown)

- The Chamber of Commerce has completed their Transportation survey and is prepared to present the results to the Assembly. (Enhance Essential Infrastructure)

- The Assembly took steps to help revive the Juneau Commission on Aging, a lead partner in the Build the Senior Economy section of the Economic Development Plan. The Assembly provided funding to JEDC to help staff the committee and help work towards identified priorities in the JEP. (Build the Senior Economy)

- CBJ purchased the Public Safety building from the Alaska Mental Health Trust (AMHT) making that property available for development in the Willoughby District. In addition. The city continues discussions with the AMHT to encourage sale of the sub port parcels for needed waterfront development.

Next Steps:

The Assembly identified a number of economic development initiatives in their 2018 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 to data collection for JEP milestones and metrics.

There has been some discussion amongst the economic development partners about revisiting the Economic Plan and “refreshing” it. This would include looking at areas where there has been no progress and determining if the implementing strategy is relevant and actionable, identifying new areas that tie to the core economic objectives, and assigning lead agencies.

1. Enhance Essential Infrastructure	Goal: Support transportation infrastructure-related policies and developments that will provide access to developable land and control of 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 August 2018
Proceed with extension of North Douglas Highway, and North Douglas/Gastineau Channel Bridge construction to realize the residential, commercial, transshipment and maritime, industrial, and	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 identified this as a working priority for CY2018.
	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	CBJ Assembly provided $250k at the May 9, 2018, Finance Committee meeting to establish a North Douglas Crossing CIP fund.
	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.
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	The JNU draft sustainability master plan was presented to the Assembly at the COW on 3/9/2018. The FAA is reviewing for final comments. The Assembly should see the final plan sometime late summer/fall of 2018.
	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.
Engage in planning, policy-making, and monitoring activities necessary to ensure that marine freight	1.3.A	Assign a central authority to:	Chamber of Commerce	The McDowell group completed a Frieght Survey through the McDowell Group. The McDowell Group is prepared to present an executive summar to the Assembly COW. It is possible a "phase 2" of this project might be in order but further discussion is warranted prior to making that decision.
	1.3.A.1	*Provide a single, consistent place for Juneau (and northern Southeast Alaska) where freight pricing data and concerns can be reported (confidentially if needed).*		
	1.3.A.2	*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.*		
	1.3.A.3	*Support opportunities to reduce fuel surcharges coincident with declining fuel prices.*		
	1.3.A.4	Coordinate shipper-business education, and business-to-business logistics communications/coordination.		
	1.3.A.4.a	*It will be less expensive to ship 2 pallets once a week, rather than 1 pallet twice a week.*		
	1.3.A.4.b	*Are there any cost-saving opportunities to use back-haul rates by coordinating export transshipment (seafood and alcohol) with imports (lumber, groceries, other).*		
	1.3.A.4.c	*Explore if centralized logistics communication could promote cost savings, such as builders sharing container loads.*		
	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.		

Objective	Action	Action Description	Lead	Status August 2018
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 - CDD/PC JEDC	JCOA has plans to bring in Sioux Douglas to speak to the board on senior housing in Juneau.
	2.1.B	Identify public/private partnerships, including those to provide land for assisted living development in the community.	CBJ JEDC	CBJ Assembly is in the process of authorizing the sale of the Hurlock St. property to Alaska Legacy Partners with the intent of building an Assisted Living Facility.
	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	The CBJ continues to discuss housing related incentives for Economic Development consistent with the provisions of SB100.
	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 (8 beds) for their market rate units. The affordable housing units are at approximately 80% capacity (32 beds). The list of people currently undergoing the certification process should be able to fill the remaining 9 affordable units in the next couple months.
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	JCOA is currently working on a survey to send to senior service providers
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.		
	2.3.A	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.	CCS - Catholic Community Services	This plan is updated on an annual basis to reflect current priorities for the agencies involved. The update results in a resolution expressing support for the Juneau Coordinated Transportation Coalition's Prioritization of Projects to qualify for grant funding by the Alaska Department of Transportation & Public Facilities. The Assembly passed Resolution 2811 at its November 6, 2017 meeting.
	2.4.B.1	*Regularly update the Juneau Coordinated Human Services Transportation Plan.*	CBJ - CDD	
	2.4.B.2	*Ensure all bus stops and sidewalks in commercial areas are safe and clear of snow and ice.*	private sector	
	2.4.B.3	*Provide information to seniors on services available to help access basic needs, include case management in this process.*	JCOA -Juneau Commission on Aging	
	2.4.B.4	*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.*	CCS - Catholic Community Services	Transport is provided 7 days a week to those who are eligible for services.

Objective	Action	Action Description	Lead	Status August 2018
	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	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,
	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 2018 operations.
	2.4.D.1	*Support Meals on Wheels.*	JCOA	
	2.4.D.2	*Consider a volunteer shopper program.*	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,
	2.4.E	Consider a full-service senior center as a central information source and center for activities and services.		
	2.4.F	Institute a senior-friendly business program.		
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 -Juneau Commission on Aging/United Way	JCOA is currently undergoing a change in membership. JEP priorities will be provided to them once the organization is reformed.
	2.5.B	Increase opportunities for meaningful volunteer activities.	United Way	United Way offers a FREE volunteer engagement tool called Get Connected. UW shares this tool with organizations, community members, and partner agencies via social media, e-newsletters, printed flyers, and the Juneau Empire.
	2.5.C	Increase opportunities for lifelong learning.	UAS	UAS offers tuition waivers for senior citizens eligible to receive full retirement benefits.
Prepare the next generation of Juneau retirees	2.6.A	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.	AARP	

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.

