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

November 20, 2017, 6:00 PM.
Municipal Building - Assembly Chambers

Assembly Work Session - No public testimony heard

I. ROLL CALL

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

A. **August 10, 2017 Committee of the Whole Minutes**

B. **October 23, 2017 Committee of the Whole Minutes**

IV. AGENDA TOPICS

A. **Pools Governance**

B. **RecycleWorks Update**

C. **Lemon Creek Neighborhood Area Plan**

D. **Meander Way - Mendenhall River Bank Stabilization**

E. **Juneau Economic Plan Update**

V. ADJOURNMENT

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

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

August 10, 2017, 5:30 PM.
Assembly Chambers - Municipal Building

Assembly Work Session - No Public Testimony

I. ROLL CALL

Mayor Ken Koelsch called the meeting to order at 6:00 p.m. in the Assembly Chambers.

Assemblymembers Present: Mary Becker, Maria Gladziszewski, Norton Gregory, Loren Jones, Jesse Kiehl, Ken Koelsch, Jerry Nankervis, Beth Weldon and Debbie White.

Assemblymembers Jerry Nankervis, Beth Weldon:

Staff present: Rorie Watt, City Manager; Amy Mead, Municipal Attorney, Mila Cosgrove, Deputy City Manager; Laurie Sica, Municipal Clerk; Roger Healy, Engineering and Public Works Director; Rob Steedle, Community Development Director; Tom Mattice, Emergency Programs Director; Dave Scanlan, Eaglecrest Director; Greg Chaney, Lands and Resources Manager.

II. APPROVAL OF AGENDA

Hearing no objection, the agenda was approved.

III. APPROVAL OF MINUTES

A. July 12, 2017 Committee of the Whole meeting minutes

Hearing no objection, the minutes of the July 12, 2017 Committee of the Whole meeting were approved.

IV. AGENDA TOPICS

A. Hecla / Greens Creek and Coeur / Kensington Update (verbal update)

Greens Creek:

Mike Satre, Manager of Government and Community Relations, Greens Creek was present to provide information to the Assembly. He said the General Manager, Keith Malone, passed on his regards and was not able to attend the meeting. He gave an update regarding operations at Greens Creek Mine. Hecla is the 100% owner of the Greens Creek Mine. It is a north American mining company, corporate headquarters in Coeur de Alane. They primarily mine zinc, lead, silver and gold. 365 acres of the property is within a National Monument. There is a nine year life in front of the mine now, but there was the same 9 year life predicted in 1989 when the mine opened. He explained innovations in ":auto-mining" which allows trucks to be operated remotely by computer to haul product during blasting times when human operators cannot be safely in the mine. This allows production to continue safely. He spoke about a final EPA approved TMDL issued by DEC in June 2017 that concluded the water quality is not impaired in Hawk Inlet, among other findings. He spoke about a McDowell study done in 2016. Greens Creek has 414 employees, a $50.9 million payroll and 47% of their employees live in Juneau, 35% live in the lower 48 and they are required to pay for their own travel out of town. 8% live in Southeast Alaska and 10% live in other parts of Alaska. The average annual wage is $123,000. There has been some outmigration due to a number of factors but they work to keep their employees local. The mine creates $58 million in spending locally, $600,000 a year in sales tax, and they are the largest property tax payer in Juneau at $1.7 million last year. 193

employees live in Juneau, 133 are homeowners, 144 children are attending school, and employees donate over 36,000 volunteer hours in the community.

Ms. Gladziszewski clarified the information that the spill at the Hawk Inlet dock was a one time spill which had been cleaned up. Mr. Satre said that was the case.

In response to Mr. Kiehl, Mr. Satre said the current mine life is to 2026, and they may be able to work within the confines of the monument to extend the life of the mine.

Ms. Gladziszewski asked about the employees that don't live in Juneau and the needed skills for mining work. Mr. Satre said that a local workforce is a long term commitment. They start in high schools by giving students a class at UAS in mining and he spoke about the diesel mechanic training. They offer an "in-mine" training program as well. There are positions of need that they recruit nationally and internationally.

Kensington:

Wayne Zigarlick, General Manager for Coeur Alaska – Kensington Mine said they found the Jualin deposit three years ago and have been working to develop the deposit. It is a higher grade than the current Kensignton deposit that they have been mining. The body of ore is smaller and the mining techniques will be different, but they are excited about the return they will see. They are only producing gold from this mine. Coeur acquired 100% ownership in 1995. There was a substantial amount of effort to facilitate the opening of the mine. In 2009, the Supreme Court upheld the 404 permit as issued in 2005, and in 2010 the mine opened for production. In 2016 they produced 124,000 ounces of gold, which was near their record. Their recovery is 94.7% and this year's gold sold for $795 per oz. Their annual operating budget is a little more than $100 million and they will be making a large investment in development this year to open the Jualin body. They have 367 employees with similar percentages of locals to "out-of-towners" that the Greens Creek mine has, with 151 employees residing in Juneau. They have gone to a 2 week on 2 week off schedule, which is improving turnover rates in workers.

B. **Meander Way Local Improvement District (LID)**

Mr. Watt referred to a memo to the Assembly regarding the options before the Assembly.

Mr. Healy said the CIP by agreement held challenges equal to or more than the LID, including the need for 100% neighborhood buy-in. He said that assessing an indivisula owners cost of the project based on scientific data of the factors found on each lot could be done, but this would come at a cost, and that assessment could still be debated.

Mr. Gregory asked about the cost of the project to date. Mr. Healy said that CBJ has not spent funds on this to date. Mr. Kiehl asked about logged staff time logged to an account and Mr. Healy said that was true, Mr. Bohan and Mr. Healy's time were logged and it was not significant, but he could provide that amount at a later time.

Mr. Kiehl said he was confused about the level of confidence in the assessment method. Mr. Watt said that deriving at an assessment method was difficult. If we bring forward an LID, we have to defend the method of assessment from those who oppose. An equal assessment method follows the code and provides equal benefit, but there will be property owners who challenge the equality, based on level of need for protection and value of homes. Doing a LID with unwilling homeowners will drive us to an assessment based upon the value of the home or protection of the asset - tying to the value of the property protected.

Ms. Gladziszewski said it could be based upon riverfront footage as well. Ms. Mead said state law and CBJ code are similar. An LID is apportioned based upon the benefits derived. A flat apportionment is very unusual and she only knew of one case in Mat-Su, in the case of roads, where this had been done. The ordinance requires a rationally based assessment method, whether that be the footage of riverfront or the value of the home. The CIP required 100% voluntary agreement of all affected property owners. Ms. Mead said the CIP was a contractual agreement that required all participants in the contract to agree. Mr. Jones asked if, in the CIP, was there more of an opportunity for the city to contribute to the costs, rather than in the LID process. Ms. Mead said either process allowed the city to contribute to the costs.

Mr. Kiehl said he thought he had seen flat assessments in sewer LID's, and perhaps in paving LIDs. Ms. Mead said they had been flat, and this particular project flat assessments have been promoted because all of the homes are at equal risk, given the uncertainty of the river, which mean that the loss to the homeowners is the loss of the home. The homes are not equally valued, which by definition means they can't be equally benefitted. Mr. Kiehl asked about the value to the public, to the city as a whole and Ms. Mead said that did exist.

Mr. Watt said there have been many paving and sewer LIDs where they found equal benefit. There have been sewer assessments based on the potential development of the lots, and this is a more recent assessment method.

Ms. Gladziszewski said that conditions have changed and the vote on the LID is no longer the same, there are now people who are not supportive due to increased costs. She asked when the informal vote happens. Ms. Mead said the ordinance would be drafted, and there would be a hearing on it, which can be commented on in writing or at the hearing. Mr. Healy said that staff took an informal vote from the neighborhood before the beginning of an LID ordinance to get a sense of the support of the neighborhood commitment at a certain level of assessment. Ms. Gladziszewski said in this case it seemed that another informal vote may be needed. Mr. Healy said the largest uncertainty in costs is the NRCS funding condition to have access for construction. CBJ is required to acquire temporary construction easements from each property owner and if they don't want to give that, CBJ would have to pay for that and that was the uncertain cost. She said if the majority of the neighbors wanted this she was willing to support because of the potential funding from the federal government.

Mr. Jones said because the value of potential costs for the LID, the city would be tested in court. The defensibility of the LID is a concern. At the same time, this group of citizens pay property taxes and feel they are at risk. Some don't feel they are at risk. He did not want to support a fix where it benefitted only some homes. He thought CBJ needed to do something, given that a home may go into the river. If CBJ can put some funds in to defray the homeowners costs, it would be worth participating. He said he would support an LID. If the CIP by agreement is possible he wanted to find a way for the CBJ to participate monetarily. He understood that the value of those homes has decreased. His first option would be to come up with a dollar amount to lower a CIP by agreement, and second, the LID.

Mr. Kiehl said he thought the city needs to act for many reasons. We need to look at protection of public safety, health and welfare. He said the CBJ had withheld land for public sale that was in the avalanche zone and had installed breakwaters in the harbor to protect private property. Putting some CBJ resources into this project will still be 'getting off cheap" and he thought it was in the public interest. If we do an LID, and the bids come in high, the Assembly still has a decision point. We wouldn't let a naturally caused wildfire spread through the valley without fighting the fire.

Ms. White said the Assembly needs to look at this with a long view of precedence. This may open CBJ up to fix White Subdivision homes, or homes within wetlands. There will be an expectation from the public that the city will take care of things.

Ms. Becker asked why at the beginning it was stated the CBJ would not financially contribute, and what has changed to the point now where I hear we are considering contributing. Mr. Healy said the staff position in the August 29 memo from staff to the Public Works & Facilities Committee said CBJ would act as the conduit of federal funds. We recommended at the time to move forward with an LID Process. Ms. Becker asked if there is a detriment to CBJ offering to pay, would CBJ receive less funding?

Mr. Healy said the NRCS looks at the estimated local contribution to this project with certain assumptions, such as a limited amount of money for construction easements, with a value of about $2.2 million, with the remainder of the money provided by the NRCS. The NRCS does not pay attention to the color of money coming from the local sponsor as long as it is not another federal funding source.

Ms. Gladziszewski said she thought CBJ was already contributing, in staff time and the promise of maintenance for ten years. There are risks to this that CBJ is taking on already. There are properties falling into the river and we need to do something to prevent that. She wanted to move forward with an LID because the CIP by agreement was not likely to happen. She wanted to poll the neighborhood again.

Mr. Jones said it was true that staff time had been put in and CBJ would have ten years of maintenance, but none of that reduced the homeowner's 25% cost. In that $2.2 million is staff project time, there are permitting costs. If we as an Assembly authorize that portion to not be passed on to the homeowners, but contribute to the 25%, that is a significant contribution.

Ms. Mead said for clarity, the first piece is the creation of the LID district. The ordinance includes the total construction cost, the amount paid by CBJ and the amount paid by the homeowners. Then, any eminent domain actions or takings, then construction, and then the assessment is done, because the final cost of the project is apportioned according to the apportionment method. She cited Article 4, 15.10.120.

Mr. Kiehl referred to 15.10.050 and asked about the process. The Assembly took a recess at 7:04 p.m.

Mr. Jones asked if CBJ pursued an LID, the rules say if 51% agree, or not, the Assembly could force all owners to pay the assessment whether they support it or not.

Ms. Gladziszewski said that a $10-20,000 study per lot to identify individual benefit would cost more.

<u>MOTION</u>, by Gladziszewski, to apportion the cost of this project by property values, to take this information to the neighborhood and guage the level of support, and to return the matter to the Committee of the Whole.

Ms. Gladziszewski said that staff charges time to projects and they are actual costs borne by the city that has to be paid. The costs would have to be taken from another CIP eventually if there is no project.

Mr. Gregory said that the neighborhood can propose an alternative method based upon a premise of equal benefits and he would like to know if the neighborhood has discussed this and has agreed upon a method. Ms. Gladziszewski said she was willing to amend her motion to apportion the cost by property values or by a method the neighborhood could agree upon.

<u>MOTION</u>, by Gregory, to amend the motion, based on paragraph 3, page 22 of the packet, in the staff's memo, to allow the neighborhood to propose an alternative assessment method based on a premise of unequal benefits.

Mr. Kiehl asked if that would fit into the LID law. Ms. Mead said if the neighborhood proposed a method determined to be rationale that would be acceptable. Mr. Kiehl said he did not object to the amendment.

Mr. Jones objected to the amendment. The federal appropriation does not exist, we are not on a timeframe of yesterday due to some of the flooding already happening this year. Without a timeframe, we could be here for months with alternative proposals and votes on those. If we stick with the main motion we can address this more quickly. That option already exists and the neighbors have not found agreement.

Mr. Kiehl asked about the adjustment made to the assessment of the properties by the assessors. Ms. Cosgrove said she understood that it was a temporary adjustment on properties affected by disaster for one year. Ms. Mead said the reduction was capped and not all properties applied for the exemption. The assessor can assess at full and true value and the apportionment could be based on the full assessed value of the project minus the adjustment.

Roll call on Gregory amendment:
Aye: Becker, Gladziszewski, Gregory, Koelsch
Nay: Jones, Kiehl, White
Motion failed, 4 ayes, 3 nays (5 required to pass).

Mr. Kiehl said he was confused on the vote.

MOTION, by Kiehl, to rescind the last vote.

Roll call:
Aye: Becker, Gladziszewski, Gregory, Kiehl, White, Koeslch
Nay: Jones
Motion passed, 6 ayes, 1 nay.

Ms. White said if this agreement could be reached we would have been there by now and it may delay this.

Ms. Becker supported and hoped for a neighborhood agreement but it was not binding.

Roll call on Gregory amendment:
Aye: Becker, Gladziszewski, Gregory, Kiehl, White, Koelsch
Nay: Jones
Motion passed, 6 ayes, 1 nay.

MOTION, by Jones, that costs provided to the homeowners by CBJ in the informal poll exclude the project costs attributable to the payments for city services, up to the value of $260,000.

Ms. Mead asked exactly what city services, there will be law department services and financial costs associated with the project.

Mr. Jones said the pro formas provided showed the only costs affecting the homeowners costs were the numbers provided by Mr. Healy. If there are additional costs that will eventually get rolled in to the homeowners, we have failed to disclose.

Ms. Mead said the creation of an LID requires authorization to the manager to initiate any eminent domain proceedings and those are the unknown costs that were assessed at the end of the project.

Mr. Jones said then we have not disclosed all full costs and it is unfair to charge neighbors for the cost of eminent domain for those were were unwilling participants.

Ms. Gladziszewski said she thought that those costs had been included and she was also surprised.

Mr. Healy said the estimate included in the March memo included an estimate in the amount of $50,000 for land and easement prep, assuming the necessary easements for construction would cost that amount. If we have to purchase construction easements, that cost will go up.

Ms. Mead said the Assembly creates the LID district and estimate the cost borne by the property owners. Before the construction begins, if the CBJ knows the cost will be higher, we have to go back to property owners. Part of the risk to CBJ is that if property owners are not willing to provide easements and CBJ has to go through an eminent domain process, it is a lawsuit which requires payment of the property value and any legal services, and at the end of that process, if that cost exceeds Mr. Healy's estimate, the Assembly could go back to the property owners. It is not something that can be known before the LID ordinance is created with certainty.

Mr. Watt said that an informal poll of the neighborhood could include the property owners willingness to provide the easement.

Mr. Jones said, if, for the sake of this motion, we use Mr. Healy's numbers and the ordinance is drafted and approved, and two years down the road the cost were exceeded, under one option we go back to the homeowners - can we exempt that cost retroactively? Ms. Mead said the Assembly had that option.

Roll call:
Aye: Becker, Gregory, Jones, Kiehl, White
Nay: Gladziszewski, Koelsch.
Motion passed, 5 ayes, 2 nays.

MOTION, by Kiehl, to amend the motion to state that the default means of assessment be an equal amount for each property.

Mr. Kiehl said he was talking about protecting a neighborhood from a natural disaster and protecting the city. We do this in a number of ways and we don't do that to the value of the protection.

Mr. Gregory asked how other natural disasters had been handled such as a landslide. Mr. Watt said he could only think of one project to pave in White Subdivision in an avalanche area they consciously built a road and "landing pad" turn around culdesac for emergency vehicles, and the properties were assessed for a paving and utlity LID.

Ms. Gladziszewski said she like the simplicity of equal assessment, and she believed all properties would equally benefit. The continued unease of the city attorney formed her motion, as an equal assessment will be more difficult to defend.

Roll call:
Aye: Becker, Kiehl
Nay: Gladziszewski, Gregory, Jones, White, Koelsch
Motion failed, 2 ayes, 5 nays.

Ms. Mead restated the main motion as amended: To apportion costs by property values, to take the number to the neighbors and ask them if would support it or to allow neighbors to propose an alternative assessment method, based on the premise of unequal benefits, with the cost provided to homeowners to exclude project costs associated with city services up to an amount of $260,000. As part of the process, to ask the neighbors in the informal poll, if they would provide an easement for the temporary construction process. Hearing no objection, the motion passed.

C. **Legislative Update from CBJ Lobbyist (verbal report)**

Kevin Jardell, CBJ lobbyist, provided an update to the Assembly on actions taken by the legislature. He said this session had passed the fewest bills and spent the most time, but there were big items for discussion and a lot of time was spent figuring difficult issues out. The leadership in the House changed and there is a difference in philosophy between the House and Senate, but he believes the elected officials did their best for the people of Alaska.

He said an operating budget of $4.1 Billion unrestricted general funds. Of that, $2.4 Billion was a draw on savings. There was discussion about tapping the earning reserve of the Permanent Fund and the result was taking money from the Constitutional Budget reserve. The pro and cons included that the bond rating agencies want to see the will to go into the permanent fund to feel more comfortable on the debt. Alternatively, the CBR earns less than the money in the PF earnings reserve.

K-12 education was fully funded and is status quo. School Bond debt was vetoed last year, but we were able to fully fund it this year. Community Assistance (previously known as revenue sharing) is funded at $8 million above the statutory amount and will result in $470,000 to CBJ. The individual Permanent Fund Dividend was funded at $1,100. Marine Highways received money in the capital budget for the Tustemena replacement and services is funded at status quo for existing service levels. Juneau Access was left with $22 million in funding and $22 million going to Northern Lynn Canal transportation projects.