Objective	Action	Action Description	Lead	Status August 2018
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	State of Alaska creates and maintains a workforce profile on an annual basis that includes this information. Working with the State to see if there is location specific information available.
	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.
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	Funding included in Assembly FY19 and FY20 budget
	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	JEDC is collaborating with AEYC and others around the need for high-quality childcare and early education. Renewed discussions with Bright Horizons in Summer 2018 regarding opening in Juneau. They need annual financial support and/or provisions of adequate space.
	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	

Objective	Action	Action Description	Lead	Status August 2018
	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 hold their third coordinated summer activity event at Cent. Hall in April '18. 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.		Best Starts program continues to work on pre-k education and services. They have a draft program and are seeking a reliable funding source.
	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.		Mayor Koelsch recently held a meeting with large local employers to discuss this issue.
	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 fund a priority for the JSD. In addition, CBJ Assembly funding an additional Pre-K classroom.
	3.3.B	Support and seek additional partnerships that provide STEM and computer training and education, such as the recent CCTHITA, Microsoft Corporation, and State of Alaska collaboration in Information Technology.	UAS	UAS is expanding their engagement with ANSEP. UAS has approximately 25 ANSEP students studying at UAS, especially in the fields of biology, marine biology. The UA Board of Regents approved a joint BS degree in Fisheries and Ocean Sciences; a joint project of UAS and UAF.
	3.3.C	Support experiential learning. This may include development of learn/work partnerships between the high school and local employers so high school students may gain direct experience in the workforce.	JEDC	Attempted to coordinate a student-centered café at the SLAM, but was unsuccessful.
	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 is engaged in a community master planning process for parks, recreation facilities, and trails, to determine community priorities in recreation programs and services.Planning process should be completed by December 2018.
	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	JEDC continues to engage with groups like the Downtown Business Association to improve the downtown experience. With some support from the Alaska Committee, JEDC prepared a survey that capturde attitudes of persons doing business in Juneau (including Legislators).

Objective	Action	Action Description	Lead	Status August 2018
Take steps to convert the non-resident workforce to a resident workforce.	3.5.A	Explore ways to increase resident workers in Juneau economic sectors that currently support a large non-resident workforce. Determine housing and lifestyle needs and barriers to these employees becoming year-round residents. Potential focus areas for this effort include: · *Mining sector: miners, extraction workers, drillers, machine operators, heavy equipment mechanics.* · *Maritime industry: ship engineers, sailors, marine oilers, captains, mates, pilots of water vessels.* · *Construction sector: construction laborers.* · *Tourism Sector: retail salespeople, bus drivers, servers.*	JEDC TJ	Activity concluded. Data collection for the non-resident survey closed on May 1. Eighty-five responses were collected in total. Survey responses were tabulated with Survey Monkey analytics and a final report was prepared and submitted to CBJ.
Develop the infrastructure needed to support innovation and entrepreneurship.	3.6.A	Ensure that Juneau residents have access to fast, competitively priced internet service. This is particularly important for businesses and research requiring large amounts of data.	private sector	
	3.6.A.1	· *Interview providers and identify Juneau's maximum, average, and minimum internet download and upload speeds and costs.*		
	3.6.A.2	· *Identify geographic, hardware, and other factors affecting speed and capacity constraints.*		
	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 participates in the Boot Camp weekend, announces the winners of the program at the Innovation Summit. 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 2018 Innovation Summit and has scheduled the 2019 Summit for February 2019.
	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 organized a "Make the Makerspace" work party to assist in the renovation of a new and larger Markerspace facility.
	3.7.D	Continue to support entrepreneurship opportunities in Juneau through small business counseling, planning support, site selection, and permitting review.	JEDC/SBA	JEDC organized Juneau's first Startup Weekend in March 2018 and has started planning for Juneau's second Startup Weekend in November 2018.
	3.7.E	Develop networking events for entrepreneurs.	JEDC	JEDC organized Juneau's first Startup Weekend in March 2018 and has started planning for Juneau's second Startup Weekend in November 2018. This Startup Weekend provided time for entrepreneurs to network.
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 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 participated in planning calls for Alaska's first Angel Investor conference.

Objective	Action	Action Description	Lead	Status August 2018
	3.8.C	Provide training on the effective use of Peer-to-Peer lending platforms.	JEDC	JEDC provided an overview of newly authorized in-state investment options authorized by the legislature with support of the Department of Commerce and Community Development.
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.		
	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 portinoof 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	Activity on hold pending completion of the MGRA master planning project.
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.

Objective	Action	Action Description	Lead	Status August 2018
	4.2.B	Review and support the ADOLWD "Fisheries Workforce Initiative".	UAS	UAS has been actively partnering with CBJ and NOAA to assist in relocating fisheries science and management jobs back to Juneau. Also, UAS is working with UAF to expand undergraduate fisheries degree options for SE Alaska students. UAS recently hired two faculty members in fisheries, and is seeking to expand ANSEP (Alaska Native Science & Engineering Program) in SE Alaska.
	4.2.C	Identify goals for numbers of new hires, divisions, types of duty-based jobs, and other specific targets. Consider pursuing a research vessel based in Juneau (a compliment to the growing Coast Guard mariner and maritime presence here).	CBJ	CBJ is in active conversation with Coast Guard leadership and the federal delegation regarding the placement of Coast Guard assets in Juneau. JEDC produced, in collaboration with Docks and Harbors, two Choose Juneau brochures that highlight Juneau as a great place for homeporting vessels.
Better connect Juneau's scientists and researchers with business and industry. Conduct applied research to benefit local business' ability to compete and expand.	4.3.A	Connect entrepreneurs with available and underutilized business-oriented R&D funding, including NSF and NIH grants. Host a seminar for small businesses on how to apply for these grants.	JEDC	Ongoing.
	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	Initative 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 appionted to the State Committee on Research. We have been in continued discussions with UA and federal agencies about research needs and business opportunities.
	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	Continuing to look for a source of funding.
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	The new website launched in April 2017. CBJ granted incremental funding for FY18 as an addition to budget. This funding has been allocated to 1) Destinatiaon marketing efforts that were previously supported by the Alaska Travel Industry Association (additional tour operator/media FAMs and support, trade show opportunities, advertising), and 2) Convention Sales to support additional trade shows, meeting planner FAMs, advertising and outreach.

Objective	Action	Action Description	Lead	Status August 2018
	NEW	Expand Juneau's indepednet visitor base.	JEDC	JEDC arranged for the DBA to meet with members of the small cruise industry. There is a need for more small cruise vessel moorage space downtown more marine facilities in Juneau including a lift large enough for a small passenger ship. By 2019, Juneau could be turnaround port for several new vessels, but there is not enough moorage downtown that is easily accessible for transfer of supplies onboard. The small cruise industry would like to see Juneau develop a waterfront/harbor plan which incorporates maritime services. JEDC also met with the Airport Manager to discuss potential development opportunities including reestablishing Whitehorse flights and supporting additional traffic related to small cruise turn-around passengers.
	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 is organizing a visit to Whitehorse in late summer with Eaglecrest Manager and others from the business community to promote increased trade.
	5.1.C	Support transportation systems that provide better access from the ferry terminal to commercial centers for residents of outlying communities.		
	5.1.D	Work with the USFS to improve facilities at the Mendenhall Visitors Center, to enhance the visitor experience for package and independent visitors alike.	JEDC/TJ	TJ and JEDC have participated in the community process of the MGRA and MGVC planning. JEDC helped facilitiate meetings over fee structures.
Create more value from seafood and other maritime resources and services.	5.2.A	Work with the seafood industry to identify additional value-added opportunities and light manufacturing enterprises.	JEDC	JEDC Ocean Products cluster continues to meet. 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 utilizaton 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.

Objective	Action	Action Description	Lead	Status August 2018
	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 developmarine services capablity and capacity at Norway Point. Additionally, PND Engineers has been contracted to determine the viablity and cost effectiveness of locating marine service activity at the little rock dump site.
	5.2.E	Assist local processors in increasing utilization of fish. Learn from other countries, such as Iceland, which are near 100 percent utilization.	JEDC	JEDC continues to advocate for increased emphasis on utilizaton of Ocean Products, versus the primary focus of managing the stock.
Build Juneau's role as a regional arts and culture hub.	5.3.A	Support development of the Willoughby 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	CBJ emtered into a management agreement with the JAHC to run the daily operations for Centennial Hall. Funding discussions for the New JACC and continued coordinated management of the JACC and CH are ongoing. CBJ purchased the Public Safety Building from the AMHT securing CBJ control of a prime development parcel.
	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	A revised mining ordinance is slated for public hearing at the 8/13/2018 Regular Assembly meeting.

Objective	Action	Action Description	Lead	Status August 2018
	5.4B	Identify ways the mines can support and grow local business opportunity through their purchase and employment practices (support JEDC's work in this area).	JEDC	
	5.4.C	Assist in transitioning more of the mining industry's workforce to become residents (working closely with efforts related to the housing initiative).	JEDC	JEDC has included this in the Choose Juneau marketing plan.
	5.4.D	Identify what other amenities/issues aside from housing, such as child care, should be addressed to induce more mine families to live in Juneau.	JEDC	JEDC completed survey of non-resident workforce, which included some non-resident mine workers
Leverage Juneau's role as a financial asset hub.	5.5A	Research ways to draw to Juneau more of expertise engaged in managing the $100 billion in financial assets under State of Alaska control.		
6. Protect and Enhance Juneau's Role as Capital City		**Goal: Maintain state government employment and real wages in Juneau and "brand" Juneau as a great Capital City.**		
Why Pursue? New and retrained jobs (support Juneau's most important source of employment and income). Wealth creation and foundational development, attract investors and next generation workforce.				
Make Juneau the best possible Capital City.	6.1.A	Conduct annual independent surveys of legislators and staff to identify key issues affecting the quality of their experience and seek input on how to enhance their "Capital experience."	AC - Alaska Committee	JEDC conducted two surveys this spring: a satisfaction survey of visitors to Juneau departing at the Juneau airport and a satisfaction survey of legislators and staff. JEDC is awaiting an invitation to present the survey finding to the CBJ assembly.
	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	Assembly supporting additional funding for Gavel-to-Gavel
	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 Willoughby District offices.	CBJ	CBJ continues to work with the capital committee to explore ways to coordinate and expand the capital complex. The Captial Committee is currently considering purchase of a blighted property on Seward St with the goal of revitalizign 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	Partnering with State of Alaska, Division of Personnel to create Juneau specific reports when they develop the FY18 state Workforce Profile.
	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	

Objective	Action	Action Description	Lead	Status August 2018
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	2018 Juneau and Southeast Alaska Economic Indicators publication preparation is underway.
	6.3.B	With the assistance of the Alaska Department of Administration, Division of Personnel, track new state job formation needs across Alaska and identify opportunities for location-neutral jobs based in Juneau.	JEDC	Partnering with State of Alaska, Division of Personnel to create Juneau specific reports when they develop the FY18 state Workforce Profile.
	6.3.C	Closely monitor and engage in decisions about where commissioners live, as jobs often follow the commissioner. Apply political pressure where possible to keep commissioners based in Juneau.	CBJ	CBJ participates in these conversations as needed.
Brand and market Juneau as a desirable place to live, work, raise a family, recreate, and start a business.	6.4.A	Enhance and coordinate current Juneau branding efforts by JT, JEDC ("Choose Juneau"), JAHC, Juneau Chamber of Commerce, UAS and others to develop an overarching highly web-visible brand for the community. Focus brand on Juneau as Alaska's Capital, a Center for Science and Research, a vibrant arts and culture destination, and a place with diverse recreational assets and opportunities.	JT, JEDC, JAHC, Chamber of Commerce	JEDC created video marketing assets that highlight Juneau as a place for arts, culture, and recreation. JEDC revamped the previous website and recently launched the new Choose Juneau site. JEDC also put together a marketing plan
	6.4.B	Lead or participate in branding effort to create a regional identity, with focus on the arts, fisheries, and other regional strengths/assets.	JEDC TJ	
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 Willoughby District planning and the waterfront in the plan.	DBA - Downtown Business Association	Main Street consultants facilitated a community driven process designed to help revitalize downtown Juneau. Report recommended paid staff person to focus on downtown issues, Assembly provided funding to DBA for the position. North end of the seawalk construction is comleted. Phase II of the Front and Franklin project is completed. CDD staff is begininng the downtown area plan and, in conjunction with the Chief Housing Officer, working on a downtown housing survey.
	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.
	7.1.C	Identify and apply for grant funding to supplement downtown planning.	JEDC	Funds are being sought to pay for this assistance from various sources, including DBA membership.
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 atractive, 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 WiFi is now available in Marine Park during the tourist season.

Objective	Action	Action Description	Lead	Status August 2018
	7.2.C	Establish a CBJ facade improvement loan program to stimulate investment in downtown properties.	JEDC	The DBA, with JEDC support, has included the Storefront Star intiative in its 2019 strategy.
	7.2.D	Activate vacant storefronts and blank walls.	JEDC	JEDC is partnering with DBA and AEYC to repeat the Winter Window project completed in 2017.
	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. Housing First has opened, there are assembly taskforces on homelessness and on public safety, and a Homelessness and Housing coordinator has been hired with grant funding through the Alaska Mental Health Trust. The Assembly provided additional financial support to the Juneau Community Foundation to engage in coordinated planning for mental heal and addication issues.
	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 responsibilties.
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	The 2nd and Franklin lot is being considered for housing. efforts are underway to create a downtown housing inventory.
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 has been purchased by CBJ. In the short term, it will be demolished and used for surface parking. In addition, CBJ has leased a subport lot and subleased the space to the State for workforce parking.
	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).		
	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 sucess 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	Complete: Housing action plan was adopted.