Regarding revenue sources, the income tax passed the house with $700 million in projected revenue. The Senate failed to pass it. The motor fuel tax increase ($80 million over two years projected revenue) is still in committee. The permanent fund restructure ($1.2 billion) passed the House and Senate and is in conference committee. The education head tax was introduced but got no movement. The oil tax credit reform passed and is a component of the plan. The Governor has discussed calling a special session at the end of October to look at revenue measures, including a gross receipts tax, a sales tax and/or an income tax.

Legislation passed includes SB100, introduced by Senator Egan, to fix a 1998 bill that created a problem to file municipal liens - that was fixed. The bill also allowed more flexibility to municipalities to extend property tax exemptions to manufacturing properties.

The Petersburg land selection passed and CBJ supported this.

Transportation Network Companies were allowed and though CBJ opposed the legislation, it was modified to allow municipalities to collect sales tax and to have the TNCs abide by traffic and parking regulations. There is an opt out clause that allows municipalities to ban TNCs by a public vote.

The crime bill is in house state affairs and there has been discussion on whether a call for a special session in October will include this. Mr. Jardell said that Ms. Mead had been great to work with on this.

Mr. Jardell said he would get information to Mr. Jones on the ban on smoking in public and the proposal to allow on-site consumption of marijuana in licensed facilities.

The Assembly recessed shortly at 8:20 p.m. and Ms. Becker left the meeting.

D. **Pederson Hill Project**

Mr. Watt said contrary to the information provided at the April 10 COW, staff has evolved the project into three phases, which will make development more streamlined, save money, and by not having the whole plat recorded at once, selling and building can move forward without utilization of a central treasury loan. This accomplishes the same goals in a less confusing way. Staff took the complete scope of the project to the Planning Commission for review, so this is not "piece-mealing" or phasing, but just scaling back on the method of development.

E. **Annexation**

Mr. Watt referred to the January memo on Annexation. He said that staff had reached out to Angoon to meet but had not had success. He asked for the Assembly's direction.

Ms. Mead said there has been a pending application on file for the area which Petersburg was awarded, including area "A" in Tracy Arm that Petersburg was not awarded. That application needed to be withdrawn or amended. As submitting an amendment for just the area of Tracy Arm would require extensive work, if the Assembly was interested in including the other areas to the model borough boundary, including the tip of the Mansfield Peninsula, including Funter Bay, Horse and Colt Islands and the area including Pack Creek, it would make sense to include other areas into the amendment of the currently pending petition.

Following discussion by the Assembly, the matter was referred to a future Committee of the Whole meeting.

V. STAFF REPORTS

A. Hearing Officer Appointment

Ms. Mead referred to a memo sent to the Assembly with options for a hearing officer for the two pending appeals, and potentially a number of others pending.

MOTION, by Kiehl, to use the Office of Administrative Hearings for the two pending appeals. Following discussion, and hearing no objection, it was so ordered.

VI. ADJOURNMENT

There being no further business to come before the Assembly, the meeting adjourned at 8:45 p.m.

Submitted by Laurie Sica, Municipal Clerk

ASSEMBLY STANDING COMMITTEE
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October 23, 2017, 6:00 PM.
Municipal Building - Assembly Chambers

Assembly Work Session - No public testimony heard

I. ROLL CALL

II. APPROVAL OF AGENDA

Hearing no objection, the agenda was approved.

III. APPROVAL OF MINUTES

None.

IV. AGENDA TOPICS

A. Community Development Block Grant

Ms. McKibben reviewed the process to publicize, receive, review and recommend Community Development Block Grant (CDBG) funding, and presented the staff recommendation to the Assembly that CBJ co-apply with AWARE for a FFY2017 CDB Grant.

Hearing no objection, Mr. Gregory recused himself from the discussion as a board member for AWARE.

Ms. Becker asked if AWARE has received a grant recently. Ms. McKibben said AWARE was awarded a grant several years ago, however, there were several issues with the building site and the plan was abandoned and the grant was not finally awarded.

Mr. Jones asked if this project would add to the capacity of the AWARE shelter as far ad adding additional space for clients, or if it were a renovation only for ADA access. Ms. Danielle Lindhoff, Business Manager spoke on behalf of the AWARE shelter. It was determined that in addition to ADA accessibility improvements, existing space for overflow patrons would be converted into two rooms with two beds for a total capacity increase of 4 clients. Ms. McKibben explained that the other proposal was to convert an existing home into housing for 4 REACH clients on a long-term basis, and that over a 20 year life of the grant funding, more clients would be served through the grant to the AWARE Shelter. Mr. Jones disagreed with the rationale.

Mr. Kiehl asked if a combined application was considered as they were both for remodel. Ms. McKibben said that a combined project application was very challenging and in the past had caused more issues. She felt there was more risk in that approach and there was less information in the REACH proposal, which also weighed into the recommendation.

Mr. Jones asked if there was any prohibition from having two applications from the same community? Ms. McKibben said she did not believe a community could submit two applications, but she thought that it may be possible to submit two projects in one application. Ms. McKibben said one application can apply for up to $850,000. CBJ competes with other communities in Alaska, with the exception of Anchorage which gets their money directly from the federal government. Smaller grants have generally been more successful.

Ms. McKibben upon Assembly endorsement, staff would work with AWARE to complete the application and prepare a resolution in support of the project for Assembly adoption at a future meeting.

MOTION, by Jones, to support the CDB Grant proposal by AWARE. Hearing no objection, it was so ordered.

Mr. Gregory returned to the meeting.

B. **Parks and Recreation Master Plan**

Kirk Duncan, Director of Parks and Recreation, reviewed the public process for the current Parks and Recreation Master Planning effort. He said a consistent theme is the view that the P&R programs battle against drug and alcohol use and keep children active. Building maintenance, Centennial Hall and parking are not part of this plan. He anticipates the plan will be finalized in June 2018 and following adoption efforts will focus on policies and fee structures.

Ms. Gladziszewski asked for information to be distributed to the public about public participation opportunities regarding the planning effort.

Mr. Jones spoke about trails and the interest in bike trails. Mr. Duncan said staff is working with the mountain biking community and it will be a part of the plan, and he anticipates re-instituting the "Trails Working Group."

Mayor Koelsch asked for an explanation of 2012 and 2017 sales tax authorizations to fund additional parks in Lemon Creek, the JACC and an off-road motor vehicle park. Mr. Bartholomew spoke about the timing of projects and the allocation of the sales tax funds and said he would provide additional information at the next Finance Committee meeting about the topic.

Ms. Gladziszewski asked about the planning process and for a list of people working on the planning committee.Mr. Duncan said Ms. Pierce creates a chapter based upon public input, the chapters are reviewed by the committee appointed by the PRAC, he would provide a list of committee members to the Assembly following the meeting.

Mr. Kiehl said he remembered that the Assembly had designated an area for an off-road vehicle park in the past. He asked if Parks and Recreation was integrating its planning effort with the Auke Bay, Lemon Creek and future downtown planning efforts. Mr. Duncan said Ms. Pierce is working hand in hand with CDD and attending the area planning meetings.

Mr. Kiehl asked about future plans for the functions that Mt Jumbo Gym provides, whether it is in a building to be maintained or to be continued in another venue. Mr. Duncan said Parks and Recreation would maintain the facility as long as possible but he did not forsee plans to replace it.

Chair Nankervis thanked the Parks and Recreation staff for its work and the update.

C. **Airport Sustainability Master Plan**

John Yarnish, Airport Planner with ACOM, Patty Wahto, Airport Manager and Ken Nichols, Airport Engineer were present to review the Airport Sustainability Master Plan update.

Mr. Yarnish gave a status report. He said decisions have been made, a financial implementation plan is being completed and final comments will go to the FAA, be posted to public notice, then the Airport Board would be in a position to ask for approval of the master plan. The public needs one more opportunity to review the complete information.

Mr. Yarnish spoke about the initial forecasting of growth, which has turned out to be low, and passenger growth is increasing. Delta did not take passengers from AK Airlines - they added people who wouldn't have come otherwise. There is a direct correlation between the national market and

Juneau's market and adjustments will be made. The changes in the forecast only affected a minor piece of the CIP program, which is expansion - processing more planes, people and parking. Regulatory, maintenance and sustainability are the other pieces. He spoke about a report by Sheinberg Associates of job creation at the airport. 1,082 jobs can be tied to airport operations on an annual basis, with a total economic contribution of $173 million annually.

Mr. Yarnish reviewed the packet material, including airfield recommendations, terminal area recommendations (including airport plane parking, the knuckle, north terminal, northern apron and the air cargo area). They envision a need for a parking structure in the future and have looked at improvements for bus connections for sustainability and to keep airport in the transportation system. He reviewed the individual area improvements in the packet. The airport layout plan is the document the federal government uses to base its decisions upon.

Mr. Yarnish discussed the financial implementation analysis which reviews funding over the years and funding sources for each phase. An airport financial consultant doing this part of the plan. The funding is available to fund most of the projects required for FAA and general airport development projects. Juneau is a low cost airport for the airlines and the cost is lower than the average small hub airport. Airports generally make money from parking but here there is less need for parking. Also most airports have access to a lot more land to work with . The airport can be self sufficient through the 20 year program. He explained the time it took to finance terminal projects and parking improvements through revenues, as opposed to airfield projects which were funded by grants from the FAA.

Mr. Kiehl asked if airports nationally have seen reduced parking revenues based on the operation of transportation network companies. Mr. Yarnish said that parking incomes remain healthy.

Mr. Jones spoke about his experience on the Airport Board and understanding of airport finances and Ms. Wahto said the airport financing is very complex. Passenger Fee Charges(PFC's) can only be used for improvements to public areas, not leased areas. There is still a gap in funding for the north end, the knuckle and the parking projects.

Mr. Kiehl asked about extension of the EVAR (dike trail), the movement of the control tower and the priority of the airport runway lighting (MALSAR). Ms. Wahto said the extension of the EVAR has been delayed due to some environmental issues, the FAA is looking at funding sources and locations for the control tower, and she continues to work with the city's lobbyists, Congressional delegation and the airlines to support the MALSAR project.

Ms. Gladziszewski asked about the plans that identified an as yet unidentified funding source. Mr. Yarnish said Phase 2 does have identified projects but unidentified funding for a portion of the projects in the amount of $80 million, but $50 million was for a parking garage and $16 million is for movement of the air traffic control tower. He said at this time they don't have the guarantee for the funding source but do know what the projects are.

Mayor Koelsch asked about the 2012 voter approved funding for the airport terminal projects and how long that would be carried forward. Ms. Wahto said the project was at an estimate of $6.9 million and they hope within the next few years to be under construction with the north end or knuckle - they are trying to get together with the tenants. She hopes to be able to do something sooner.

In response to Mr. Nankervis, Ms. Wahto explained that the Airport Layout Plan is the legal document for FAA that outlines the airport footprint and the sustainability master plan explains the concepts and activities and shows good solid thinking for the investment of funds into the project.

Chair Nankervis thanked staff and consultants for the update.

D. **Homeless Task Force Update**

Mr. Watt referred to Mr. Ciambor's memo on the work of the Assembly's Task Force on

Homelessness, pointing out the progress made to date and recommending future actions. Mayor Koelsch said he considers the work of the task force to be complete.

Mr. Watt said the Assembly has introduced an ordinance to fund $75,000 for a warming center to be operated when the temperature drops below 32 degrees from November 2017 - April 2018. Staff us working with the Alaska Mental Health Trust to rent a portion of the former Public Safety Building on Whittier for this purpose, to be staffed by social service agencies.

The Task Force did not recommend maintaining a winter campground. The Task Force did support the hiring of a CBJ Housing and Homeless Services Coordinator to be paid for through a grant with the Alaska Mental Health Trust. The position description is drafted and steps are being taken to hire the position.

The Assembly discussed the use of the public safety facility as a warming shelter, the Thane campground status, data tracking and the skill set of the new position, the lack of good current data and a concern that new data should establish a new baseline so that it does not appear that funds are being spent only to see "the problem" increase.

Mr. Watt asked for direction on the task force recommendations regarding for providing funding for "Scattered Site Housing First" and "Assertive Community Treatment (ACT) Teams." [Items 2 and 3 on page 3 of the October 23, 2017 staff memo]

MOTION, by Gladziszewski, to get the homeless coordinator on board and seek their recommendations before providing any additional funding for "items 2 & 3."

The Assembly discussed and was generally supportive of "items 2 and 3," but wanted to gain more information from the homeless coordinator and review those issues within the context of the FY19 budget.

Hearing no objections, it was ordered.

Mr. Edwardson said "items 2 & 3" were good but the homeless coordinator may find other creative ways to address the issues.

Mr. Gregory said he was in Fairbanks attending a meeting on housing and homelessness and Juneau is now the apple of everyone's eye for having positive dialogue and addressing this issue. We are putting a dent into the problem in a positive way and he complimented all for this positive discussion, which should be revisited several times a year.

E. **Essential Public Facilities**

Mr. Watt explained the concept behind this draft ordinance, which attempts to facilitate the location of "difficult to site" facilities. A traditional zoning approach has often not been helpful. This is a "big tool," which he said was important but one that should rarely, if ever, used. It may be important for the Assembly if it desires to move an essential public facility, to allow the matter to not follow the Table of Permissible Uses, but another path through zoning. The ordinance contemplated significant public process for review of such a siting, and the type of facilities it is intended for are those deemed to provide for health, safety and welfare of the public. Some of those things that have been challenging are campgrounds, sobering centers, the Haven House, and similar facilities. You would be trying to provide a facility that no one else is providing - not a private sector facility. The discussion at the Planning Commission was included in the packet.

The Assembly discussed the matter and raised several concerns, including the lack of a definition of "essential public facilities," the broadness of the potential application of the definition, the concern about unintended consequences, the lack of an in-depth discussion at the Planning Commission meeting, whether it would address only uses not listed in the TPU or include those listed uses in the definition of essential public facilities, the need to still address neighborhood concerns in a public process, mirroring a conditional use process in its review but not in the decision criteria, the inclusion of the section on eagle's nests, the application process on state entitlement land, and a general concern that the matter was not ready for consideration by the Assembly.

Hearing no objection, Mr. Nankervis said the language in the draft ordinance needed tightening and there was no objection to the matter returning to committee following re-work by the Manager and the Law department.

F. **2018 Assembly Calendar**

Mayor Koelsch said he considered the Assembly Committee and Liaison Assignments complete and hearing no objections, they were accepted by the Assemblymembers.

The Assembly reviewed and approved the 2018 Assembly Meeting calendar for regular Assembly meetings and generally accepted the standing committee dates, noting there may be a few minor changes as the year proceeds.

Mr. Nankervis noted that the next Assembly Committee of the Whole meeting is rescheduled from November 13 to November 20.

V. ADJOURNMENT

Hearing no objection, the meeting was adjourned at 8:57 p.m.

Submitted by Laurie Sica, Municipal Clerk

City and Borough of Juneau

Aquatics Board

DATE: November 8, 2017

TO: Jerry Nankervis, Deputy Mayor, Assembly COW Chair

FROM: Max Mertz, Aquatics Board Chairperson

RE: Aquatics Board Update and the Board's Future

In October of 2014, Juneau voters approved a Charter amendment authorizing the Assembly to establish by ordinance a board of directors for the municipal pools. On April 27, 2015, the Assembly adopted Ordinance 2015-23(b) which authorizes and assigns duties to the new Aquatics Board; such authorization and duties automatically are repealed on May 28, 2018.

Proponents of the Charter Amendment asked for the legislation in response to budget deliberations that seriously considered the closure of Augustus Brown Pool. The Aquatics Board has worked hard to increase pool revenue, decrease pool costs, increase use of the facilities and increase user satisfaction. The Aquatics Board believes that its work is not finished, that it can continue to assist the CBJ in finding ways to improve our Aquatics operations.

In the 10/3/17 election, voters approved extension of the 1% sales tax that has been traditionally been used for capital projects. In its pre-election public process, the Assembly agreed that one of the intended uses of the sales tax would be to expend $5M renovating Augustus Brown Swimming Pool. Consequently, the Aquatics Board is committed to finding a path forward that maintains a financially viable approach to Aquatics activities encompassing both of our pools.

In anticipation of its upcoming repeal date the Board is preparing and analyzing information so as to be able to make recommendations to the Assembly regarding management of our Aquatic facilities.

The Board has identified a wide range of pool management options (see attached Preliminary Alternatives Analysis). Depending on the direction that emerges over the coming months, it may be that extension of the Board's life for 12- or 24-months may be necessary in order to provide the Board sufficient time to do a careful options analysis that properly incorporates both the Assembly's and the public's input.

The Aquatics Board's proposed timetable is as follows:

November Committee of the Whole Meeting:

1. Explain the Board's governance and management assessment process;
2. Confirm with the Assembly that the range of options is appropriately inclusive;
3. Identify Assembly members' concerns as we move forward.

Winter:

Aquatics Board deliberates, evaluates the options, engages a public process including pool user groups. This includes development of a decision matrix showing the "Pros and Cons" for each option, including the Board's estimate of the financial impact where possible.

March 1, 2018:

Aquatics Board submits a progress report to the Assembly along with a recommended alternative, if possible. If necessary, this may include a request to extend the current Board for a period in order to give time to complete the alternatives analysis process.

cc: Rorie Watt, City Manager
Kirk Duncan, Director of Parks and Recreation
Aquatics Board members
Aquatics Board Liaisons to Assembly and School District

Attachments
Aquatics Board Alternatives Analysis
Charter Section
Aquatics Ordinance

Juneau Swimming Pools Management Alternatives Analysis:

<u>Purpose Statement:</u>

The Aquatics Board wishes to provide the Assembly with information, options and recommendations about how to best serve Juneau's aquatic facility needs in the future. The goal is to allow the Assembly to make appropriate financial and policy decisions that balance the provision of services, cost recovery, and general fund support. To assist in this process, the Aquatics Board is analyzing the positive and negative features of a range of governance and management alternatives.

<u>Preliminary Alternatives Analysis:</u>

Option A: No Action
The Assembly takes no action and the Aquatics Board is automatically repealed on May 28, 2018. Management of the facilities reverts to the City Manager. The Assembly may consider the establishment of an advisory committee to facilitate public input on the management of the facilities.