Objective	Action	Action Description	Lead	Status August 2018
	8.1.E.1	*Juneau Affordable Housing Fund*	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	*Create and Fully Fund and Support a Full-time Housing Director*	CBJ	Complete: CBJ Housing Officer was created and filled in FY16.
	8.1.E.3	*Create additional housing units through new construction and preservation*	CBJ	
	8.1.E.4	*Preserve Existing Affordable Housing*	CBJ	
	8.1.E.5	*Develop Policies for CBJ Owned Land and Assets*	CBJ	The CBJ Lands Management Plan was revised and adopted. The plan creates a blueprint for identifying disposable lands.
	8.1.E.6	*Amend Zoning Code to Promote Housing*	CBJ	
	8.1.E.7	*Develop Neighborhood Plans*	CBJ	The Lemon Creek Area Plan was completed and Adopted. CDD staff are currently working on the Downtown Area plan.
	8.1.E.8	*Develop Downtown Strategy*	CBJ	
Provide Assembly leadership and JEDC and CBJ staff time and support to develop assisted living faclitiies in Juneau.	8.2.A	Provide active CBJ leadership and support for facility development.	CBJ/JEDC	CBJ Assembly is in the process of authorizing the sale of the Hurlock St. property to Alaska Legacy Partners with the intent of building an Assisted Living Facility.
	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	
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	Housing First opened in September 2017. Dicussions are beginning for a potential Phase II as well as the viability for scattered site housing.
	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.		

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

DATE: August 3, 2018

TO: Assembly Committee of the Whole, Deputy Mayor Nankervis

FROM: Rorie Watt, City Manager

RE: Housing First Request

You have received a request to provide a \$1.5M grant and a \$2.7M loan towards a second phase of Housing First. Whether or not to provide a grant is a policy and financial question for the Assembly.

Based on our previous experience with the first phase of Housing First, I do not support the provision of a loan.

1. CBJ originally provided a requested grant of \$1.5 million towards Phase 1.
2. CBJ subsequently provided a \$1.8 million "Bridge Loan" to allow Phase 1 to move forward. The loan was to needed to provide time for the other identified funding sources to be secured and received. The goal was to not need the funding.
3. Ultimately CBJ provided 2 additional payments totaling \$1.2 million. Total CBJ contribution was \$2.7 million.
4. The additional payments were required for 2 reasons: 1) some anticipated funding sources did not come through and 2) CBJ funds were needed/used to cover project cost increases.

The Assembly has many funding requests before it. The costs of providing a grant is knowable and quantifiable, the provision of an unsecured loan is not.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801 907.796.8900 www.bartletthospital.org

August 6, 2018

Dear Mr. Watt,

As the initiative to build phase two of housing first gets underway, I would like to clarify Bartlett Regional Hospital's position.

I believe that the Housing First program, phase 1, has been a great thing for the CBJ. It has reduced the vagrancy downtown, and the use of the sleep off facility and Bartlett's emergency department, by the residents of Housing First, has been reduced dramatically. These are both tremendous for the community and the system as a whole. The overall use of sleep off has gone from an average occupancy of 75% prior to under 25% after the program's start up. ED visits from these residents have fallen by 60%.

The financial implications are not as intuitive.

Sleep off: 95% of the cost of running sleep off is staffing. We operate with a minimum core staff whether we are full, or empty. Therefore, actual savings are minimal. There is no income to Bartlett Regional Hospital from the sleep off program other than the CBJ grant of Alcohol and Tobacco tax monies.

Emergency Room: A similar situation exists in the emergency room. The reduced usage by sleep off residents does not reach the economies of scale that would allow us to downsize staff. We actually lose some revenue since some of these visits would be covered by Medicaid or Medicare. The positive impacts on the ED are a slight reduction in cost of supplies that might be used and some decongestion of the waiting room.

While the Housing First program is wonderful for the community, it cannot be funded by savings from the hospital, because they don't exist.

Sincerely,

Chuck Bill

Chuck Bill, CEO
Bartlett Regional Hospital

Juneau Coalition on Housing & Homelessness

July 24, 2018

City and Borough of Juneau Assembly Members
Mr. Rorie Watt, CBJ Manager

RE: Juneau Housing First Collaborative Phase II

CBJ Assembly Members and Mr. Manager,

The Juneau Coalition on Housing and Homelessness (JHCC) is writing today in support of the Juneau Housing First Collaborative (JHFC) funding request for Phase II of their permanent supportive housing project.

JCHH is a partnership of local agencies and organizations who serve Juneau's most vulnerable homeless residents. These organizations participate in the Juneau Continuum of Care by providing emergency, transitional, permanent-supportive, and supportive services to clients. We individually and collectively work together to develop solutions.

Phase I of the Juneau Housing First Collaborative Project has been in operation for less than a year. During this brief period, utilization of Bartlett Regional Hospital (BRH) Emergency Room services, Capital City Fire and Rescue (CCFR) interventions, and Rainforest Recovery Center (RRC) Sleep-Off Center have dropped dramatically. An evaluative study compiling data from BRH, CCRF, and RRC, conducted by Dr. Heidi Brocious at the University of Alaska Fairbanks, clearly demonstrates the success of the Housing First Project model. The study synopsis is attached to this letter. We have also heard from downtown residents/businesses that the quality of life downtown has improved substantially. Social service agencies, such as TGH, St. Vincent De Paul Society, and AWARE, report improved outcomes as a result of the project

There are currently 94 individuals on the waitlist for the Juneau Housing First Collaborative Project. Sixty-four (64) of these individuals are highly vulnerable, and experience barriers that make obtaining and maintaining permanent housing nearly impossible, without significant supports. Many believe they are likely to die on the streets. They are high utilizers of CBJ's emergency services; BRH reported $1.8 million in patient services charged from January 1, 2018 through June 30, 2018 for 40 people struggling with homelessness.

We have had many inquiries about the origin of Juneau's homeless community. Data compiled in the Alaska Homelessness Management Information System (AKHMIS) indicates these individuals did not come to Juneau from Seattle, California, or other locations in the lower 48 states. For the most part, they are Juneau-born Alaska residents, with high Vulnerability Index scores, and histories of severe trauma. 61.5% of these individuals identify as Alaskan Native.