Options B: No Change/Extend the Term of the Existing Pool Board:

> *<u>Option B1</u>*: Retain the feature of having the Aquatics Board and the City Manager jointly supervise the Parks Director in his/her capacity overseeing the Aquatics programs.
>
> *<u>Option B2</u>*: The Parks Director solely is supervised by the Aquatics Board in his/her capacity of overseeing the Aquatics programs.

Option C: More Fully Empowered Aquatics Board
The scope of duties of the Aquatics Board is expanded, somewhat similar to the Eaglecrest model. A defining feature would be the responsibility of the Aquatics Board to directly hire and supervise the Aquatics Director.

> *<u>Option C1</u>*: Retain the features of the existing Aquatics Board but with the addition of hiring and supervision authority over the Aquatics Manager
>
> *<u>Option C2</u>*: The Aquatics Board has hiring and supervision authority over the Aquatics Manager. The Board is expanded to possibly include the Parks and Recreation Director, the School District Liaison, and a representative of Glacier Swim Club as voting members.

Options D: Contract with an Outside Entity to Manage the Pools
Nonprofit entities are identified potentially to manage the City-owned pools. A solicitation process would be developed in compliance with CBJ code. The management contract terms would be negotiated along the way. CBJ appoints an internal contract manager.

> *<u>Option D1</u>*: Identify Existing Nonprofits to Manage the Pool
> The Board is not aware of any existing nonprofit that has the capacity for Aquatics management.

<u>Option D2</u>: Create a New Local Nonprofit.
A local group would form with the specific purpose of managing the Aquatics facilities.

<u>Option D3: Create a Local Branch of the Alaska YMCA</u>
The Aquatics Board has become aware that local YMCAs manage municipally-owned aquatics facilities in many locations across the US. Benefits of this option could include access to a greater depth of experience in the management of Aquatics facilities. The Alaska YMCA is helping us evaluate this option.

Option E: Aquatics Board Merges with Other Recreational Facilities
This is outside the purview of the Aquatics Board, so it is not in a position to evaluation this option.

Section 3.23. - Aquatics board.

The assembly may establish a board of directors for the municipally owned and operated aquatics facilities, and appoint members to the board. Notwithstanding the provisions of Section 3.16 of this Chapter, the board shall derive its authority and power from the assembly by ordinance.

(Serial No. 2014-42(b), § 2, 7-21-2014, approved by voters 10-7-2014)

Chapter 67.10 - AQUATICS FACILITIES[1]

Footnotes:

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Editor's note— It should be noted that section 3 of Serial No. 2015-23(b), adopted April 27, 2015, provided that this chapter shall be automatically repealed on May 28, 2018.

67.10.010 - Board of directors.

(a) The aquatics board shall consist of seven voting members appointed by the assembly to serve without compensation for staggered three-year terms, and one liaison from the Juneau School District. The liaison shall not have the power to vote or be counted in determining whether a quorum of the board is present. Members of the board shall serve at the pleasure of the assembly. Terms shall commence on July 1. Appointments to fill vacancies shall be for the unexpired term. In the event a seat has six months or less remaining to the unexpired term, the assembly, at its discretion, may choose to appoint the member to the remainder of the current term as well as to the full term immediately following the expiration date of the unexpired term. No board member who has served for three consecutive terms or nine years shall again be eligible for appointment until one full year has intervened, provided, however, that this restriction shall not apply if there are no other qualified applicants at the time reappointment is considered by the assembly.

(b) No board member, or member of a board member's immediate family or household, may be employed by an aquatics facility owned by the City and Borough. To the extent possible, appointments to the aquatics board shall include persons having skills relevant to matters concerning the aquatics facilities. No more than two members of the aquatics board shall be a member or employee of any local swim organization, or the immediate family member of any member or employee of any local swim organization.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.020 - General powers.

(a) Subject to state laws and City and Borough ordinances, the aquatics board shall generally exercise all powers necessary and incidental to the operation and maintenance of the municipally owned aquatics facilities according to the best interests of the public and in a sound business manner. The aquatics board:

   (1) Shall be responsible for the operation, maintenance, development and marketing of the municipally owned and operated aquatics facilities, except as otherwise provided by the assembly by resolution.

   (2) Shall prescribe the terms under which persons and groups may use the aquatic facilities under the board's management and establish and enforce standards of operation.

   (3) May adopt regulations pursuant to CBJ 01.60 necessary for the administration of the aquatics facilities under the board's management.

(b) The aquatics facilities shall conform to the City and Borough Personnel Management Code, the City and Borough Personnel Rules, Personnel Classification Plan, and the City and Borough Manager's Administrative Policies. The aquatics facilities shall utilize the services of the human resources and risk management department when hiring or terminating any employee, when responding to grievances, in labor agreement negotiation, and in substantial disciplinary matters.

(c) All legal services for the aquatics board and aquatics facilities shall be provided by or under the supervision of the municipal attorney.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.030 - Organization.

The aquatics board shall elect annually from its members a chair and vice-chair and such other officers as it deems necessary. The board may establish an executive committee with authority to act on behalf of the board and may appoint such other committees as it deems necessary.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.040 - Vacancies.

(a) A vacancy in the aquatics board shall exist under the following conditions:

(1) If a person appointed to membership fails to qualify and take office within 30 days of appointment;

(2) If a member departs from the City and Borough with the intent to remain away for a period of 90 or more days;

(3) If a member submits his or her resignation to the board or assembly;

(4) If a member is unable to attend regular board meetings for a period of more than 90 days;

(5) If a member misses more than 40 percent of the regular board meetings in a 12-month period; or

(6) If a member is removed by the assembly, in its sole discretion, for the convenience of the City and Borough.

(b) For the purposes of counting attendance, a member participating telephonically in accordance with the assembly rules of procedure shall be counted as present.

(c) The chair of the aquatics board shall notify the clerk's office of any vacancy on the board. Upon notification, the assembly shall appoint a new member for the unexpired term.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.050 - Meetings.

The aquatics board shall meet at least once each month at an accessible location and time to be designated by the board.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.060 - Membership in associations.

The aquatics board may maintain membership in any local, state or national group or association organized and operated for the promotion of swimming or for the safety of pools or the advancement of the efficiency of pool system administration.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.070 - Manager designated.

The chief executive officer of the aquatics facilities shall be the parks and recreation department director.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.080 - Director; duties and responsibilities.

The director is responsible for the overall supervision of the municipally-owned aquatics facilities under the aquatics board's management. The director's authority and duties shall include the following:

(1) To be responsible for carrying out all applicable laws, ordinances and regulations.

(2) To be responsible for carrying out policies established by the aquatics board not in conflict with policies established or adopted by the assembly or manager.

(3) To prepare an annual budget as required by City and Borough ordinance.

(4) To attend all meetings of the aquatics board and its standing committees except as otherwise directed by the board and not otherwise conflicting with other duties of the position of parks and recreation director.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.090 - Schedule of fees and charges.

(a) A schedule of fees and charges for use of the aquatic facilities shall be approved by the aquatics board annually or more often as the need may arise. All such board approvals shall be forwarded immediately to the City and Borough municipal clerk who shall transmit them to the assembly.

(b) All charges approved by the aquatics board shall become effective upon board approval unless the board of directors sets a later effective date. The assembly, by motion or resolution, may change any fee or charge approved by the aquatics board.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.100 - Preparation and submission of budget.

The director shall prepare the budget in accordance with approved City and Borough procedure and shall submit it to the aquatics board for approval. The operating portion of the budget submitted by the aquatics board shall, to the extent practical given safety concerns and maximizing operating hours of the pools, minimize its general fund subsidy. The aquatics board shall make its recommendations and submit the budget to the City and Borough manager for transmittal to the assembly in the same manner as general government departments.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.110 - Other fiscal matters.

All other fiscal matters including custody of and expenditure of funds, accounting and collection shall be governed by general City and Borough ordinance.

(Serial No. 2015-23(b), § 2, 4-27-2015)

CITY AND BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY

Engineering & Public Works Department
155 South Seward Street
Juneau, Alaska 99801
Phone: 907-586-0800 | Fax: 907-463-2606

DATE: November 20, 2017

TO: Jerry Nankervis, Chair
Committee of the Whole

FROM: Michele Elfers, RecycleWorks Manager

SUBJECT: RecycleWorks Fee Schedule and Site Location

Background:

Over the last year, there have been several Assembly presentations[1] on the RecycleWorks program which focused on current opportunities and challenges, long term goals and objectives, and sustained fiscal viability. Those presentations outlined that in order to achieve the Assembly's long term goal of waste stream diversion from the landfill, the Assembly needs to consider and take action on two critical issues: Fee schedule and Site location.

In making these decisions, the Assembly must balance the needs of the existing program, the desire to increase diversion of waste from the landfill, the ability of the citizens to afford rate increases and the desire to control the management of the programs.

Proposed Fee Schedule Adjustments:

The RecycleWorks program is currently funded through a $48/year residential user rate charged via CBJ utility bills ($4/month) and a Motor Vehicle Registration Tax (MVRT) of $22/year charged on non-commercial vehicles which is collected and transmitted through the State of Alaska DMV. Currently, there is no MVRT in place for commercial vehicles.

For FY18, revenue to the program is approximately $1.1M and expenditures are estimated at $1.3M. The shortfall is covered through the Waste Management Enterprise Fund balance. In order to grow the program and achieve the goal of additional diversion from the landfill, the CBJ needs to provide for a stable revenue base to fund operations. The Assembly and voting public took the first step in that direction with the recent infusion of $2M in 1% sales tax funding. The 1% helps to stabilize the program, but does not cure the problem.

The table below constitutes staff's proposed fee structure. Residential rates would increase over a period of 4 years from $4.00 a month to $8.00 a month. Commercial rates are currently structured as a flat rate and are not mandatory. Approximately $2500 will be collected from the voluntary

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[1] May 31, 2017, Assembly Finance Committee – 1% sales tax discussion

April 10, 2017, Lands Committee Presentation: http://www.juneau.org/pubworks/documents/Lands4-10.pdf

March 20, 2017, Assembly Committee of the Whole:
http://www.juneau.org/pubworks/documents/COWRWFinal3-16.pdf

commercial permit program this year. Moving forward, it is proposed that the commercial rate is mandatory and that for larger commercial customers the fee will increase based on overall tonnage. Increasing the MVRT or addressing a commercial vehicle tax is not being proposed at this time but could be considered as an option in the future.

Existing and Proposed Annual RecycleWorks Program User Rates

	Residential	Commercial up to 3 tons	Commercial up to 20 tons	Commercial up to 50 tons	Commercial over 50 tons
Existing					
FY 18	$48	$100	$100	$100	$100
Proposed:					
FY19*	$72	$100	$100	$100	$100
FY20	$84	$ 100	$100	$100	$100
FY21	$96	$100	$ 500	$2,000	$5,000
FY22	$96	$100	$500	$2,000	$5,000

* In FY 19 commercial rate becomes mandatory and assessed on the utility bill.

In considering these rates, it may be helpful to put them in perspective. The average consumer pays approximately $430 annually for garbage and recycling curbside pickup, and the cost of disposal at the landfill is $195 per ton for the public.

Site Location:

The Alaskan Brewing Company continues to be interested in acquiring the 4 CBJ lots adjacent to their property in Lemon Creek to expand their manufacturing facility. The appraised value of these 4 lots is $2,600,000. The water utility occupies two of these lots and the Household Hazardous Waste (HHW) facility occupies the other two. Both programs can be relocated to allow for the sale of the property. At the April 10, 2017 Lands Committee, a recommendation to authorize the City Manager to begin negotiations directly with the Alaskan Brewing Company for the sale of the four lots was forwarded to the Assembly.

Alternate locations for CBJ programs have been evaluated. The water utility can move to the former Valley Street Maintenance Shop property (adjacent to Capital Transit) which is vacant.

Currently, the RecycleWorks program is spread over several locations in Lemon Creek: the HHW facility on Commercial Drive, junk vehicle processing with Skookum on Anka Street, and recycling with Waste Management at the landfill. While the current facilities and site distribution have functioned adequately for the last few years, the growth in recycling we have seen with the drop box containers has shown that the landfill facility has reached maximum capacity. Additionally, when considering future growth opportunities, having multiple facility locations does not lend itself to operational efficiencies or to customer convenience. If the overall goal is to increase the amount of diversion to the landfill, then making disposal easier for the customer will help us to achieve this goal.

At the April 10, 2017 Lands Committee, 4 potential site options for RecycleWorks were presented: Valley Street site, Lemon Creek Gravel Pit, Waste Management site, and the CMI (formerly Channel) property on Anka Street.

The HHW program needs public access, indoor and outdoor storage space, and paved areas for large containers to be loaded for shipping of materials. It would be possible to locate the HHW program to the Valley Street Shop, but the site would be operationally difficult for public access and container loading especially if combined with water utility operations. The location is inconvenient for the public and it would limit overall program growth.

The Gravel Pit area in Lemon Creek could be developed, but the cost of development is higher than any of the other options and it ties up a piece of property that potentially could be used for a better purpose. Industrial land is sparse and this parcel represents significant future potential for growth.

The other two options, the CMI property on Anka Street and contracting for expanded services with Waste Management at the landfill both allow for current and future operational program needs to be met, but represent different long term outcomes.

The 5.4 acre property owned by CMI, LLC is for sale at 1721 Anka Street for $3,300,000. This parcel meets current and future RecycleWorks needs. It is paved, has adequate room for growth and is centrally located for the public. It has the added advantage of being adjacent to the CBJ junk vehicle program currently operated by Skookum under a 10 year contract. The HHW program could be moved into the existing building with minimal renovation and the recycling program could be relocated here with a covered structure similar to the salt storage bay at the CBJ Streets Shop at 7 mile Glacier Highway, and a pilot composting program could be initiated.

It is also possible to expand operations at the Waste Management site with significant capital investment. The recycling building at Waste Management (WM) needs to be replaced due to physical and operational problems, and if the goal is to co-locate services, an additional structure to house HHW would need to be constructed. WM indicated that to make this investment, a long term contract of 10-20 years with a higher rate to include amortized capital costs, lease costs, and operational costs would be required. At the end of the lease period, CBJ would be back in the position of determining how best to provide for the future of the program.

Considerations:

Juneau does not have ownership over our waste stream and there is not a private sector competitive market for solid waste disposal. This means that as a municipality we have been dependent on private companies to haul and process our waste which limits our decision making ability on long term solid waste disposal options. In making a decision about site location, the Assembly must weigh how much control the city should have over managing our solid waste stream.

The proposal to buy the CMI property for the HHW, recycling and compost programs gives us some ownership and decision making power to affect the cost of solid waste processing and disposal into the future. With the sale to the Alaskan Brewing Company and the relocation to the CMI property, CBJ will have the option to contract with private operators on our property, manage how recycling is processed, grow the local beneficial reuse of our waste, and extend the lifespan of the landfill.

The chart below summarizes points for consideration:

RecycleWorks Facility Ownership and Management Pro's & Con's		
	Public Operator	**Private Operator**
Public Land	Can recoup infrastructure investment over long term.	**Can recoup infrastructure costs over long term, potentially lower operating costs.**
Private Land	Infrastructure costs have to be recouped over life of contract.	Infrastructure costs have to be recouped over life of contract, potentially lower operating costs.

Conclusion:

The proposed fee schedule and sale of the 4 CBJ lots would allow for program relocation, consolidation of HHW and Recycling programs, and the initiation of a pilot composting program. The requested action items are:

1. Direct staff to draft an ordinance authorizing rate increases for Assembly consideration.

2. Motion to begin negotiations for sale of CBJ property and purchase of the Anka Street property.

CITY AND BOROUGH OF
JUNEAU
ALASKA'S CAPITAL CITY
COMMUNITY DEVELOPMENT

(907) 586-0715
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155 S. Seward Street • Juneau, AK 99801

DATE: November 6, 2017

TO: City and Borough Assembly Committee of the Whole

FROM: Jill Maclean, AICP, Senior Planner
Community Development Department

RE: ***Lemon Creek Area Plan*** (draft)
www.juneau.org/lemoncreekplan

BACKGROUND

The Comprehensive Plan identifies the need for area plans for Lemon Creek, Switzer Creek and Salmon Creek (see *Compliance with the Comprehensive Plan* section below. The *Lemon Creek Area Plan* is a step in the borough's strategy for influencing change in this area and forms the basis for defining the vision and projects for the Lemon Creek area. It is a consensus based plan, built through input from residents, local business and property owners, local non-profit groups, and other interested parties.

In 2015, the Assembly tasked the Community Development Department (CDD) with undertaking the *Lemon Creek Area Plan*. CDD conducted an open house on March 10, 2016, to solicit interest from the community, provide information on the planning process, and request applications from interested people to serve on the Steering Committee. On April 12, 2016, the Planning Commission appointed the Steering Committee, which included residents, property owners, and business owners. Throughout the month of June 2016, CDD conducted six focus group meetings including: infrastructure and transportation, natural resources and recreation, business and economic development, human services, history and cultural resources, and city departments.

In September 2016, the Steering Committee began holding regularly-scheduled public meetings. The Steering Committee was presented with background information on the Comprehensive Plan and other relevant CBJ plans, zoning and land use, housing needs, and feedback received from the open house and focus groups. This information, combined with the chapters drafted by CDD planners and other relevant CBJ staff, allowed the Steering Committee to formulate informed goals and actions for each chapter of the plan. The following chapters were seen as relevant to Lemon Creek: History and Community Character, Land Use, Neighborhoods and Housing, Transportation and Infrastructure, Economic Development, and

Natural Resources and Recreation. Public testimony was also taken at each Steering Committee meeting and considered as decisions were voted upon. The Steering Committee approved each goal and action through a consensus building process resulting in a majority vote of the committee.

On February 4, 2017, a public design workshop was held to seek input from community members primarily on recreation and bike/ped connectivity throughout Lemon Creek. MRV Architects worked with CDD and Engineering staff to conduct the workshop and led the public through this design process, which ultimately resulted in an overarching design concept – *Area Plan Design Goals* (see *Lemon Creek Area Plan* Appendix A: Public Participation). *The Area Plan Design Goals* illustrates the community's vision of how the area should develop over the next twenty years. Features include preservation of the Switzer Creek area, multi-modal paths connecting Lemon Creek to Downtown and the Mendenhall Valley, trails connecting to the Mendenhall State Game Refuge, and potential new streets in the commercial and industrial areas.

The culmination of this community planning process is the draft *Lemon Creek Area Plan*, which was distributed for a two-week public comment period from July 17 through July 30, 2017. CDD staff compiled the comments received and made recommendations to the Steering Committee. At their August 7, 2017, public meeting, the Steering Committee reviewed the public comments and considered whether or not to amend the Plan in response (see *Lemon Creek Area Plan* Appendix B: Public Comments). The Steering Committee also voted to recommend the final draft *Lemon Creek Area Plan* to the Planning Commission for consideration and favorable recommendation to the Assembly.

On September 26, 2017, the Planning Commission's Committee of the Whole held a public meeting to discuss the draft Plan. No significant changes were recommended, and the Committee voted unanimously to forward the draft Plan to the Planning Commission for a public hearing.

On October 24, 2017, the Planning Commission held a public hearing. Public testimony was taken, and all who spoke were in favor of the Plan. The Planning Commission did not make any significant changes to the draft Plan - see page 3 for a table listing the recommended revisions.

COMPLIANCE WITH THE COMPREHENSIVE PLAN

The Comprehensive Plan (Chapter 11) identifies the need to produce a neighborhood plan for the Lemon Creek and Switzer Creek areas. The draft *Lemon Creek Area Plan* complies with the Comprehensive Plan and specifically with Chapter 11, Land Use Maps G and H. The draft *Lemon Creek Area Plan* complies with the Juneau Economic Development Plan and the Housing Action Plan.

If adopted, the *Lemon Creek Area Plan* would be an addendum to the Comprehensive Plan. The *Lemon Creek Area Plan* provides a 20-year vision to guide growth, protect natural resources, and enhance and maintain amenities for livability. Where the *Lemon Creek Area Plan* and the

Comprehensive Plan conflict, or where the *Lemon Creek Area Plan* is more specific, the *Lemon Creek Area Plan* supersedes the Comprehensive Plan.

RECOMMENDATION

At its October 24, 2017 regular meeting, the Planning Commission recommended that the Assembly review and adopt the Lemon Creek Area Plan with revisions as an addendum to the Comprehensive Plan.

Chapter	Comments	Page	Goal & Action May also be Found in Chapter 8 Implementation
Chapter 3 Land Use			
	Goal 1 Action 1 Change "zoning" to "development"	20	76
	Goal 3 Action 4 Delete entire action (regarding housing stock)	21	77
Chapter 4 Housing and Neighborhoods			
	Update info regarding Housing First in the narrative: *The Juneau Housing First Collaborative Forget-Me-Not Manor permanent supportive housing project opened in September 2017. It was an $8.3 million dollar project that combines 32 units of permanent supportive housing and, on-site, the JAMHI Health & Wellness, Inc. Community Health Center that offers healthcare, behavioral health, dental, and pharmacy services for the residents and the community at-large.* *The permanent supportive housing is staffed 24hours, 7-days a week and includes a facility director, benefits coordinator (2), housing specialist (2), a driver, and front desk personnel (5). Studio apartment residences are located on the 2nd and 3rd floors with dining room, kitchen, conference room, meeting rooms, and office space on the ground level. Forget-Me-Not Manor shares a parking lot with the headquarters for the Tlingit-Haida Regional Housing Authority.* (per S. Ciambor, Chief Housing Officer)	25	N/A
	Identify zoning in each neighborhood listed in the narrative	23 - 29	N/A
Chapter 5 Transportation and Infrastructure			
	Goal 4 Action 2 Change Responsible Party from CDD, PC, JPD to JPD only	47	82
Chapter 6 Natural Resources and Recreation			
	Goal 2 Action 2 Change wording to: "*Provide greater scrutiny to compliance of water standards and erosion controls* ."	59	84
	Goal 2 Action 3 add JPD	59	84
Chapter 8 Implementation			
	Add a list of Acronmyns/Abbreviations for Departments, Agencies, Organizations at the beginning of Ch. 8	73	73

Planning Commission
(907) 586-0715
PC_Comments@juneau.org
www.juneau.org/plancomm
155 S. Seward Street • Juneau, AK 99801

PLANNING COMMISSION
NOTICE OF RECOMMENDATION
Date: November 1, 2017
File No.: AME2016 0016

City and Borough of Juneau
City and Borough Assembly
155 South Seward Street
Juneau, AK 99801

Proposal: Planning Commission Recommendation to the City and Borough Assembly regarding a Text Amendment to Adopt the Lemon Creek Area Plan as part of the CBJ Comprehensive Plan.

Hearing Date: October 24, 2017

The Planning Commission, at its regular public meeting, adopted the analysis and findings listed in the attached memorandum dated October 12, 2017, and recommended that the City and Borough Assembly adopt staff's recommendation for a text amendment to adopt the Lemon Creek Area Plan as part of the CBJ Comprehensive Plan with revisions (see table of revisions below).

Attachments: October 12, 2017 memorandum from Jill Maclean, Senior Planner, Community Development, to the CBJ Planning Commission regarding AME2016 0016.

This Notice of Recommendation constitutes a recommendation of the CBJ Planning Commission to the City and Borough Assembly. Decisions to recommend an action are not appealable, even if the recommendation is procedurally required as a prerequisite to some other decision, according to the provisions of CBJ 01.50.020 (b).

Project Planner: Jill Maclean
Jill Maclean, Senior Planner
Community Development Department

Benjamin C. Haight
Benjamin Haight, Chair
Planning Commission

November 3, 2017

Filed With City Clerk Date

cc: **Plan Review**

NOTE: The Americans with Disabilities Act (ADA) is a federal civil rights law that may affect this recommended text amendment. ADA regulations have access requirements above and beyond CBJ - adopted regulations. Contact an ADA - trained architect or other ADA trained personnel with questions about the ADA: Department of Justice (202) 272-5434, or fax (202) 272-5447, NW Disability Business Technical Center (800) 949-4232, or fax (360) 438-3208.

Chapter	Comments	Page	Goal & Action May also be Found in Chapter 8 Implementation
Chapter 3 Land Use			
	Goal 1 Action 1 Change "zoning" to "development"	20	76
	Goal 3 Action 4 Delete entire action (regarding housing stock)	21	77
Chapter 4 Housing and Neighborhoods			
	Update info regarding Housing First in the narrative: *The Juneau Housing First Collaborative Forget-Me-Not Manor permanent supportive housing project opened in September 2017. It was an $8.3 million dollar project that combines 32 units of permanent supportive housing and, on-site, the JAMHI Health & Wellness, Inc. Community Health Center that offers healthcare, behavioral health, dental, and pharmacy services for the residents and the community at-large.* *The permanent supportive housing is staffed 24hours, 7-days a week and includes a facility director, benefits coordinator (2), housing specialist (2), a driver, and front desk personnel (5). Studio apartment residences are located on the 2nd and 3rd floors with dining room, kitchen, conference room, meeting rooms, and office space on the ground level. Forget-Me-Not Manor shares a parking lot with the headquarters for the Tlingit-Haida Regional Housing Authority.* (per S. Ciambor, Chief Housing Officer)	25	N/A
	Identify zoning in each neighborhood listed in the narrative	23 - 29	N/A
Chapter 5 Transportation and Infrastructure			
	Goal 4 Action 2 Change Responsible Party from CDD, PC, JPD to JPD only	47	82
Chapter 6 Natural Resources and Recreation			
	Goal 2 Action 2 Change wording to: "*Provide greater scrutiny to compliance of water standards and erosion controls* ."	59	84
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Chapter 8 Implementation			
	Add a list of Acronmyns/Abbreviations for Departments, Agencies, Organizations at the beginning of Ch. 8	73	73

CITY AND BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY
COMMUNITY DEVELOPMENT

(907) 586-0715
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155 S. Seward Street • Juneau, AK 99801

DATE: October 12, 2017

TO: Planning Commission

FROM: Jill Maclean, AICP, Senior Planner
Community Development Department

Jill Maclean

FILE NO.: AME2016 0016

PROPOSAL: A Text Amendment to adopt the Lemon Creek Area Plan as part of the CBJ Comprehensive Plan

The City and Borough of Juneau Code states in CBJ 49.10.170(d) that the Commission shall make recommendations to the Assembly on all proposed amendments to this title, zonings and re-zonings, indicating compliance with the provisions of this title and the Comprehensive Plan.

ATTACHMENTS

Attachment A – Draft Minutes, Lemon Creek Steering Committee, August 7, 2017
Attachment B – Draft Lemon Creek Area Plan September 2017
Attachment C – Comprehensive Plan Chapter 11 Land Use Maps Guidelines and Consideration for Subarea 4 and Subarea 5
Attachment D – Guidelines for the Development or Update of Community-Based Area or Neighborhood Plans
Attachment E – Draft Minutes from the Planning Commission Committee of the Whole, September 26, 2107
Attachment F – Proposed Revisions

INTRODUCTION

The City and Borough of Juneau Title 49 Land Use Code states in CBJ 49.10.170(a) that one of the duties of the Planning Commission is Comprehensive Plan review. Furthermore, CBJ 49.10.170(d) requires the Commission to "make recommendations to the Assembly on all proposed amendments to this title, zonings and re-zonings, indicating compliance with the provisions of this title and the Comprehensive Plan". The Comprehensive Plan and its additions are incorporated into Title 49 at CBJ 49.05.200.

BACKGROUND

The Comprehensive Plan identifies the need for subarea plans within the borough (see Compliance with Comprehensive Plan section, below, and Attachment C). *The Lemon Creek Area Plan* is a step in the borough's strategy for influencing change in this area. The *Plan* will form the basis for defining the vision and projects for the Lemon Creek area. It is a consensus based plan, built through input from residents, local business and property owners, local non-profit groups, and other interested parties.

In 2015, the Assembly tasked the Community Development Department (CDD) with undertaking the *Lemon Creek Area Plan*. In accordance with the *Guidelines for the Development or Update of Community-Based Area or Neighborhood Plans* (see Attachment D), CDD conducted an open house on March 10, 2016 to solicit interest from the community, provide information on the planning process, and request applications from interested people to serve on the Steering Committee. On April 12, 2016, the Planning Commission appointed the Steering Committee, which included residents, property owners, and business owners.

Throughout the month of June 2016, CDD conducted six focus group meetings, including: infrastructure and transportation, natural resources and recreation, business and economic development, human services, history and cultural resources, and city departments.

In September 2016, the Steering Committee began regularly holding public meetings. The Steering Committee was presented with background information on the Comprehensive Plan and other relevant CBJ plans, zoning and land use, housing needs, and feedback received from the open house and focus groups. This information, combined with the chapters drafted by CDD planners and other relevant CBJ staff, allowed the Steering Committee to formulate informed goals and actions for each chapter of the plan. Public testimony was also taken at each Steering Committee meeting and considered as decisions were voted upon. The Steering Committee approved each goal and action through a consensus building process resulting in a majority vote of the committee.

As neighborhoods and areas of the borough differ from each other, the following chapters were seen as relevant to Lemon Creek: History and Community Character, Land Use, Neighborhoods and Housing, Transportation and Infrastructure, Economic Development, and Natural Resources and Recreation.

On February 4, 2017, a design workshop was held to seek input from the public primarily on recreation and bicycle and pedestrian connectivity throughout Lemon Creek. MRV Architects worked with CDD to conduct the workshop and led the public through this design process, which ultimately resulted in an overarching design concept – *Area Plan Design Goals* (see Attachment B - Appendix A: Public Participation).

The Area Plan Design Goals illustrates the community's vision of how the area should develop over the next twenty years. Features include preservation of the Switzer Creek area, multi-modal paths connecting Lemon Creek to Downtown and the Mendenhall Valley, trails connecting to the Mendenhall State Game Refuge, and potential new streets in the commercial and industrial areas.

The culmination of this community planning process is the draft *Lemon Creek Area Plan*, which was distributed for a two-week public comment period from July 17 through July 30, 2017. CDD staff compiled the comments received and made recommendations to the Steering Committee. At their August 7, 2017, public meeting, the Steering Committee voted on whether or not to amend the Plan in response to the public comments (see Attachment B – Draft Lemon Creek Plan, Appendix B: Public Comments). The Steering Committee also voted to recommend the final draft *Lemon Creek Area Plan* to the Planning Commission for consideration and favorable recommendation to the Assembly.

COMPLIANCE WITH THE COMPREHENSIVE PLAN

The Comprehensive Plan (Chapter 11) identifies the need to conduct a neighborhood plan for the Lemon Creek and Switzer Creek areas. The draft *Lemon Creek Area Plan* complies with the Comprehensive Plan and specifically with Chapter 11, Land Use Maps G and H.

Map G – Subarea 4: East Mendenhall Valley and Airport includes a portion of the Lemon Creek Study Area along 7 and 8 Mile Glacier Highway. The draft *Lemon Creek Area Plan* does not make any rezoning recommendations in this area, and the draft plan is compliant with the Land Use Designations of Map G.

Map H – Subarea 5: Switzer Creek, Lemon Creek, & Salmon Creek includes the majority of the Lemon Creek Study Area, in addition to the Salmon Creek area which is not part of this planning process. Subarea 5 Guidelines and Considerations include 15 guidelines (see Attachment C) of which Guideline 1 is to:

> *Conduct a neighborhood plan for the Lemon Creek and Switzer Creek areas to (1) address livability concerns for residential areas, (2) accommodate the land use and transportation needs of commercial and industrial uses, (3) address recreational and natural/conservation area needs, (4) identify transportation improvements, especially pedestrian- and bicyclist- related safety improvements, and (5) reduce incompatible uses and minimize or mitigate adverse impacts of such incompatible uses related to air quality (noise, dust, fumes, odors), public safety and natural resource protection.*

The draft *Lemon Creek Area Plan* makes several rezoning recommendations in Subarea 5, and these recommendations are compliant with the Land Use Designations of Map G.

If adopted, the *Lemon Creek Area Plan* would be an addendum to the Comprehensive Plan. The *Lemon Creek Area Plan* provides a 20-year vision to guide growth, protect natural resources, and enhance and maintain amenities for livability. Where the *Lemon Creek Area Plan* and the Comprehensive Plan conflict, or where the *Lemon Creek Area Plan* is more specific, the *Lemon Creek Area Plan* supersedes the Comp Plan.

<u>Findings</u>
Based upon the information presented, the draft *Lemon Creek Area Plan* complies with the Comprehensive Plan.

<u>COMPLIANCE WITH OTHER RELEVANT CBJ PLANS AND STUDIES</u>
The draft *Lemon Creek Area Plan* reviews other relevant CBJ plans and studies, as well as plans and projects by other agencies. The draft *Lemon Creek Area Plan* complies with these plans and studies and, in some instances, makes more specific recommendations. For example, Chapter 5: Transportation and Infrastructure notes that a recurring theme of transportation plans in the Lemon Creek area is better connections for bicyclists and pedestrians and mitigating conflict between the residential and commercial / industrial vehicles. *Area Plan Design Goals* depicts additional multimodal paths and trails throughout the area, while enhancing the existing bicycle and pedestrian trails (see Attachment B - Appendix A: Public Participation). For a complete list of plans and studies, see Appendix C: Referenced Plans and Studies of the draft *Lemon Creek Area Plan*.

<u>Findings</u>
Based upon the information presented, the draft *Lemon Creek Area Plan* complies with other relevant CBJ Plans and Studies.

<u>COMMITTEE OF THE WHOLE</u>
On September 26, 2017, the Planning Commission's Committee of the Whole met to review and discuss the draft *Lemon Creek Area Plan*. Staff presented the draft Plan, the public process, the goals and actions, and the *Area Plan Design Goals* illustration. The Committee of the Whole made minor wording revisions and discussed zoning recommendations but did not make significant changes to the draft Plan (see Attachments E and F).

<u>STAFF RECOMMENDATION</u>
Staff recommends that the Planning Commission review and consider the draft *Lemon Creek Area Plan* and recommend to the Assembly its adoption as an addendum to the Comprehensive Plan.

Lemon Creek Area Plan
Steering Committee
Meeting Agenda
Gruening Park Rec Room

August 7, 2017 at 6pm

I. Roll Call, 6:00 pm

Steering Committee Members Present: Stephen Johnson, Chair; Susan Erben; Sandra Coon; Dave Hanna; Mark Pusich; Wayne Coogan; Daniel Collison

Steering Committee Members Absent: Paul Voelckers, Planning Commission Liaison; Michael Lukshin, Vice-Chair; Patrick Quigley; Michael Short; Tom Chard

Community Development & CBJ Staff Present: Jill Maclean, AICP Senior Planner; Allison Eddins, Planner II; Bhagavati Braun, Administrative Assistant

II. Review Comments Received from Public Comment Period

Mr. Johnson stated his intentions on how to go through the process. Mr. Pusich asked for a point of order about how to incorporate public participation. Mr. Collison clarified by saying the committee ought to let the public discuss before a vote was held on each item.

Ms. Maclean explained the public comments document in front of the committee, and outlined the first comment from Mr. Heumann.

Ms. Coon asked about Comprehensive Plan maps not agreeing/overlapping. Ms. Maclean clarified that this refers to a later comment.

Mr. Collison asked about the Riveredge Park condos land donation for a park – were there other contributions above and beyond the land? Ms. Maclean said they were to provide easements for open space and put in the trail. They did this and maintained it for some time and maintenance was supposed to be taken over by CBJ, she said. Language that speaks to "playground or trail" and "funds or in-kind services" makes it appear that the developer met what they were supposed to do.

Mr. Collison asked that staff verify that the developer met their contributions, and that the city does not consider that the developer needs to contribute more. Ms. Erben suggested that whatever can be cleared up ought to be put in writing. Instead of stating that we are 90% sure, we should be totally sure and state that they have met their obligation, she said. There will be less gray area, and she advocates that the committee find this for sure. Mr. Coogan said he felt the committee was getting in the weeds and if the committee were to do this for them why not do it for others? Mr. Pusich said that if they have their Certificate of Occupancy, they should have satisfied the conditions. They have maintained it for many years, he said, and suggested the committee move on.