Alaska Housing Finance Corporation (AHFC) has released a notice of funding for permanent supportive housing facilities. Juneau qualifies for 2.8 million dollars in capital and 1.8 million dollars in operating funds. The application deadline is October 5, 2018. We believe a Juneau application for permanent supportive housing has excellent chances of being awarded. Phase II would include 45 units of permanent-supportive housing, which would fill a long-standing gap in permanent-supportive housing stock. It is estimated that the facility will cost $7 million to build. The JCHH supports the Juneau Housing First Collaborative request to the CBJ to provide $4.2 million in bridge funding, ensuring that Juneau's application for AHFC funds will be successful. The Juneau Housing First Collaborative will apply for other funding, and the amount of CBJ bridge would be reduced by each funding source that is granted. JHFC intends to apply to the Rasmuson Foundation, the Alaska Mental Health Trust Authority, United States Department of Housing and Urban Development (HUD), our Tribal partners, and the Juneau Community Foundation. While JHFC has identified and signaled intent to apply for these funds, commitments will not be made in time for the Alaska Housing and Finance Corporation application deadline. CBJ bridge funding could be made contingent on the success of the Alaska Housing and Finance Corporation grant application. JHFC is hoping that, after additional funding is secured, CBJ's contribution to the project will be $1.5 million dollars.

JCHH understands that the request is significant and the timeline tight. However, this is an opportunity Juneau cannot pass up. Phase 2 of Housing First will bring Juneau's stock of permanent supportive housing to a level more appropriate to the need, further reduce emergency service use, improve the quality of life and of commerce downtown, and bring millions of dollars in construction and operating funding to Juneau. Housing First Phase 1 has had a tremendous impact on our community. We hope that CBJ will work together with our community to finish this essential project.

Sincerely,

Gus Marx, Co-Chair JCHH

Doug Harris, Co-Chair JCHH

Juneau Housing First
6 Month Pre/Post Service Usage and Indicators of Wellbeing Comparison
June 2018

Heidi Brocious, PhD, MSW, &
Morgan Erisman, MSW & MPH

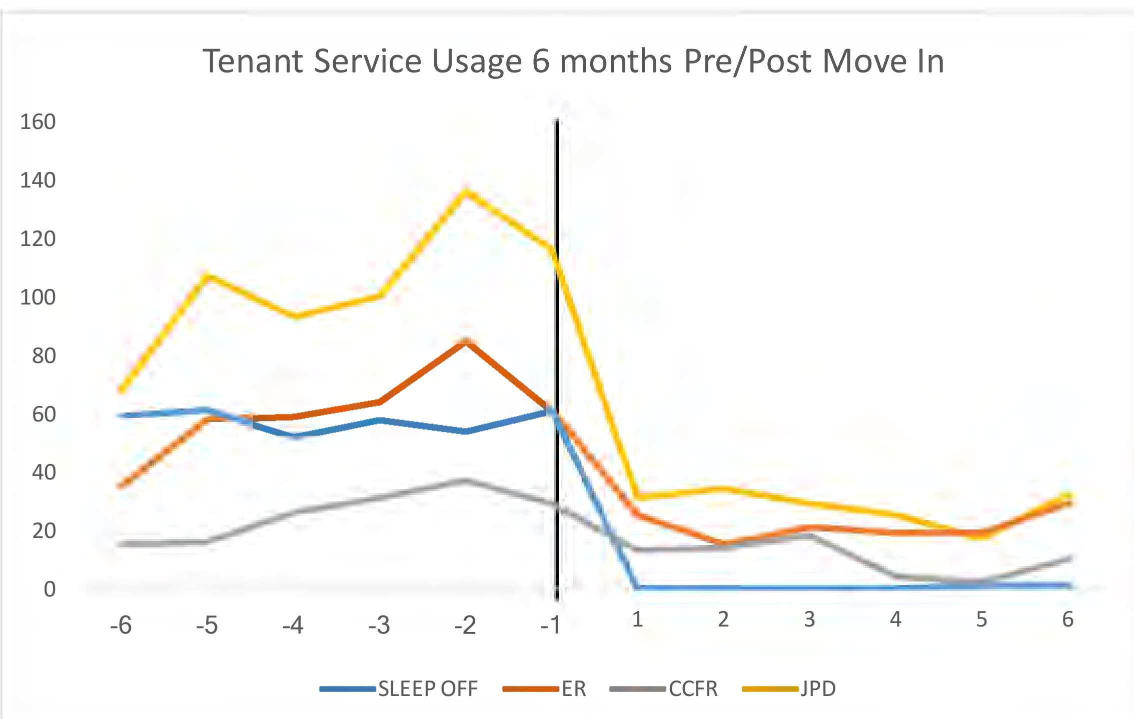
Service Utilization

Comparison of resident pre/post move-in usage of Bartlett ER, Rainforest Recovery Center Sleep Off, Contact with Juneau Police Department (JPD), and contact with Capital City Fire and Rescue (CCFR).

	6 months prior to move in	6 months post move in	Percent of decrease in usage between 2 six month periods
Bartlett ER Visits	360	126	65%
RRC sleep off visits	344	2	99.4%*
Contacts with JPD officers (any reason)	604	168	72%*
Transport by CCFR	137	63	54%

*indicates statistically significant difference

Usage Trends Visualized



Resident Demographics

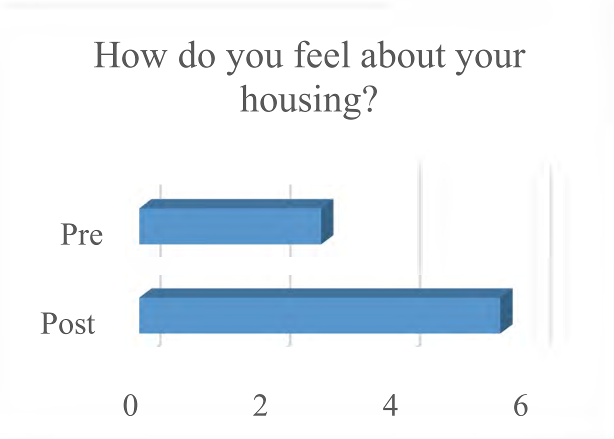
Average age of residents	50 years old (range of 31-62)
Gender	80% Male 20% Female
Race/Ethnicity	85% Alaska Native/American Indian 10% Caucasian 5% Mixed-race
Education	5% Graduate School 10% Undergraduate College 5% Vocational Education 75% High School Diploma or GED 5% Less than High School
Median number of Months Homeless	180 (approximately 15 years)