Mr. Coogan said he thought blight shouldn't be taken lightly because property values are affected. He said he didn't know if there is anything more to be done at this stage, but it should be acted upon and not just talked about.

Ms. Maclean said she believed this was addressed in the document. Ms. Erben and Ms. Coon both said that if the committee wants to change something there needs to be specific suggestions for language changes at this meeting. Mr. Coogan stated that if Ms. Maclean thinks it has been addressed then he is satisfied.

MOTION: ***by Mr. Collison to amend Chapter 4 Neighborhoods and Housing Goal 1 and Chapter 6 Natural Resources and Recreation Goal 3 by adding an action: "Retain easement at Riveredge Park condos for public trail and park associated with the rezone of this area. Develop trail and park area." - Timeframe is short-term; Lead Responsible Party is CBJ P&R. Mr. Hanna Seconds.***

Mr. Johnson opened the motion for discussion. He stated that the blight issue is already covered.
Ms. Maclean clarified that any comments that the public provided to us – we stated where they were already addressed in the plan. Only addressed things not in the plan.
Ms. Erben said that she feels strongly that we give this public input the seriousness that it deserves. Maybe we could make it stronger.
Ms. Maclean took offence at the suggestion that the committee and staff need to give more time and energy into this. She stated that everyone has worked very hard on these topics and have compiled this document with a lot of care. If there are specific suggestions please share them, but we have put a lot of work into these already.
Mr. Coogan: here is the quote: reads from the Lemon Creek Area Plan.
Ms. Erben said she thinks we could do more.
Mr. Coogan: I don't think it really could – this covers the general problem and doing more is inappropriate.
Mr. Collison: as I understand it there's one motion on the floor and that has to do with the park and the trail. He stated that if Ms. Erben has language that she would like to add to motions she should do so, but her concern seems to be different than the motion on the floor.
Discussion about how the chart is formatted and how to go through the public comments.

Mr. Hanna friendly **this would be the only part of Mr. Heuman's comments we take and move on after this motion passes.**
Mr. Collison did not accept.
Mr. Collison let's talk about this motion and move on – if it's more about this item that's fine.
Mr. Johnson invites public to participate – no public comment.
Mr. Johnson calls for vote
Carries – unanimous

Ms. Erben asked for more time.
Mr. Hanna: respectfully no, we have had time before now – if you are not prepared we should move on.

Mr. Johnson moves onto the next line, comments made by Margaret O'Neal
Ms. Maclean outlines staff work on sheet, all issues are covered in the Plan. No staff recommendation to change.

MOTION: ***by Mr. Hanna to adopt findings of staff and move on. Mr. Johnson seconds.***
Ms. Coon: I think it was addressed.
Mr. Collison **friendly amendment** after seeing a lot of comments relating to D10 SF I came up with new language. In Ch4, Goal 2, Actions 4 and 5 add "which would be more compatible with existing D5 zoning in adjacent Pinewood Park subdivision".

Mr. Hanna **accepts.**
Mr. Johnson invites public to participate – no public comment.
Mr. Johnson calls question
Passes – unanimously

Ms. Maclean outlined the next comment, from Richard Harris, and staff findings. She clarified that the boundaries were chosen though the public process, that's why the Ridgeview Subdivision is included in the study area. Staff has made sure these recommendations all comply with the Comprehensive Plan.

MOTION: ***by Mr. Hanna to adopt staff's findings and move on. Mr. Pusich seconded.***
Mr. Johnson invites public to participate – no public comment.
Mr. Johnson calls question – Motion carried with Mr. Coogan opposed

Ms. Maclean outlined the comment from Daniel Nore and staff findings, additionally she Outlined CBJ comments about the area, these are noted in the CBJ Comments section of the document.
Ms. Coon stated that on the corner of Pine and Central off of Glacier Highway it is extremely dark at night. Mr. Johnson said this may be covered on the new DOT road plan.
Ms. Coon said that since these people made comments – it should be addressed.
Mr. Pusich asked Ms. Maclean, didn't we talk about this in the document?
Ms. Maclean – not sure immediately, did talk to public works about this.
Mr. Collison requested that if someone had a specific motion, they please bring it forward.

MOTION: ***by Mr. Pusich to adopt comments and staff's findings. Mr. Collison seconded.***
Mr. Johnson invites public to participate:

> Marcy Larson – increased light and safety is something that the Alaska Brewing Company has talked about. Streetlights are important especially when you have children.

Ms. Erben said this was true, especially when there are needles and drug users that can take our neighborhood down in a second. Unfortunately I didn't prepare that much, she said, but I think that it's a shame if we don't address because people have made the comment that we aught to address it.
Mr. Coogan **friendly** we ask staff to find the appropriate place to put the recommendation that the city explore neighborhood residents concerns regarding street lighting. (Ms. Maclean suggested it could go into Chapter 4, Goal 1)
Mr. Pusich **accepted**
Mr. Collison asked Mr. Coogan if his suggestion is for the narrative or a goal
Mr. Coogan left it up to staff
Mr. Hanna: Ms. Maclean has already identified a good spot – might also include in Ch 5, Goal 3 – but we should leave it up to them.
Mr. Johnson called the question
Motion carries - unanimous

Ms. Maclean outlined comment from Anonymous and staff findings. Outlines CBJ comments about the area.
Ms. Erben wants to clarify who is CBJ employees etc from emails.
Ms. Coon clarified that this question about environmental issues was brought up by an anonymous commenter.
Ms. Erben: they need to complain to another place – city should pass comment on to DEC.
Mr. Johnson asked Ms. Maclean if she would pass the comments on to DEC.
Ms. Maclean said she would.

MOTION: ***Mr. Hanna moves to adopt comments and staff findings. Mr. Pusich seconds.***
Mr. Johnson invites public to participate – no public comment.
Mr. Johnson called the question
Motion carries - unanimous

Ms. Maclean outlined comments from John Blasco, representing Alaskan Brewing Co. and outlined staff comments.
Ms. Erben: what is the DBA
Downtown Business Association

MOTION: ***Mr. Hanna moves to adopt staff findings and recommendations. Mr. Collison second.***
Mr. Coogan "encourage common walls" have we talked about that?
Ms. Maclean – yes, outlines a bit of what was talked about – more wrapped into density question regarding topography of the land
Mr. Collison: Mr. Hanna is your motion about the whole line or just the recommendation?
Mr. Hanna: all of it
Mr. Johnson asks AK Brewing about common walls

> John Blasco – workforce housing, enjoyable and attractive, is what we would like to see. Could be affordable and good for people who could be our employees. Encouraging workforce housing style.

Ms. Erben I like to keep it to two homes (e.g.: duplexes), without bringing our property downhill
Ms. Coon stated that common walls won't necessarily bring property values down
Mr. Pusich disagreed with Ms. Erben: I don't think we're taxed with limiting development – I think the brewery is asking for us to be open to workforce housing, we shouldn't be getting that restrictive.
Ms. Erben I think it's important that we protect our neighborhoods and not make them very dense, and we've let the city do all these high zonings, and our value is going to go down like crazy. I feel like we're held up against the wall and the city is saying "you have to do this" and I think this is just going to go downhill. We didn't get any D5. I feel like we're in a corner.
Mr. Hanna **amend – the comments are valuable, and the recommendation for common wall dwellings are good, on Ch 4, Goal 1 add "this may include allowing common-wall development in some zonings"**
Mr. Collison ask the chair if we could ask the Brewing Co. if our motion address their concerns.

> Mr. Blasco – yes
> Ms. Larson – yes, we mostly had questions, we think they have been well addressed. We would add the word "economic" before "incentives" in the staff recommendation. She also asked a question about LCBA and a difference with DBA

Loren Jones clarified that the DBA sets their own rules, not a City entity.
Mr. Johnson clarified that the LCBA doesn't exist

> Ms. Larson: but it's referred to in the plan

Ms. Maclean – the Plan recommends the creation of the Lemon Creek Business Association (LCBA)it is understood that it doesn't currently exist. Outlines where it falls into the plan. Hopes for how they might influence the city and the Lemon Creek area.
Mr. Coogan **friendly** add "optional" after "potential"
Mr. Hanna did not accept
Mr. Collison friendly add "economic" to motion in chart (as suggested by Ms. Larson above).
Mr. Hanna accepted
Mr. Hanna clarified: it's just suggesting that this could be done. If may never happen, if it does it could have these people, but it doesn't have to.
Mr. Coogan **friendly** strike responsible party JEDC or Chamber from what is in the table.

Mr. Hanna did not accept
Marcy – was there a place for community center?
All – no
Mr. Johnson calls the question
Motion carries - unanimous

Ms. Maclean outlines comments from Llewellyn Lutchansky and Staff recommendation.s
MOTION: *Mr. Hanna* ***move to find staffs findings thorough and accurate and adopt findings as they are. Mr. Collison seconded.***
Mr. Hanna believe these comments may be due to a breakdown in communication because we were talking about more than low income housing – I think our work was misinterpreted and we did address all housing.
Mr. Coogan: no staff recommendation so there will be no action here.
General agreement
Ms. Erben would like to see the addition of senior upper and medium income housing.
Mr. Hanna doesn't see the need.
Mr. Johnson calls the question
Motion carries – Ms. Erben against

Ms. Maclean outlines comments from Leo Lutchansky and Staff recommendations.
Mr. Collison stated that there was no specific language suggested, and no place to put this.
Ms. Maclean: this is more support and identifying that we reviewed and looked at it, no actual proposal.
Mr. Collison: is there actually language in the Goals and Actions specific to advocating for the output of the public workshop?
Ms. Maclean: the actions hit on everything, but there is no action actually advocating support for the Vision Plan.
Mr. Collison I could support an action item about supporting the Vision Plan, something like "Support (the development and maintenance of) open space and trials as depicted in the Lemon Creek Area Vision Plan"
Mr. Johnson: if all of the issues it addresses are in the Plan separately we don't have to do this. I don't want to adopt the vision plan solidly because it's fluid.
Mr. Coogan Chapter 6, Goal 3, Actions 1 and 4, don't these cover the issues?
Mr. Collison agreed, it looks like the actions already speak to this.
Ms. Maclean these actions were ones that directly came from the chart from the public design workshop. It is the plan combined.
Ms. Erben suggested adding "**including input from the Lemon Creek Area Vision Plan**" at end of Goal 3, Action 1 think it makes it stronger if it's named.
Mr. Hanna we had this discussion earlier and there was a lot of agreement that the vision isn't very clear and not a universal agreement, let it be a guide, not a dictate. I would not vote for that motion. It's critical that we include the vision, and the basic ideas of what are desired, which the plan does. Shouldn't muddy the waters.
Ms. Erben "continued input" is listed, it makes is stronger if we name it.

MOTION: ***Ms. Erben moved to add "including input from the Lemon Creek Area Vision Plan" at the end of Goal 3, Action 1. Ms. Coon seconded.***
Mr. Johnson called the question
Motion carries – Mr. Johnson and Mr. Coogan opposed

Ms. Erben suggested that staff add ideas about density/street construction be integrated into the Plan where appropriate.
Mr. Pusich: the city has laws and regulations about these – these things to make the neighborhood "more attractive" these are already in play. There may be exceptions, and the laws here may be changed, it might not be feasible.
Ms. Erben expressed concerns about sidewalks and underground utilities, buried storm drainage.
Mr. Pusich clarified these issues for Ms. Erben.
Ms. Erben asked staff to find a place in a goal to say that we would like to strive that all utilities are going to be underground.
Mr. Collison: Ms. Erben is identifying a motion to act on. If no one is willing to second let's move on.

MOTION: ***Ms. Erben moves to direct staff to find a place in a goal or someplace that would add a little part about "to direct the city to do what it can for buried utilities" "to achieve buried utilities wherever possible"***
Ms. Maclean asks to interject.
Ms. Erben OK
Ms. Maclean this type of requirement would be difficult legally to implement these only in the LC area Additionally if we look under land use goal Mr. Johnson, action Mr. Coogan, action Ms. Erben, these get at the issues. What you're saying plus more.
Mr. Johnson do we have a second?
Mr. Coogan seconded
Mr. Coogan friendly should be at least 48 inches deep
Ms. Erben not accepted
Mr. Johnson called the question
Motion fails – Ms. Erben in favor

Ms. Erben would like to change "Lemon Flats" to "Lemon Valley". It may have been used, but it's not a common term.
MOTION: ***Ms. Erben moves to change "Lemon Flats" to "Lemon Valley". Mr. Coogan seconded***
Mr. Johnson called the question
Motion fails – Ms. Erben in favor

MOTION: ***Mr. Collison moves to adopt staff's review and strike the recommendation. Mr. Hanna seconded.***
Ms. Erben doesn't want more waste in the Lemon Creek area. Is it going to be a second dump?
Mr. Hanna: Mr. Lechansky could be misinformed. It's not another garbage dump. Mr. Hanna gives some more detail, it's not toxic, it's not a garbage dump, regulated by DEC, relatively benign materials.
Mr. Coogan ready to vote – concerns of public member are unfounded.
Mr. Johnson calls the question
Motion carries – Ms. Erben opposed

Ms. Maclean outlines comments from Brady Fink, and Staff recommendations.
MOTION: ***Mr. Collison moves to adopt staff's review. Mr. Pusich seconded.***
Mr. Johnson calls the question
Motion carries – unanimous

Ms. Maclean outlines comments from Steve Haaviq and Staff recommendation – needs to be a borough wide issue – it's at a higher level, and is being addressed.

MOTION: ***Mr. Coogan motion to adopt Staff review. Mr. Pusich seconded.***
Mr. Johnson calls the question
Motion carries – unanimous

Ms. Maclean outlines comments from Irene Gallion and Staff recommendations.
MOTION: ***Mr. Collison moves to adopt staff review. Ms. Coon seconded.***
Ms. Erben worried that she is the first person to say the dump is a benefit. Everybody hates it.
Ms. Maclean – outlines CBJ Engineering and Public Works (E&PW) comment which addresses the dump.
Mr. Pusich should we take action on that as well now?
Mr. Collison: I'm saying let's accept this one and move on.
Mr. Coogan motion is to accept Irene's comment line, the E&PW line really isn't telling us anything that's new under the sun. We covered the dump thoroughly in the Plan. Sounds like E&PW is saying to leave well enough alone, it looks like this comment is tempering the need to change landfill.
Ms. Maclean clarified that the E&PW recommendation would make no change to actions – it would be integrated in the chapter for context.
Mr. Pusich: respect your point – under Goal 2 there are still strong points about landfill. This language doesn't change our actions wont lessen our impact
Mr. Collison amended his motion – strike recommendation – include "see CBJ engineering comments for related information"
Mr. Coogan we don't need to add anything here. This is probably the most sensitive subject and why are we letting bureaucrats tamper with it?
Ms. Erben: the narrative was so long ago that I would have to review it.
Mr. Hanna: there is a motion on the floor which has been seconded, and it takes out the suggestion that we put that language in.
Mr. Johnson calls the question.
Motion carries – unanimous

Ms. Maclean outlines comments from Alex Ditcharo and Staff recommendations.
Ms. Erben wanted to know if he was public or city. (public)
MOTION: ***Mr. Collison moves to accept Staff's review. Mr. Pusich seconded.***
Mr. Johnson asks public for input.
    Ms. Larson expressed concern that a second access was not listed in the Plan.
Ms. Maclean clarified that the Plan does address second access a number of times.
Mr. Johnson calls the question
Motion carries – Mr. Coogan opposed

Ms. Maclean outlines comments from Amy Sumner, and Staff recommendations.
Question about if it was as a public person or in her capacity in a field – unsure staff will review. (Staff found that she was acting on behalf of Juneau Watershed Partnership and her comments are reflected as thus in the final Plan.)
MOTION: ***Mr. Collison moves to adopt Staff review of Ms. Sumner's comments and associated recommendations, and that staff follows up and asks if she was commenting as an individual or in professional capacity. Mr. Hanna second.***
Mr. Johnson: are we harming gravel extraction with these recommendations?
General agreement: no.
Ms. Erben wants to make creeks not impaired.
Ms. Maclean: committee did agree to what is currently in the plan – after extensive discussion.
Ms. Erben would like to see more about repairing watersheds.

Mr. Coogan **friendly – remove asking Ms. Sumner if she was commenting as an individual or as a professional. *Not seconded.***
Ms. Maclean suggestion – will call and clarify, this will change location in chart.
Mr. Coogan was pleased with this change.
Mr. Johnson calls the question
Motion carried – Ms. Erban opposed

Ms. Erben: is there a place where we could add a couple words that we still want to work to not throw the towel in on Lemon Creek (water body).
Mr. Hanna clarified that this was in the motion that just passed.
Mr. Pusich: in addition, lists other action Ch 6, Goal 2. Covers this issue.

Ms. Maclean outline comments from CBJ Parks & Recreation (P&R) and Staff recommendations – recommendation to add item to both chapters because the issues is covered in the narrative of both chapters.
MOTION: *Mr. Pusich moves to adopt Staff findings and recommendations. Mr. Hanna seconds.*
Mr. Hanna expressed a little "heart burn" on their comments on non-motorized recreation. In public comment on P&R the highest scoring item on improvements was off-road motorized recreation.
Ms. Erben: there is the whole Borough to do that, it doesn't have to happen in the Lemon Creek area.
Mr. Hanna expressed a general comment about P&R not listening to public on motorized recreation.
Mr. Johnson calls the question
Motion carries – unanimously

Ms. Maclean reviewed comments from CBJ Engineering (E&PW) and Staff recommendations
Mr. Collison: this language has not been added yet.
Ms. Erben: where would it go so we can read that real fast?
Additional language would be located on p. 20 above relevant plans and studies.
MOTION: *Mr. Coogan moves to delete the recommendation and move that we will not regard this recommendation. Mr. Johnson seconded.*
Ms. Erben **friendly to remove the last part – leave the recommendation blank.**
Ms. Erben uncomfortable with unfamiliarity with the document
Mr. Coogan: they're talking about the landfill in glowing terms, it's manipulative, I have throttled back my ire.
Mr. Johnson calls the question.
Motion carries – Ms. Erben opposed

Ms. Maclean outlines comments from CBJ Engineering – Quarry, and Staff recommendations.
MOTION: *Mr. Hanna moves to remove recommendations from this comment, and accept the rest of the row. Mr. Coogan second.*
Mr. Hanna: when we first did this [made a recommendation to consider selling CBJ gravel to the public sector] we knew that staff would have heartburn on this and they did. I see no need to water it down.
Ms. Erben: I think we should adopt this recommendation, but I think that we should have it open enough that we aren't tying things down.
Mr. Coogan: addressing this we have already vetted this issue thoroughly. The action says "pursue" it isn't pinning anything down.
Mr. Johnson calls the question
Motion carries – Ms. Erben and Mr. Collison opposed

MOTION: ***Ms. Erben moves to add "after gathering public input" at the end of current action (Ch 7 Goaln2, Action 10). No second.***

Ms. Maclean outlines comments from CBJ Lands & Resources (L&R), and Staff recommendations. She added that Mr. Voelckers can add extraction area to the Lemon Creek Area Vision Plan.
MOTION: ***Mr. Hanna moves to adopt staff findings and recommendation not accept recommendation on conducting a community dialogue. Mr. Johnson second.***
Mr. Collison: I appreciate that they want to appreciate that they want this on the plan, but should also be on the map in the housing section.
Ms. Maclean clarified that there is an updated map which clearly defines area 3 (per L&R concerns).
Mr. Collison where would it be in the Vision Plan?
Ms. Maclean clarified that the Vision Plan is conceptual, gives general vicinity, there are no property lines so it can't get very specific.
Mr. Johnson calls the question
Motion carries – Mr. Collison and Ms. Erben opposed

Ms. Maclean outlines comments from the Alaska Department of Fish and Game (ADF&G) and Staff recommendations.
MOTION: ***Ms. Erben moves to accept Staff findings and recommendations. Mr. Hanna seconded.***
Mr. Collison: there are lots of issues regarding landfill – concerned that we're adding language that puts a spotlight on bear problems, we have other concerns about the landfill.
Ms. Erben withdraws motion
MOTION: ***Mr. Collison moves to accept Staff findings, striking recommendation. Mr. Coogan second.***
Mr. Collison clarified that the existing goal remains.
Ms. Erben further voice to bears not being the main problem about the dump.
Mr. Johnson calls the question
Motion carries – unanimous

Ms. Maclean outlines comments from the Alaska Department of Transportation, Southcoast Region (AKDOT&PF) and Staff recommendations.
MOTION: ***Mr. Pusich moves to approve recommendation and analysis. Mr. Hanna second.***
Mr. Johnson calls the question
Motion carries – Unanimous

III. Public Participation
Ms. Larson – proposed Vision Plan map appears several times, and it seems like that is "the plan" just an observation. Perhaps rename for clarity.
Well done. Thank you, really good finished project, impressive work.

Ms. Erben would like to add narrative comments from table 4 to the public participation chapter.

Mr. Collison: given the public comments should we change the name? Maybe "Lemon Creek Plan as envisioned by community members of the date public design workshop"
MOTION: ***Mr. Hanna moves to rename vision plan "visioning done at public design workshop"***
Mr. Collison could we say "suggested recreational activities"
Mr. Coogan second
Some discussion about different ideas for the new name ensued.

Mr. Johnson calls the question
Motion carries – Ms. Erben opposed

It was recommended that Chapter numbers be added to footers.

IV. Recommend DRAFT Lemon Creek Area Plan to the Planning Commission

MOTION: ***Mr. Pusich moves to approve plan as modified tonight, and send to the Planning Commission. Mr. Coogan second.***
Mr. Johnson calls the question.
Motion carries – unanimous

V. Review Next Steps

Ms. Maclean outlined next steps:
The Plan will likely be heard first at a Committee of the Whole (COW) meeting at 7:00 on 9/12, this would be a work session. The public hearing will probably happen at the following Planning Commission meeting on 9/26. [These dates changed after this meeting.]

Mr. Coogan comment – as they're wrapping it up Staff have freedom to do clerical and design improvements without changing content.

Mr. Collison making neighborhood association great again. How they can the group further the action items?
Ms. Maclean: there will be public notification once adopted. Neighborhood Association was listed on last notice with a call to respond if residents were interested in joining, only one response. CBJ may work with the association to get the word out, but the association should take the lead.
Mr. Collison: envisioned identifying a date and location, and the city could help advertise. Announcement could add action items that we want to highlight. Asks about timeline for adoption.
Ms. Maclean outlined the timeline: the Planning Commission will hear it in late September, could send back to committee or recommend to the Assembly, it will then go to the Assembly for two more hearings before it could be adopted.
Mr. Collison when's the soonest it could be heard by the Assembly?
Ms. Maclean probably late November or December.
Mr. Collison would like to start revitalizing the association earlier.
Ms. Maclean clarified that the actions cannot be advertised as official city stance until adopted by the assembly – the neighborhood association could jump in and do anything at any time.
Mr. Coogan suggested using the app Next Door.

VI. Adjournment

The meeting was adjourned at 9:15 pm.

Attachment B – Draft Lemon Creek Area Plan, September 2017

This attachment can be found on-line at http://www.juneau.org/lemoncreekplan/, or in hard copy at any Juneau Public Library, the City Clerk's office in City Hall (155 S. Seward Street), or at the Community Development Department, 4th floor of the Marine View Building, 230 S. Franklin Street.

Guidelines and Considerations for Subarea 5:

1. Conduct a neighborhood plan for the Lemon Creek and Switzer Creek areas to (1) address livability concerns for residential areas, (2) accommodate the land use and transportation needs of commercial and industrial uses, (3) address recreational and natural/conservation area needs, (4) identify transportation improvements, especially pedestrian- and bicyclist-related safety improvements, and (5) reduce incompatible uses and minimize or mitigate adverse impacts of such incompatible uses related to air quality (noise, dust, fumes, odors), public safety and natural resource protection. (***The Draft Plan addresses these issues***).
2. Provide for additional medium- to high density residential development in areas with access to arterial roadways from collector streets. Encourage the efficient use of land by allowing non-family housing, such as for students, single-adults or seniors, in mixed use districts within shopping centers or malls. Increase building height limits and decease or eliminate parking requirements for such residential developments where adequately served by public transit. (***See Chapter 3 Land Use and Chapter 4 Neighborhoods & Housing***).
3. Restrict residential development in areas where off-site impacts of sand and gravel extraction operations, such as noise, dust, heavy truck traffic, would adversely affect residents unless it were assured that residents of the proposed housing would not be so adversely affected, such as for transition or temporary housing. (***See Chapter 5 Transportation & Infrastructure and Chapter 6 Natural Resources & Recreation***).
4. Provide a safe pedestrian and bicycle circulation system in the Lemon Creek and Switzer Creek areas, per the Area Wide Transportation Plan, the 2009 Non-Motorized Transportation Plan, the Safe Routes to Schools plan, and Chapter 8, Transportation, of this Plan. (***See Chapter 5 Transportation & Infrastructure****)*.
5. Protect access to Lemon Creek Trail, Salmon Creek Historic Trail and Heintzleman Ridge Trail. (***See Chapter 2 History & Community Character and Chapter 6 Natural Resources & Recreation***).
6. Encourage the construction and/or retention of a buffer and initiation of a beautification effort along all major roads. (***See Chapter 2 History & Community Character, Chapter 5 Transportation & Infrastructure and Chapter 6 Natural Resources & Recreation***).
7. Reserve wetlands and tidelands in public ownership for fish and wildlife habitat and open space/natural areas. (***See Chapter 4 Neighborhoods & Housing and Chapter 6 Natural Resources & Recreation***).
8. Designate CBJ-owned areas outside the Salmon Creek Dam inundation hazard area for Bartlett Regional Hospital expansion hospital and related medical facilities. (***Not addressed in the Draft Plan – the Bartlett Regional Hospital campus was not considered part of the Lemon Creek area***).
9. Allow for expansion of state office complex facilities adjacent to existing offices within public/institutional land use designation areas west of Switzer Creek but not along shoreline areas. (***See Chapter 3 Land Use and Chapter 4 Neighborhoods & Housing***).
10. Identify sufficient land to accommodate commercial and industrial uses. Adjust the boundary between commercial and industrial lands in the Vanderbilt-to-Lemon Creek area to account for current conditions and market demands. Provide additional buildable land for heavy industry and prohibit higher intensity uses, such as retail, office and residential

uses, within the heavy industrial areas. (***See Chapter 3 Land Use, Chapter 4 Neighborhoods & Housing and Chapter 7 Economic Development***).

11. Renninger Road serves a CBJ school and water reservoir and an affordable rental housing development and could further be used to access other CBJ lands suitable for development of affordable housing. (***See Chapter 4 Neighborhoods & Housing***).
12. Jordan Creek, Lemon Creek and Vanderbilt Creek are listed as impaired water bodies by the Alaska Department of Environmental Conservation (DEC) and, therefore, careful review of all future development proposals that could affect the volume, velocity, cleanliness, and overall water quality of these creeks and their watersheds and tributaries is warranted. Coordinate all development within the sphere of influence of Jordan, Lemon and Vanderbilt Creeks with DEC to ensure that development meets the guidelines of the creeks' restoration plans, called the TMDL Document. (***See Chapter 6 Natural Resources & Recreation***).
13. The Parks and Recreation Comprehensive Plan, Chapter 8, recommends a number of parks, trail, community garden and stream corridor improvements. Those recommendations include: (a) construction of a coastal trail along Egan Drive or along the "inside" or north side of Egan Drive, connecting Sunny Point to neighborhoods to the east and west; (b) Upgrade the Dzantik'i Heeni Middle School and the Switzer Creek/Richard Marriott trail; (c) construct a covered basketball court/play area at Dzantik'i Heeni Middle School; (d) reserve a stream corridor on Switzer Creek; (e) resolve Lemon Creek Trail issues; (f) develop an All-Terrain-Vehicle (ATV) or Off-Highway Vehicle (OHV) course in the Upper Lemon Creek area; (g) develop a trail from the Sunny Point intersection to the Pioneer's Home intersection and along the Pioneer's Home marsh with an accessible viewing platform for bird watchers; (h) protect access to the Heintzleman Ridge trail; (i) review the area for suitability for mini-parks; (k) establish a community garden area; (l) study the Lemon Creek area for suitable park sites; and, (m) continue ADA improvements at Twin Lakes. (***See Chapter 2 History & Community Character, Chapter 6 Natural Resources & Recreation and Appendix A Public Participation Lemon Creek Vision Plan***).
14. Identify historic and cultural resources within the subarea. Projects that may impact historic resources identified within this subarea are to be reviewed by the Historic Resources Advisory Committee (HRAC) prior to issuance of a permit. Where new historic or cultural resources are discovered or identified, the Juneau-Douglas City Museum should be contacted immediately for documentation and technical assistance toward preservation and/or curating of the resource. The demolition or removal of historic resources should be avoided and should only occur when no other option for its preservation or relocation to a suitable site exists. (***See Chapter 2 History & Community Character***).
15. Since views of the water are a highly-rated value by residents, buildings in the (WCI)-designated areas should be situated or oriented to retain views of the water between buildings. (***See Chapter 4 Neighborhoods & Housing, Chapter 6 Natural Resources & Recreation and Appendix A Public Participation Lemon Creek Vision Plan***).

Guidelines for the Development or Update of Community-Based Area or Neighborhood Plans

Request for Area or Neighborhood Plan:

The development or update of community-based area or neighborhood plans should be initiated by direction of the Assembly, the City Manager, and/or the Director of the Community Development Department (CDD). The Planning Commission (PC), neighborhood associations, and other interested groups may make recommendations to the Assembly.

Scheduling:

Community-based planning initiatives may be scheduled on an individual, case by case basis, and may be undertaken with consideration of staff availability and workload. Efforts should be made to complete the planning initiatives within 18-to-24-months of commencement, and may vary upon complexity of the issues and the plan.

Staff assistance for the planning effort and boundaries of the affected area should be approved by the Director. The boundaries of the affected area should be drafted by the Planning staff with direction from the Steering Committee and input from the public.

Notification & Planning Team Appointment:

Upon PC approval of the planning initiative, a Steering Committee should be established. The CDD should notify the public via a newspaper of general circulation, the City and Borough's website, social media, and other means appropriate (i.e. external business or agency newsletters) that a steering committee is being formed and that any member of the public fitting the criteria of the affected planning area initiative is encouraged to apply. The Director, with input from Planning staff, should recommend a slate of stakeholders from the affected area representing residents, property owners, business owners, education, youth, and other relevant groups to the PC. The steering committee should be comprised of no more than eleven members depending on the planning initiative. A PC member as well as the Assembly member from the affected district, may act as liaisons to the steering committee, and should not be considered voting members.

The steering committee members should reside in or own property within the affected area, or own a business or other community agency within the affected area; and commit to the following:

- Volunteer their time and commit to attending meetings for the planning initiative;
- Commit to consider compromises that may assist in managing conflict and building consensus;
- Listen to and consider testimony from the public and government agencies;
- Commit to develop a plan that represents the affected study area;
- Commit to distributing accurate information to other community members and clarifying misunderstandings or misperceptions.

Should any steering committee member fail to meet the commitments outlined above, miss 50% of the steering committee meetings, or miss three meetings in a row, the member may be removed by the Director.

Steering Committee & Public Outreach Methods:
Upon approval of a planning initiative, Planning staff may conduct research, inventory resources, and prepare background text, base maps, and other related items that may be useful for the needs of the steering committee. The information may be prepared in draft format and provided to steering committee members in advance of the first steering committee meeting. Planning staff should determine which public engagement methods may be utilized throughout the planning initiative in order to identify issues and concerns within the affected area.

Steering committee meetings and public engagement sessions should be advertised at a minimum with the newspaper of general circulation, and on the City and Borough's website. Property owners, registered voters, registered neighborhood associations, and current residents located within the affected area should be notified by mailing that a planning initiative is being undertaken and public sessions are scheduled. Additional public outreach is strongly recommended, such as notification provided to business owners operating within the affected area, public notification posted on public information boards when available, notification sent home with schoolchildren, notification included in utility bills, PSAs on local radio, and other appropriate methods that may be identified. If specific dates are not known, a general description of the project, a phone number, and email contact should be provided for more information.

Planning staff should hold public sessions within the affected area at locations that are ADA accessible. Planning staff should facilitate all public sessions, including steering committee meetings, and public input should be taken at a designated time during each session. Recommendations may be made by the steering committee, and votes should require a simple majority. This allows the steering committee to hear from the public, discuss issues and concerns, and make recommendations based upon a full and complete understanding of the context.

Public sessions should be held at times and locations determined by Planning staff throughout the public participation process. Public session format and timing may vary depending on the planning initiative, the agenda, and the attempt to engage as many participants as possible. The public sessions allow the community to actively participate in the planning initiative, ensure that their voice is heard, and allows Planning staff and steering committee members to fully understand the needs of the affected area.

Draft Plan Document:
Upon completion of the public engagement process, Planning staff should develop a draft plan that may be available in the Community Development Department office, in the City and Borough public libraries, and on the City and Borough website. A comment period timeframe should be set, and property owners and registered voters located within the affected area should be notified by mailing that the draft plan is complete and that they may submit comment either at the public session or via email or letter. Each planning initiative should have a dedicated webpage and email address.

The draft plan should also be provided to the steering committee no less than two weeks in advance of a publicly advertised session. The steering committee should review and provide comment on the draft plan at a public session, at which time the public should also be given the opportunity to provide feedback and comments. A two-week public comment period should be established after the draft plan is presented to the steering committee. Upon closing of the comment period, Planning staff should make recommendations to the steering committee, which should address the comments received and whether or not the comment was incorporated.

Steering Committee Review & Recommendation:
The steering committee should review Planning staff's revisions, and should hold a public session (publicly noticed as detailed above) to recommend the plan to the Planning Commission. Planning staff should present and facilitate discussion on the sections of the draft plan, the public comments received, whether or not the comments were incorporated into the draft plan, and the reasoning for incorporating comments or not. Public comments should be included as an appendix to the plan.

The steering committee should vote by simple majority to recommend each section of the draft plan to the PC. Steering committee votes will either recommend each section to the PC or send the section back to Planning staff for further revision. The steering committee should work towards consensus and attempt to minimize voting. If voting occurs, it should be by roll call vote. No proxy voting is allowed; voting via conference call is permitted. If the steering committee determines that further revisions are necessary, the steering committee should review Planning staff's revisions and should hold a public session (public notice as detailed above).

The draft plan should not be forwarded to the PC until the steering committee has made recommendations on all sections of the plan.

Public Hearings:
The PC should hold a public hearing prior to voting on the adoption of an area or neighborhood plan to provide the public with an opportunity to present their support or objections to the draft plan. The PC should hold a second public hearing to make their final recommendation on the draft plan. The PC may recommend revisions to the draft plan prior to submittal to the Assembly. The PC should submit their recommendation to the Assembly.

The Assembly should hold, at a minimum, one public hearing to vote on the adoption of the Planning Commission's recommended draft plan. The plan should be adopted by ordinance as an element of the Comprehensive Plan.

Implementation and Monitoring:
The outcome of the plan should not be the plan, but actions implementing the plan. The actions of the plan should be considered in the budgetary process, Capital Improvement Program, and integrated into the Comprehensive Plan. People who participated in the development of the plan should be encouraged to transform the steering committee and other involved parties into a neighborhood association or other such organization recognized by the CBJ with specific responsibilities for implementation. Further,

monitoring of plans and related activities should be undertaken on a two-year basis, or as otherwise specified.

Agenda
Planning Commission
Committee of the Whole
CITY AND BOROUGH OF JUNEAU
Ben Haight, Chairman
September 26, 2017

I. ROLL CALL

Ben Haight, Chairman, called the Committee of the Whole meeting of the City and Borough of Juneau (CBJ) Planning Commission (PC), held in the Assembly Chambers of the Municipal Building, to order at 5:36 p.m.