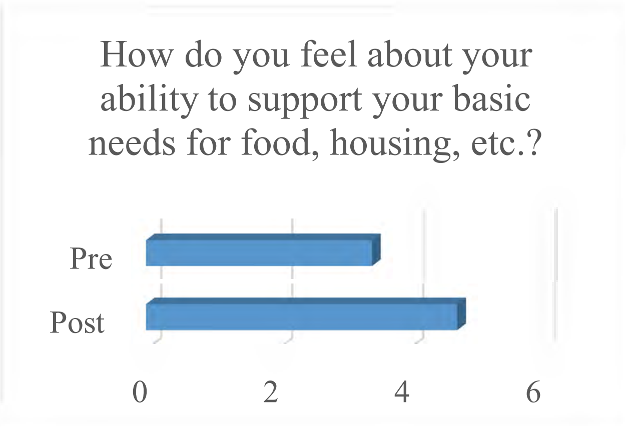
Residents' Experiences with Trauma

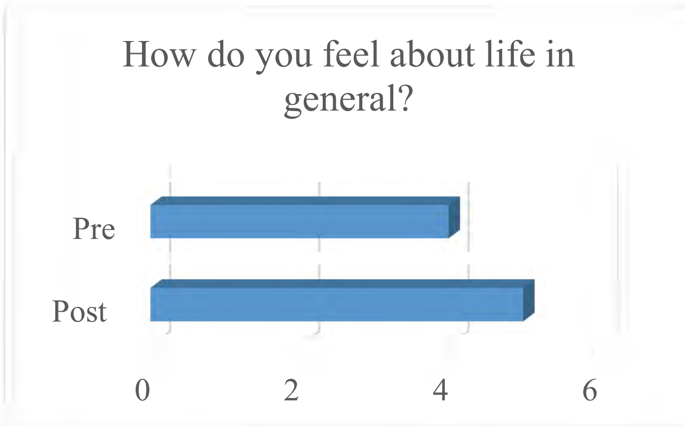
Lived with someone who abused substances	90%
Lived where there was not enough to eat, had to wear dirty clothes, or was not safe	80%
Lived with someone who was sent to prison	70%
Has been physically mistreated	60%
Lived with someone who was physically mistreated	50%
Lived with someone who attempted or committed suicide	45%
Personally in foster care, or a close relative in foster care	45%

Indicators of Well-being Average Group Scores (statistically significant findings at 6 months)

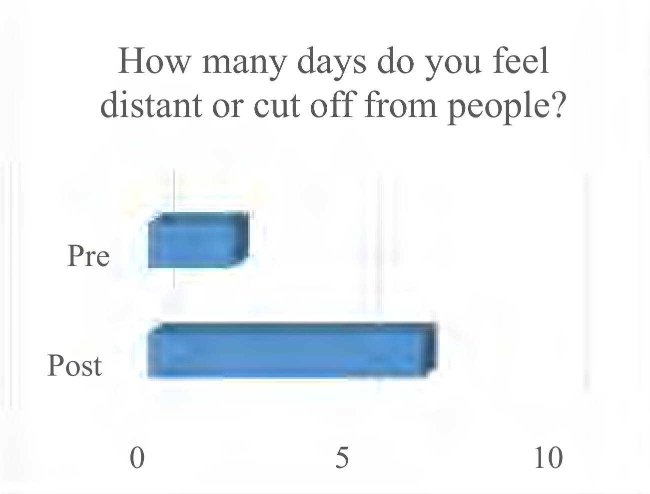
1=terrible, 2=unhappy, 3=dissatisfied, 4=mixed, 5=satisfied, 6=pleased, 7=delighted

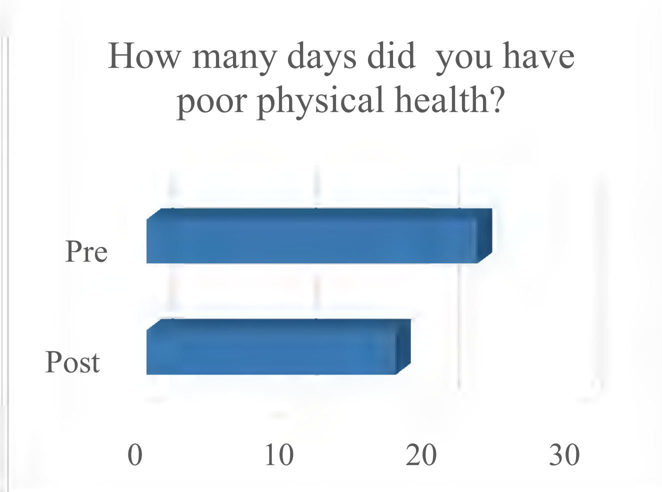






Indicators of Well-being
(Statistically Significant)
Self-Reported Average Number of Days





Findings that were not statistically significant, but will be interesting to track and see with more time and more data:

	Average # of Days Pre	Average # of Days Post
Alcohol use	21.4	21.05
Drank more than four drinks	18.55	15.35
Used Tobacco	14.1	16.35
Felt barely able to control their anger	1.3	3.3
Felt Suicidal	1.5	3.6

This study is funded in part with a grant from the Alaska Mental Health Trust Authority

Trust
Alaska Mental Health Trust Authority

Preliminary Cost & Fundraising Estimates for Housing First - Phase 2 (July 10, 2018)

Estimated Cost	$7,000,000		
Potential Funding Sources	Amount to be Requested	Amount that can be Requested	Notes
AK Housing Finance Corp	$2,800,000	$2,800,000	
CDBG	$500,000	$850,000	
ICDBG	$540,000	$600,000	Recieved Phase 1
AK Mental Health Trust	$500,000		Received $350,000 for Phase 1 before we had any data on potential success of project in Juneau
Rasmuson Foundation	$500,000		Received $500,000 for Phase 1
Murdock Trust	$250,000		Not a limit, they give mostly between $250,000 and $300,000 for capital projects in Alaska
Bartlett Reg Hosp	$1,000,000		Received $158,000 for Phase 1
Reitman Trusts	$100,000		Received $100,000 for Phase 1
Gaguine Foundation	$75,000		Received $75,000 for Phase 1
Block Foundation	$50,000		Anchorage based with affiliation to Juneau
Sealaska	$150,000		Received $25,000 for Phase 1; 85% Native Alaskan residents in Phase 1 facility
Goldbelt	$25,000		Received $1,000 for Phase 1; 85% Native Alaskan residents in Phase 1 facility
Community Donations	$50,000		Communty Foundation to collect -
CBJ	1,500,000	$4,200,000	$4,200,000 is the diferencef between 7M and $2.8M AHFC grant; would need some amount equal to difference between contractor cost and AHFC from CBJ as a bridge for purposes of AHFC grant application, while additional funds were applied for and gathered.
Estimated Revenue	$8,040,000	$8,450,000	
This anticipates that some grants do not come through or are lower than amount requested.			

MRV ARCHITECTS
1420 GLACIER AVENUE, JUNEAU, AK 99801 (907) 586-1371

Project: **Housing First, Phase II**
Re: General Scope, Configuration, and Pricing
To: Mariya Lovishchuk, Bruce Denton
By: Paul Voelckers
Date: August 7, 2018 MRV 1815

MRV Architects has completed Schematic design documents for a proposed Phase II expansion of the Juneau Housing First project. As background, the initial project design was developed in 2015 with consideration of a second phase to approximately double the number of residential units. A parking reduction variance, for instance, was approved after analysis of the full project, including the Phase I scope with 32 units of housing, and a potential future Phase II to add an additional 32 units.

The attached graphics illustrate the proposed solution. The plan of the building is roughly mirrored to the south, partially enclosing an interior garden space, and extending the building along the developed parking and street frontage. The full size is 14,700 sq.ft. over three levels.

The proposed design will include 32 apartments in the base bid. The building configuration differs slightly from Phase I, with the provision of seven apartments on the first level, and only limited expansion of administrative and support space. Phase I, in contrast, utilized the entire first floor for general purpose support spaces, management offices, and a separate health clinic. Consequently, the Phase II size is somewhat smaller than Phase I to net the same unit count.

As identified in a separate memo from Housing First, a total budget of $5,990,000 for Phase II has been identified, using a variety of local and State sources. Both a construction cost estimate, and an overall total project cost, have been developed as follows:

Construction cost estimates for the Phase II design are extrapolated from Phase I actual costs. The 2016 costs for Phase I averaged out to $365/sq.ft., a competitive price developed by Triplette Construction utilizing modular off-site fabrication at their nearby plant. Phase I costs also included several overall costs that partially reduce some costs of Phase II, including parking lot development and paving, elevator, and fresh water/waste water utilities.

Given this, a relatively conservative cost of $375/sq.ft. is proposed for Phase II construction. This number reflects two years of cost escalation, and a slightly higher base cost than Phase I. Using a cost of $375/sq.ft., and the size of 14,700 sq.ft., a base construction cost of $5,510,000 is derived. Other costs, such as design, administration, and contingency, are also estimated to give the full Project Costs.

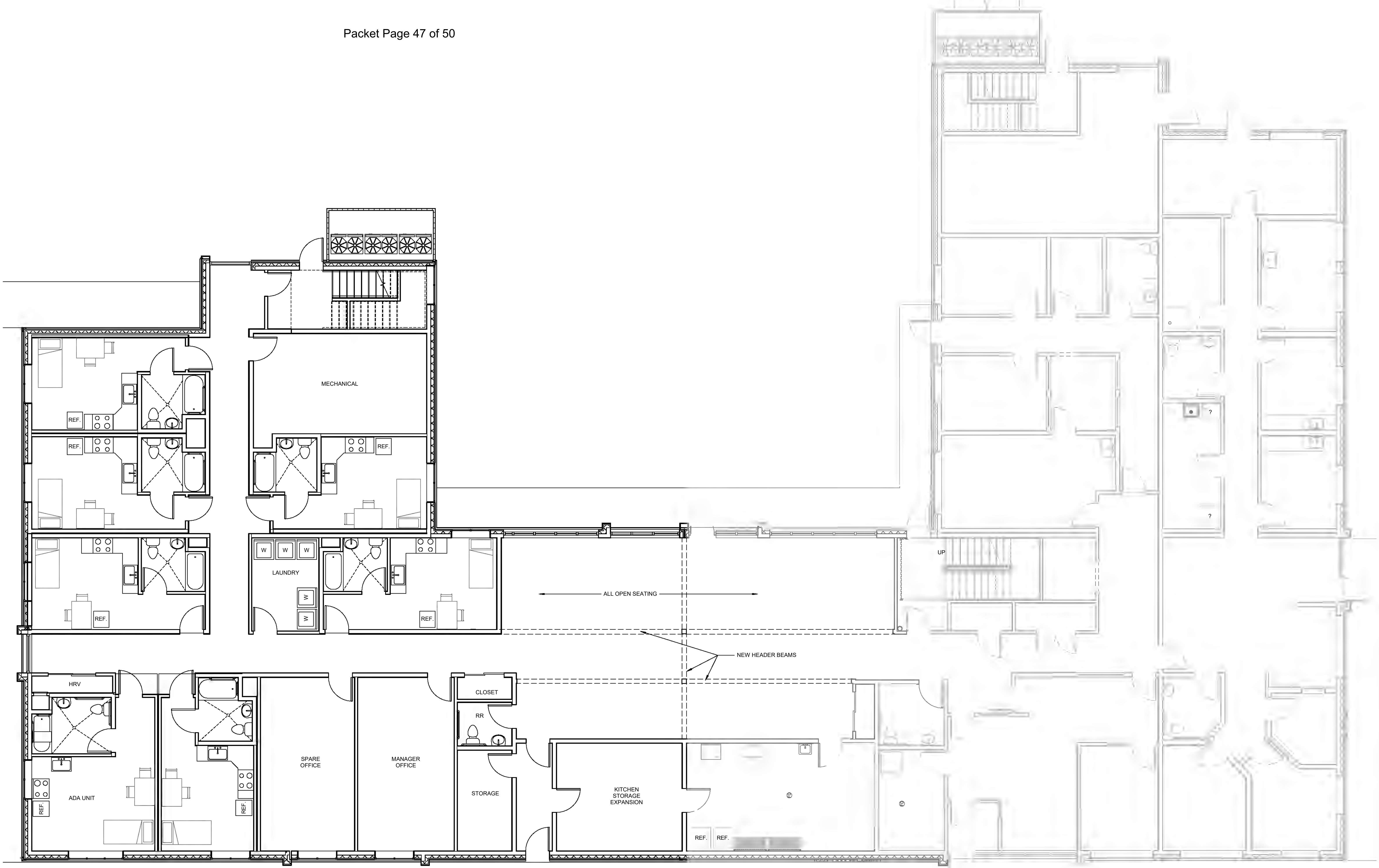
Project Costs:

1.	Construction Cost: Base bid,	$5,510,000
2.	Design costs, reflecting simplified scope:	$100,000
3.	Administrative expenses: permits, legal, mgmt.:	$70,000
4.	Construction Administration, Special Inspections:	$80,000
	Subtotal:	$5,760,000
	Overall project contingency: 4% allowance:	$230,000
	Total Project Costs:	**$5,990,000**