Commissioners present: Ben Haight, Chairman; Paul Voelckers, Vice Chairman; Nathaniel Dye, Dan Hickok, Dan Miller, Carl Greene, Kirsten Shelton

Commissioners absent: Michael LeVine, Percy Frisby

Staff present: Rob Steedle, CDD Director; Beth McKibben, Planning Manager; Jill Maclean, Senior Planner; Allison Eddins, Planner I

Assembly members: Loren Jones, Debbie White

II. REGULAR AGENDA

AME2016 0016: A Text Amendment to adopt the Lemon Creek Area Plan as part of the CBJ Comprehensive Plan

Lemon Creek Steering Committee Members		
Stephen Johnson, Chair	Wayne Coogan	Mark Pusich
Michael Lukshin, Vice Chair	Sandra Coon	Patrick Quigley
Tom Chard	Susan Erben	Michael Short
Daniel Collison	Dave Hanna	Paul Voelckers (P.C. Liaison)

Ms. Maclean told the Commission that the Comprehensive Plan identifies the need for area plans throughout the borough. She said that Lemon Creek and Switzer Creek are identified as one area. The plan itself focuses predominantly on Lemon Creek and Switzer Creek, she told the Commission. This plan is a step in the Borough strategy to introduce change in this area, she said. This plan identifies the projects and vision to move this forward, she said.

In 2015, the Assembly tasked the Community Development Department (CDD) with undertaking the Lemon Creek Area Plan, said Ms. Maclean. In 2016 the Planning Commission endorsed guidelines for the development or update of community-based neighborhood plans, said Ms. Maclean. The CDD staff solicited interest from the community, and provided information on the planning process, she noted. In April of 2016 the Planning Commission appointed the steering committee which included residents, property owners, and business owners, said Ms. Maclean. This was preceded by an open house held in March to solicit interest from the community, provide information on the planning process, and request applications for interested people to serve on the steering committee, said Ms. Maclean. Subsequently the Commission appointed 12 people to the Steering Committee, she added.

Throughout the month of June, 2016, CDD conducted six focus group meetings including: infrastructure and transportation, natural resources and recreation, business and economic development, human services, history and cultural resources. In September, 2016, the Steering Committee began holding regularly scheduled public meetings, said Ms. Maclean. The Steering Committee was presented with background information on the Comprehensive Plan and other relevant CBJ plans, zoning and land use, housing needs, and feedback received from the open house and focus groups, she said.

This information combined with chapters drafted by CDD planners and other relevant CBJ staff allowed the Steering Committee to formulate informed goals and actions for each chapter of the plan, explained Ms. Maclean. Public testimony was also taken at each Steering Committee meeting, and considered as decisions were voted upon, she said. The Steering Committee approved each goal and action through a consensus-building process resulting in a majority vote of the committee, she explained.

The boundaries for this area plan include parts of Switzer Creek, but does not include Salmon Creek, said Ms. Maclean. It is south around the Pioneer Home and Tamarack condominiums, going all the way to Hidden Valley and north past Fred Meyer, she noted. They wanted the boundary to extend past Fred Meyer so that the shopping center closest to the residents would be included in the plan, she noted, for the purpose of transportation and shopping needs being met for the community.

The area combines two Comprehensive Plan area use maps, noted Ms. Maclean. The draft Lemon Creek Area Plan makes several rezoning recommendations in Sub-Area Five, and these recommendations are compliant with the Land Use Designations of Map G, said Ms. Maclean. Public testimony was welcome at each public meeting as they developed the chapters, she said. Upon the completion of a chapter, the Steering Committee would vote on the chapter before they moved forward to the next, she said. They approved each goal and the actions by consensus, not necessarily always unanimous, said Ms. Maclean.

A public design workshop was conducted on February 4, (2017) with MRV Architects and other CBJ staff from the Engineering Department, said Ms. Maclean. This was held to seek public input primarily on recreation and bicycle and pedestrian connectivity throughout lemon Creek, she said. MRV Architects created an illustration which they are calling the Area Plan Design Goals, said Ms. Maclean. This is an overarching design concept accepting the input from four different tables that participated in this workshop with about 30 people present, she noted. They ranked the concepts according to how often they occurred amongst the groups participating, said Ms. Maclean. The goals illustrate the community's vision of how the area should develop over the next 20 years, she explained. The features include the preservation of the Switzer Creek area, paths connecting the Lemon Creek area to the other areas within the community, trails connecting to the Mendenhall State Game Refuge and potential new streets in the commercial and industrial areas.

Ms. Maclean noted there has been conversation about how specific the design is. Proposed paths and new streets are in color in contrast to the existing routes, she said. Some proposed new housing is also displayed, she said. This is where the public would like to see some housing development, she said. This is a 20-year plan, noted Ms. Maclean. Some of the proposed new routes and housing are aspirational and to be used as a guide, she added.

The draft plan was submitted for public comment for two weeks in mid-July, said Ms. Maclean. They combined the recommendations coming out of these meetings and provided them to the Steering Committee, said Ms. Maclean. The Steering Committee voted on whether to amend the plan based upon public comments, and to recommend the final draft to the Planning Commission for its consideration, said Mr. Ms. Maclean. The public comments, the staff recommendations and the subsequent action of the Steering Committee are all within the action plan document, said Ms. Maclean.

The Lemon Creek Steering Committee kept Its rezone requests to its' area only, said Ms. Maclean. The draft plan is compliant with the land use designations on Map H, which encompasses the majority of the Lemon Creek study area, said Ms. Maclean. The Salmon Creek area is not a part of this planning process, she noted.

Sub-Area Five guidelines and considerations includes fifteen guidelines, said Ms. Maclean. Guideline one is to:

> *Conduct a neighborhood plan for the Lemon Creek and Switzer Creek areas to (1) address livability concerns for the residential areas, (2) accommodate the land use and transportation needs of commercial and industrial uses, (3) address recreational and natural/conservation area needs, (4) identify transportation improvements, especially pedestrian and bicyclist related safety improvements, such incompatible uses related to air quality*

(noise, dust, fumes, odors), public safety and natural resource protection.

The draft Lemon Creek Area Plan makes several rezoning recommendations in Sub-Area Five, and these recommendations are compliant with the Land Use Designation of Map G, noted Ms. Maclean.

If adopted, the Lemon Creek Area Plan would be an addendum to the Comprehensive Plan. The Lemon Creek Area Plan provides a 20-year vision to guide growth, protect natural resources, and enhance and maintain amenities for livability, said Ms. Maclean. Where the Lemon Creek Area Plan and the Comprehensive Plan conflict, or where the Lemon Creek Area Plan is more specific, the Lemon Creek Area Plan supersedes the Comprehensive Plan, noted Ms. Maclean.

The staff recommends that the Planning Commission Committee of the Whole review and consider the draft Lemon Creek Area Plan and schedule it for a public hearing before the Planning Commission on October 24, 2017, said Ms. Maclean.

Commission Comments and Questions
Mr. Voelckers said he would like to review the process by which the Commission will review this plan.

Ms. Maclean said she is open to suggestions from the Commission as to how it would like to proceed with its review of the draft plan. She said she felt Chapter 8 would be the most useful to the Commission, which is the implementation chapter, she said. This addresses the goals and actions and is a combination of all of the goals and actions from each chapter, she explained.

Mr. Dye asked if the end result was to have all of the geographic areas of Juneau in some sort of plan. He asked, for example, if the Twin Lakes area would eventually have its own plan.

Ms. McKibben said the Comprehensive Plan specifically addresses Auke Bay, Lemon Creek, downtown Juneau and Douglas. At this point it does not specifically address other areas in Juneau, she said. The Economic Development Plan and the Housing Action Plan address more neighborhoods within the community, she said.

Mr. Dye asked for what examples of potential conflicts between the Lemon Creek Area Plan and the Comprehensive Plan may be.

Ms. Maclean said she has no specific instances of this occurring within the Lemon Creek area, but that this issue has arisen within Auke Bay so this was written within the plan to address any unforeseen conflicts, she said.

Mr. Voelckers suggested that the Commission review the Steering Committee priority actions outlined at the beginning of the report. He said he felt this may be a good approach to provide some context for the plan.

Ms. Maclean said as part of the executive summary they covered some of the major themes heard from the public, via the open house and focus group meetings which were conducted, as well as the Steering Committee meetings:

- Ensure that land use decisions and transportation projects promote neighborhoods and create or enhance buffers between different land uses and/or zoning districts (Chapter 2: History and Community Character).

- Identify an appropriate future location(s) for the landfill or transfer facility (Chapter 3: Land Use).

- Improve Capital Transit bus schedules and routes through Lemon Flats and near anchor businesses that support shift work schedules (Chapter 7: Economic Development).

- Pursue and foster projects that "knit" the Lemon Creek area together such as greenways, pedestrian bridges over Lemon Creek, and the creation of public parks (Chapter 2: History and Community).

- Develop housing targets for the Lemon Creek area, as recommended by the Housing Action Plan, consistent with recommended zone changes identified in this plan (Chapter 4: Neighborhoods and Housing).

- Allow for industrial and commercial growth in strategically located areas (Chapter 3: Land Use).

- Protect resource extraction as a critical industry and educate the public on its benefits to the community, such as lower development costs and flood protection (Chapter 6: Natural Resources and Recreation).

- Pursue making CBJ gravel and organic waste disposal resources in the Lemon Creek area available to the private sector (Chapter 7: Economic Development).

- Advocate for the extension of Glacier Highway to Egan Drive at the McNugget intersection (Chapter 5: Transportation and Infrastructure).

- Preserve, protect, and enhance the Switzer Creek watershed; specifically ensure that Switzer Creek stream buffers remain undisturbed (Chapter 6: Natural Resources and

Recreation).

Mr. Dye asked how the decisions were made in the setting of the area boundaries.

The decisions were made in concert with public input, said Ms. Maclean. They showed the public a map of the general area with no boundaries set. At the open house the majority of the individuals who provided input wanted one of the boundaries set on Glacier Highway past Fred Meyer. Hidden Valley was included for development potential and for natural resources, because whatever development happened in that area would be experienced downstream. Egan Highway and the Mendenhall Wetlands comprise a natural barrier, and that side of the area and mountainside estates was perceived as separate from the general Lemon Creek area, said Ms. Maclean.

Mr. Voelckers said he felt there were one or two issues related to intersections and public safety that helped to drive the extent of the boundaries. He said just about 95 percent of the comments in the specifics of the plan place the boundaries at Switzer Creek or a bit further.

Land Use
Action: Promote mixed-use zoning as a business and neighborhood development tool for underutilized sites i.e. the former Walmart location and Grant's Plaza.

Mr. Voelckers said he was a little confused as to if this mixed-use zoning referred to the term distinguishing Mixed-Use zoning, or if it referred to the general concept of mixed zoning.

Ms. Maclean said she believed it was more a general term about the zoning, not a reference to the specific Mixed-Use zone.

Neighborhoods and Housing
Mr. Voelckers said on page 25 of this chapter that the reference to Housing First need no longer be in the future tense because it has been accomplished. He said as a general comment that on page 25 through pages 27 that it was a little inconsistent in defining the underlying zoning in the housing blocks.

Mr. Hickok asked how directly involved the City and Borough of Juneau would be in the development of some of these Lemon Creek areas. He added that the implementation of some of these ideas takes a large amount of funds.

The Steering Committee with input from the public did discuss tax incentives for economic development and redevelopment within this area, said Ms. Maclean.

Mr. Steedle said there is new state legislation which would enable the CBJ to provide incentives for the economic development of properties. That item will be taken up at some point by the Assembly, he added. The Commission also has its role to utilize in making recommendations for the Capital Improvement Program, (CIP) said Mr. Steedle. The Commission would also have input on any public land or programs, he added.

Mr. Voelckers said on page 31 of the draft under the paragraph called "Housing Mix" the draft stops just short of an implied action or a remedy to the Lemon Creek housing situation. He said it might be advantageous to add what those future options might include.

Transportation and Infrastructure
Mr. Voelckers said on page 46 which is the first page of the goals and action items that he could not recall what the difference was between the first two items.

Action: Enhance pedestrian/recreational linkages connecting the residential neighborhoods to Dzantik'i Heeni Middle School.

Action: Advocate for pedestrian, bicycle, and if warranted, an emergency vehicle access only across Lemon Creek (the water body) connecting the neighborhoods to the commercial uses.

During committee and public hearings, the topic came up often that access was wanted back to the industrial commercial area to help alleviate the traffic along Glacier Highway and Anka Street, which resulted in the first action, said Ms. Maclean. It was an update to the access study and what it evaluated, she said. The second action is focused more on the larger area of industrial and commercial traffic, and the patterns and the uses that occur there, she added.

Mr. Hickok asked if in reference to the transit system if there had been any discussion regarding the addition of shuttles within the area to help alleviate the transportation problems.

This committee did not look at shuttles, said Ms. Maclean. They were more focused on the existing transit opportunities within the routes that they take, especially the snow routes in the winter, when workers have to walk further, and also the timing of the runs. Public transit does not currently run to Home Depot and to Costco, noted Ms. Maclean.

Mr. Voelckers said the Committee wanted it stipulated in the plan that there is a large, currently unserved need for public transit to various areas within Lemon Creek.

Chairman Haight said it appeared to him that this was tied to the economic development of the area. Limitations to transportation lead to limitations for economic development, he added.

Natural Resources and Recreation
Mr. Voelckers said on page 51 within this section that Parks and Recreation is implementing a borough-wide Parks and Recreation plan. They made it clear there would be quite a bit of value placed upon the results of this study, he said. He said he thought there was a perception that perhaps Lemon Creek has been a little under-served compared to other communities within Juneau with recreational amenities.

Economic Development
Mr. Voelckers commented that the goal to action within this section might be expanded a bit. He said there was a lot of conversation and concern expressed about commercial creep in industrial zones and weighing the value of industrial and the value of commercial vitality.

Ms. Eddins stated this was also addressed in the History and Community Character chapter. It addressed knitting communities together and enhancing buffers where they were needed.

Mr. Voelckers asked if the portion of the chapter addressing uses specifically allowed in Industrial zones was to promote greater flexibility within Industrial zones or if it was to rein in how the zone was being used.

Ms. Maclean said she thought it was to rein in how the zone was currently being used. She added that it was felt that our industrially zoned land has a lot of what could be considered general commercial use within the industrial zones. Home Depot and Costco are already located on industrially zoned land and it was felt there was the need to protect the amount of industrially zoned land that is available, she said.

Mr. Dye asked if the uses were tightened what would happen to the businesses that would then be in nonconformance.

Ms. Maclean said it could also be used to look at the development of the land on the north side of Home Depot that is owned by the CBJ and is still vacant. There could be the emphasis placed that the land be used for industrial purposes, she added. Moving into Hidden Valley they could work to make sure that land was used for industrial purposes with no commercial businesses creeping into it, she said.

Chairman Haight asked how much of this action promoted rezoning certain parcels within the area, to how it is actually being used.

Ms. Maclean said she felt they were careful in their wording to state that they would review and update this portion of the plan, and that it was not a blanket statement to address the entire area that is currently zoned Industrial. It will need careful review in the future, she said. She said she would also shy away from implementing changes based upon what exists today since this plan looks 20 years into the future. She said the Comprehensive Plan looked at what was on the ground at that time, but it did not look into the future. Existing zoning may not be of the best use, and existing owners may wish their land be zoned differently, she added. If zone changes to the area are recommended, it would be important to bring in the existing property owners, said Ms. Maclean.

Mr. Dye said he could understand the process better if rezoning of any areas was requested by the property owners themselves.

Ms. Maclean said she was not sure how they could change the wording to make it more open.

Mr. Voelckers asked if the expectation was that as the Planning Commission made recommendations at the regular meeting concerning this draft, if the draft would go back to the committee, or come back to the Commission and then be forwarded to the Assembly.

Mr. Steedle said this would stay at the Planning Commission level. The Steering Committee has made its recommendations, he said. The Planning Commission will be making its recommendation to the Assembly, he added.

Implementation
Ms. Maclean explained that the idea of this chapter was that it could be more of a work plan that could be relied upon rather than have having to review the entire plan each time. This portion is to identify the goals and actions, identify the lead party, the potential advocates, with the short mid-and long-term actions, said Ms. Maclean. It was also thought that this could feed into the CIP process as well, she added. This condenses all of the chapters into one section of the plan, said Ms. Maclean.

There are actions that are repeated in different chapters, said Ms. Maclean. These actions were repeated purposefully so that they would not be missed, said Ms. Maclean.

Mr. Voelckers asked that the action on page 80 be explained further under "Neighborhoods and Housing" which reads, "Action: Consider rezoning Churchill Mobile Park to D-10-SF, which would be more compatible with the D-5 zoning of the adjacent Pinewood Park subdivision. "

Ms. Maclean said in general she feels like those in the Lemon Creek area feel that they carry a lot of the affordable housing for the community. They would like to see more of an equitable distribution throughout the community of affordable housing. They discussed Churchill Mobile Park which had been commented upon with concern about it being zoned specifically D-10 SF, said Ms. Maclean. In the plan it does say that rezoning could be considered, said Ms. Maclean. Churchill Park would be conforming; they would not do anything which would make it nonconforming, she added. Potential rezoning could make that area a good transition area, said Ms. Maclean, to neighboring zones.

Mr. Dye asked if the plan operated under the assumption that the landfill would remain in Lemon Creek.

Ms. Maclean said that it did not operate under that assumption.

Mr. Dye asked if the Lemon Creek plan was going to try to tell the rest of the borough how to deal with its recycling. He asked if this was going outside the boundaries of the plan.

Ms. Maclean said they tried to remain within the boundaries, but that some items had consequences outside of the designated area for the plan.

Mr. Voelckers said that there really is both a factual basis and the perception that Lemon Creek has shouldered more than its share of community operations. You can't get away from methane gas, said Mr. Voelckers. The landfill itself and the secondary issues arising from its existence in the area are placing a shadow over the neighborhood, said Mr. Voelckers. They wanted to go on the record supporting that the City pursue other long range alternatives for the landfill, he added.

Mr. Dye said there are sewage treatment plants in other neighborhoods which will not be moved because their location is permanent. He said it was difficult for him to see where the boundary was in all of the action items if they were not consistently applied.

At the request of Mr. Voelckers, Ms. Maclean said there was discussion about the gravel extraction and the work that is done upstream. It was posited that it may have the beneficial effect of creating a lack of flooding downstream, she said. The committee wanted it mentioned in the report that the gravel extraction was not just a negative for the community, but carried some potential positive effects for the area as well, said Ms. Maclean.