MRV Architects

Juneau Housing First - **Phase II Expansion**

August 8 2018


MECHANICAL
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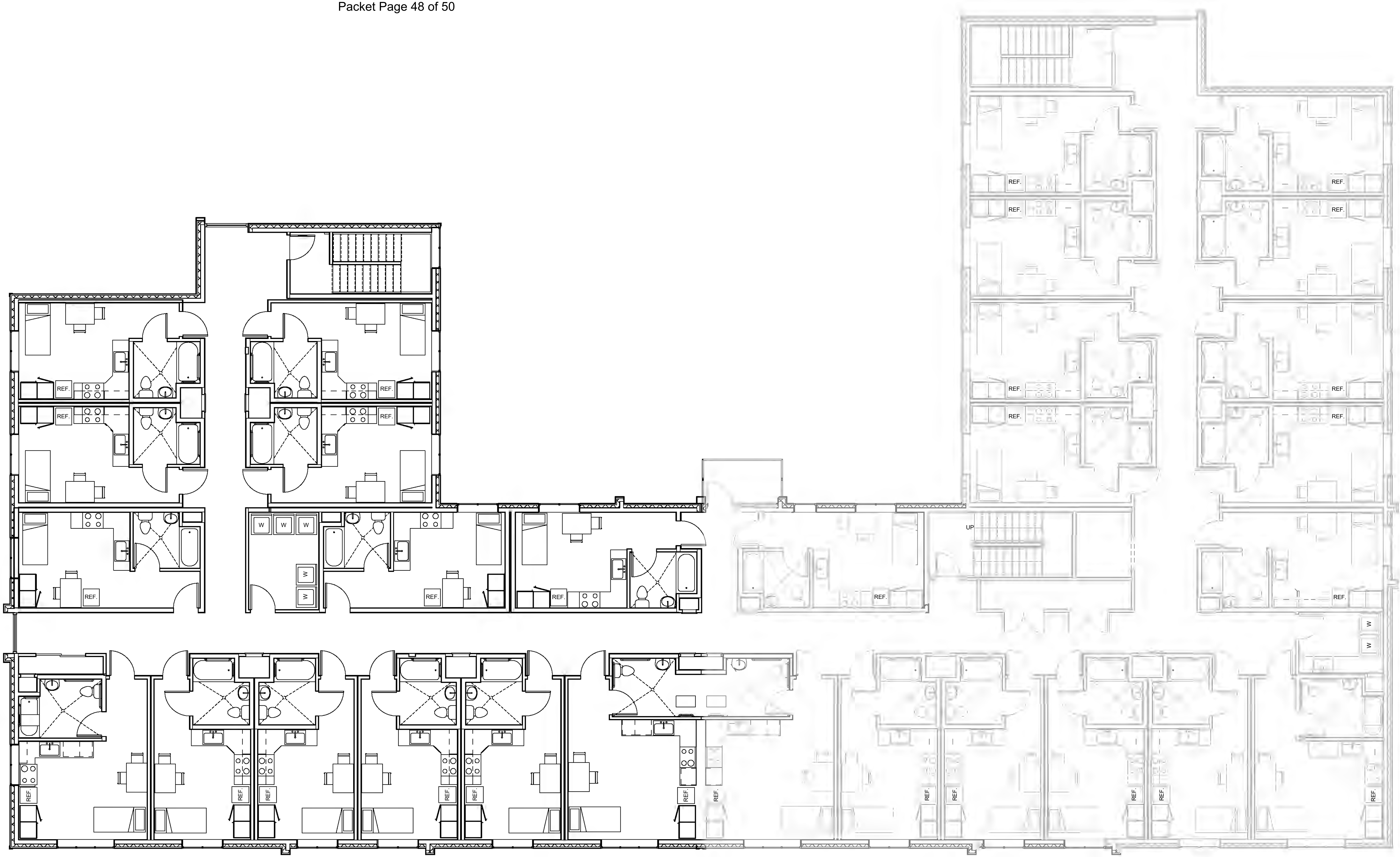
KITCHEN STORAGE EXPANSION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Juneau Housing First Collaborative 247 S. Franklin St Juneau, AK 99801 (907) 957-2885

August 6, 2018

City and Borough of Juneau Assembly Members and City Manager, Mr. Rorie Watt

Re: Juneau Housing First Collaborative Project Phase 2

CBJ Assembly Members and Mr. Manager,

Thank you for agreeing to consider funding Phase 2 of the Juneau Housing First Collaborative Project. The project will greatly reduce emergency service utilization by the chronically homeless Juneau individuals, will save lives, and will bring Federal and State construction and operating funding to Juneau.

Our initial thought was the construction of an additional 45 permanent supportive housing units. However, after speaking to funders and CBJ staff, we believe that an additional 32 units is the amount that can realistically be constructed within the timeframe we have. Please see the attached MRV Architects memo regarding the cost of the project scaled back to 32 units. The project eliminated the bridge funding request due to counsel from CBJ but would like to request $1.8 million as a grant.

The following funding sources would fund the construction of the 32 units

- Alaska Housing and Finance Corporation $2,800,000
- City and Borough of Juneau $1,800,000
- Rasmuson Foundation $500,000
- Alaska Mental Health Trust Authority $500,000
- Juneau Community Foundation and other local sources $250,000
- Indian Community Development Block Grant $540,00

In order to make the deadline for the submission of the Alaska Housing and Finance application, due on October 5, 2018, City and Borough of Juneau funding must be secured. We look forward to the opportunity to answer any questions you may have about the project and provide a much greater level of detail, including a bid from a qualified contractor, as well as funding commitments within the upcoming months.

Thank you for your consideration of this important project

Sincerely,

Bruce Denton

Vice Chair, Juneau Housing First Collaborative

Demographics and Emergency Service Utilization

Average age of residents	50 years old (range of 31-74)
Gender	66% Male 34% Female
Race/Ethnicity/Location	85% Alaska Native/American Indian 10% Caucasian 5% Mixed Race 87% From Juneau/Southeast born/raised 3% Unknown 3% From lower 48 States in Juneau over 20 years (employed in trades, JPD, CBJ, LCCC, alcoholism contributed to homelessness, family in Juneau) 3% Elsewhere in Alaska 3% Lower 48 States, in Juneau less than 10 years
Emergency Service Utilization	**Bartlett Regional Hospital Emergency Room** (40 chronically homeless individuals) • $1.8 January 1, 2018-June 30, 2018 **Juneau Police Department (**60 chronically homeless individuals on waitlist**)** • 2314 interactions January 1, 2017-June 30, 2018 **CCFR** • (waiting to get releases from individuals on waiting list)
Median number of Months Homeless	180 (approximately 15 years)