Mr. Voelckers said there was another action item as well encouraging the Borough to focus on a FEMA reassessment in Lemon Creek because there was the thought that there would be substantial insurance premium reductions to reflect the possibility of less flooding, he said.

Mr. Hickok asked if there had been any discussion of recycling the methane gas.

Mr. Voelckers said representatives from the City and Waste Management discussed this topic which was raised. The representative from Waste Management said they are inventing a process in Juneau which is not used anywhere else in the country because of Juneau's relatively mild climate, said Mr. Voelckers. This results in a super aggressive methane production, he added. They dilute the methane before it is released which reduces the smell, said Mr. Voelckers. However, they said it was not reusable methane, said Mr. Voelckers.

Mr. Dye asked if Goal 4 on page 82 which states, "Action: Reduce impacts of dust on surrounding uses, bicyclists, and pedestrians by requiring and enforcing dust control methods on industrial and commercial vehicles" should be listed under the Planning Commission and Community Development and JPD authority or if it should instead be under the provenance of the Assembly and Manager's Office, since it involved a change outside of Title 49.

Mr. Steedle replied that it would involve a change outside of title 49.

Mr. Dye suggested that they change the lead responsible party for that action.

Mr. Dye also suggested that the abbreviations be identified somewhere within the document in a key so that everyone would know what they meant.

Chairman Haight said he has noticed that he is not hearing much discussion about the corrections facility within the Lemon Creek area. He asked if there had been discussion about the correction facility's impact on the adjacent neighborhoods.

Ms. Maclean said there was some discussion about the shooting range, but that it did not make it to the level of an actionable item. What did make it to an action concerning the correctional facility was the desire to rename it so that Lemon Creek may not have a negative perception because it was associated with the correctional facility.

On page 84 Mr. Dye identified the action: "…mitigate the impacts of resource extraction and eliminate unnecessary water pollution and erosion." He asked if it was not general engineering that reviewed all of the building permits and the storm water protection plans.

Mr. Steedle said that is correct.

Mr. Dye asked if some of these items, therefore, were review of practices the City is already doing.

Ms. Maclean said this is true, but that they could be encouraged to do it better.

Mr. Dye asked if this is the case, should they not identify those items which could be done better.

Chairman Haight said it seemed to him that noting these items in this Lemon Creek Plan helps the City to better promote them in the CIP when it comes before the Commission for review.

Mr. Voelckers said Mr. Dye's exact point did come up during conversation, but that there were items which were not currently being properly addressed, so they wished to highlight some of these items.

Mr. Dye said if the action was to eliminate "unnecessary" water pollution, then they were stating that water pollution was acceptable at some level.

Mr. Voelckers suggested that it could read, "Provide greater scrutiny with compliance of water standards."

Mr. Voelckers said it might be appropriate to have a memo from the Planning Commission accompany the draft Lemon Creek Area Plan as it is passed to the Assembly.

Mr. Steedle said the Lemon Creek Area Plan and the recommendations on the CIP are happening parallel to each other. He said he felt it was entirely appropriate for the Planning Commission to express its views on the Plan as it goes to the Assembly. They will be discussing the Commission's CIP ideas on the same night they will be taking action on this plan, said Mr. Steedle. They should be separate documents with separate comment from the Planning Commission, he said.

Mr. Hickok asked if the Auke Bay Plan has a 20 year forecast as well and asked if CIP projects for Auke Bay would have priority over Lemon Creek projects because the Auke Bay Plan was done first.

Mr. Steedle said that although the Auke Bay plan was developed first, it does not have priority over the Lemon Creek CIP items.

III. OTHER BUSINESS - None

IV. REPORT OF REGULAR AND SPECIAL COMMITTEES - None

V. ADJOURNMENT

The meeting was adjourned at 6:44 p.m.

Chapter	Comments	Page
	Fix footer	X
Chapter 3 Land Use		
	Goal 1 Action 1 Change "zoning" to "development"	20
	Goal 2 Action 2 Suggestion to review language regarding mandatory recycling - seen as overreaching the boundaries of the Plan	20
Chapter 4 Housing and Neighborhoods		
	Update info regarding Housing First	25
	Identify zoning in each neighborhood listed	23 - 29
Chapter 5 Transportation and Infrastructure		
	Goal 1 Action 1 Change "land" to "lane" in Goal 1 Action 1	46
	Goal 4 Action 2 Change Responsible Party from CDD, PC, JPD to JPD only	47
Chapter 6 Natural Resources and Recreation		
	Goal 1 Action 2 delete "unnecessary"	59
	Goal 1 Action 3 add JPD as a Responsible Party	59
Chapter 8 Implementation		
	Economic Development Goal 1 Action 5 is repeated - delete bolded version	86

CITY AND BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY

Engineering & Public Works Department
155 South Seward Street
Juneau, Alaska 99801
Phone: 907-586-0800 | Fax: 907-463-2606

DATE: November 20, 2017

TO: Mr. Jerry Nankervis, Chair
Assembly Committee of the Whole

FROM: Roger Healy, Director of Engineering and Public Works

SUBJECT: Meander Bend LID Results

At the August 10th COW, the Committee directed staff to re-poll the proposed LID participants based on the following direction:

- Reduce the Proposed LID Assessments to cover 25% match for construction costs only – COW has offered for the CBJ to cover costs of the other associated project sponsor responsibilities (NEPA, Permitting, land/easement preparation, maintenance for 10 years). This results in an estimated contribution to the project by the CBJ of $260k or greater for permitting, easements acquisition, administration, etc.
- Revise the Proposed LID Assessment method - Proposed Assessments calculated based on property values with each property being apportioned based on their property value (combined land and building value). The Proposed Assessments are still an estimate based on the NRCS construction estimate.
- Request for a yes/ no question on the ballot regarding willingness to provide all necessary easements (design, construction, and maintenance) for the project at no cost to the CBJ.

The informal poll Results are:

	Number of Votes	Percent of total responses
In Favor of LID	15	62.5%
Opposed to LID	9	37.5%
Willing to provide no cost Easements for Project	20	83.3%
Will not provide no cost Easements for Project	4	16.7%

Neighborhood Process:

Subsequently a Meander property owners group proposed an alternative to the LID - they feel they have the support to execute a Capital Improvement by Agreement (CIBA) (letter proposal attached). Their proposal includes (with CBJ impacts):

- Limit Property Owner Contribution to $40,000.00 per property (CBJ fund remainder).
  - Will require an additional estimated $861,000 contribution by CBJ (in addition to the $260k for a total estimated at $1.12 million prior to accepting for maintenance).

- CBJ allow owner debt options based on 15-year and 30-year amortizations
  - Note: 15 and 30 year amortizations exceed the life of the project as determined by NRCS (they intend for the project to last significantly longer, however they only

assign it a 10 year design life and require the Sponsor to maintain the project for that 10 year period). The CBJ does not recommend 30-year amortizations.

- A Past Due clause in the project Lien which allows the home to sell without the Lien being paid off. This would allow the seller and buyer to negotiate the balance of the Lien.
    - Note: allowing the Lien to be transferred with the purchase of the property increases the CBJs risk of the Lien being defaulted on or not paid in a timely manner.

Summary of Requested CBJ Actions/Ramifications:

1. Cap owner contributions at $40K, CBJ assumes construction cost escalation risk.
    a. One owner not willing to participate. CIBA requires 100% agreement; CBJ not able to utilize CIBA at this time. .
    b. Easement agreements not yet clear.
2. Finance owner assessments.
    a. Ties up CBJ funds.
    b. Risk of default if property values decline.
    c. Terms proposed are longer than NRCS life of project.
    d. Assessment to transfer if property sold
3. Contribute $1.12 million (or more) in CBJ funds
4. Maintain project for 10 years.
5. CBJ remains an active participant in streambank erosion projects in this and other locations throughout the CBJ. This project will not provide risk-free mitigation from further erosion along the river.
6. CBJ must determine that the riverbank improvements would meet the definition of a capital improvement, being constructed for a public purpose. The future actions of the Mendenhall River are dynamic, largely unpredictable, and continuous: riverbank erosion will continue. Left unchecked, individual properties and homes may be damaged or destroyed, leaving adjacent properties in potential jeopardy, decreasing public safety, and impacting the CBJ's property tax base. The improvements made by the Meander Way project may provide protection along the Mendenhall River for another section of river, benefitting residents' safety and protection of property, and further corralling the river into a more predictable hazard to the benefit of the community. Although not directly affected currently, this riverbank stabilization project provides protection for municipal utilities, streets, parks, airports, and drainages. If constructed, this project would be similar to the Gold Creek Flume project, installed by the Army Corps of Engineers in 1953 after several repeat floods from Gold Creek that damaged many newly constructed homes in the 'Flats'.
7. Assessment and potential containment of CBJ's risk as a financial project participant regarding the estimated maximum six inch rise in the 100-year flood elevation upstream of this project. It is understood that FEMA's flood insurance payments to flood victims tops at $250K per property. If upstream property damages exceed this amount or can be attributable to the rise of flood elevation, the CBJ's long term risk by its active participation in this project is increased.

As originally conceived, CBJ was proposed to be a conduit for the federal program. As it has evolved, the proposed financial role of CBJ has substantially grown, along with a larger transfer of risk to the CBJ. The COW should decide whether to continue to pursue consideration of this project.

Footnote:

As a refresher, the terms of the Natural Resources Conservation Service, (NRCS) Emergency Watershed Protection (EWP) Program requires the following:

- *Local cost share / match required - 25% of actual construction project costs (NRCS construction estimate at $7.76 million; 25% = $1.94 million)*
- *Project be sponsored by a government agency – CBJ – Sponsors responsibilities include:*
    - *Acquiring all Permits (NEPA, CORPS of Engineers, AK DNR, ADFG, USFWS etc.)*
    - *Coordinating between NRCS and FEMA for project impacts on flood elevations (the riverbank protection project may raise river elevations upstream of the project and impact CBJ residents flood insurance availability or create additional liability for flooding).*
    - *Acquiring all land rights (property access) and associated easements to construct and maintain the project*
    - *Maintenance of project for 10 years after completion of construction, including funding of necessary repair work.*

Nico Bus,
3433 Meander Way
Juneau AK 99801

September 13, 2017

Dear CBJ Assembly Members/ Mayor/ City Manager:

After the August 10, 2017, CBJ Committee of the Whole (COW) meeting a request was made to see whether the impacted neighbors could agree on a Meander Way/Rivercourt Riverbank Restoration Project, and what that agreement may be.

We, neighbors of the Meander Way and River Court properties, would like to explore options with the CBJ and the NRCS for the Restoration of the Mendenhall River Bank along our properties. We appreciate all the work and efforts, as well as the good intentions of both the CBJ and the NRCS, but unfortunately it appears the chances for 100% participation in a CBJ LID for the original NRCS design and cost are unlikely.

We feel the best chance for a restoration project along our riverbank will be a project with a cap of $40,000 per property. Ideally we will still work with the NRCS and the CBJ to make this project a reality.

The following (12) neighbors attended an August 31 neighbors meeting to discuss the Riverbank Project and explore the options available to us, and agreed to participating in a restoration project with a cap of $40,000 per property:

Meander Way:
3315 Shaw, 3323 Goettler, 3361 Goehrings, 3377 Wise, 3429 Vidic, 3433 Bus, 3437 Buness, 3451 Jaeger, 3455 Flores, and 3459 Rud.

River Court:
9391 Heaton, 9399 Taber.

In addition to those present at this neighbors' meeting, thirteen (13) others agreed by email or by phone to their interest, or willingness, to participate:

Meander Way:
3311 Heueisen, 3319 Bonnett, 3327 Myers, 3331/33 Egan, 3335 Wolter, 3339 Race, 3343 Steininger, 3379 Hudson, 3401 Mickle, 3425 Hamilton, 3441 Wagner, 3445 Staton, and 3463 Shaub.

Interested in participating but not able to at this time due to special circumstances:
9387 Rivercourt, Neal

By now you will have received the replies to the informal ballot for participation in the original project through the LID process and yes/no votes on access to the properties. Our proposal has 25 out of 26 owners willing to participate in a restoration project when capped at $40,000 per property. Hopefully this significant level of support of one million dollars will open the doors to further discussion between all parties on how we can make the restoration of the riverbank a reality.

The financing of any repair work hopefully could be done through the CBJ's issuance of special bonds and payback of these costs through a lien on the property by the homeowners with the following options:

1. CBJ pass on the exact interest rate of the low interest bond they obtain so our payments can be as low as possible.

2. Payment options based on 15-yr AND 30-year amortizations.

3. Include a Past Due clause in the Project's Lien which allows the home to sell without the Lien being paid off. This would allow the seller and buyer to negotiate the balance of the Lien.

We understand that the next CBJ's COW meeting is not until late October, which will allow time for us to work with the CBJ staff to refine this proposal and work out any technicalities.

As a group we are looking forward to working with the CBJ and the NRCS to make this project a reality and protect the investments of our properties, as well as protecting the integrity of the infrastructure in the greater subdivision and Valley area.

Sincerely,

Nico Bus

Nico Bus,

for the Meander Way/Rivercourt Mendenhall Riverbank Project Neighbors Group.

MEMORANDUM

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

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

DATE: November 20, 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 April 10, 2017, 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 first phase of construction for the pilot extension of North Douglas Highway has been completed. The second phase of the project is scheduled to begin this winter with construction to be completed by early summer 2018. (Enhance Essential Infrastructure)

- CBJ and UAS have reached an agreement that will enable the federal government to transfer the Auke Bay Marine Station property to both parties. This will be beneficial in terms of expanding UAS's capacity for marine based education and research as well as providing the Docks & Harbors Department additional opportunities to enhance commercial and residential maritime activities. The property is in the process of being transferred. (Next Generation Workforce, Juneau as a Research Center)

- The Assembly included the development of a downtown area plan as one of its 2017 priorities. Construction on the first phase of the Front & Franklin project is complete and the second phase is scheduled to begin in early spring 2018. (Revitalize Downtown)

- The DBA requested that the Assembly provide funding for a Downtown Coordinator position. The funding was approved and recruitment is underway. (Revitalize Downtown)

- The Mayor initiated a task force to address issues around homelessness. The taskforce recommended funding for a warming center (approved 11/6/17) and to monitor the impact of the housing first facility which was fully populated as of November 1, 2017. Additional recommendations include scattered site housing and the formation of ACT teams. (Revitalize Downtown)

- The City Manager formed an ad hoc working group to address parking issues in the downtown core. Efforts are ongoing to identify workable solutions to increasing parking and improving parking management in the downtown core. (Revitalize Downtown)

- Senior housing efforts in the vintage park area continue to move forward. Trillium senior housing project is nearly complete and units are in the process of being filled. A committee is working on funding strategies for the Riverview Assisted Living/Memory Care project. The results of the committee's work should be available shortly. (Build the Senior Economy, Housing)

- Voters approved an extension of the 1% temporary sales tax. A preliminary CIP list, including scheduling of projects will presented to the Public Works and Facilities Committee at the November 20, 2017 meeting. (Enhance Essential Infrastructure)

- JEDC has been organizing meetings with a coalition titled ROCK Juneau to explore the viability of a community wide birth to K program that would provide access to quality, education centered, childcare to all eligible children in the community. (Next Generation Workforce)

- TheChief Housing Officer and CDD staff are actively working on a planning process for PD-1 to inventory and increase housing in the downtown core. (Revitalize Downtown, Housing)

- The Assembly has created a Mining Subcommittee to review the CBJ Mining Ordinance. The committee asked for a consultant to review the ordinance. The report was just returned and the committee is now meeting on a more regular basis.

- 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 2nd and Franklin lot.
- The first phase of construction for Peterson Hill has recently been awarded and construction is expected to begin in the Spring of 2018. (Housing, Revitalize Downtown)

- The Chamber of Commerce has completed their Transportation survey and expects to provide the results to the Assembly in December. (Enhance Essential Infrastructure)

- The Riverview Assisted Living project approached CBJ to explore municipal backed financing strategies for their assisted living/memory care development. The CBJ Finance director formed a working committee to explore options for funding. A report on those efforts is expected in December 2017. (Housing, Grow the Senior Economy)

- 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. Currently, applications are open for membership on the Assembly appointed commission. (Build the Senior Economy)

- The UA Board of Regents approved a joint BS degree in Fisheries and Ocean Sciences; a joint project of UAS and UAF. (Attract and Prepare the Next Generation Workforce)

Next Steps:

The Assembly identified a number of economic development initiatives in their 2017 Assembly priorities. The 2018 Assembly retreat is scheduled for December 2, 2017. Many of the existing priorities cut across multiple areas of the Juneau Economic Plan. As priorities are set for the upcoming year, ties to the economic plan should be considered.

Efforts are beginning to collect data on JEP milestones and metrics.

A copy of the JEDC annual report has also been included as part of your packet.

Juneau Economic Plan - April 10, 2017 Status Report

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 November 2017
Proceed with extension of North Douglas Highway, and North Douglas/Gastineau Channel Bridge construction to realize the residential, commercial, transshipment and maritime, industrial, and recreational potential of West Douglas.	1.1.A	Maintain strong municipal support for construction of a North Douglas/Gastineau Channel Bridge to accommodate new "nodes" of development in West Douglas. Each node should feature some type of commercial, industrial, maritime, or recreational draw.	CBJ Assembly	
	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	First phase of the construction of the pilot road has been completed. Phase two of the pilot road is out to bid and construction as far as Middle Creek is expected by early summer 2018.
	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	
	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.

Objective	Action	Action Description	Lead	Status November 2017
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 COW at the 10/23/17 meeting. Next steps are review by the FAA, general public, and Airport board. The final plan should be back before the Assembly for review and adoption in February 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 service to and from Juneau is high-quality and the most affordable possible.	1.3.A	Assign a central authority to:	Chamber of Commerce	The McDowell Group has almost completed their analysis of the data collected in the survey. The committee is scheduled to review the results of that survey on November 6th in a meeting that will include representatives of all the primary shippers that participated in the creation of the survey. After this review the committee will be delivering the findings to the Assembly with whatever conclusions can be drawn from the data.
	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.*		

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	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.		
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	A conditional use permit for the assisted living facility at Vintage Park, the Riverview Senior Community, was approved by the PC at its 6/28 meeting. The facility will consist of 80 units with 88 beds. The assisted living section will consist of 54 units, and the memory care section will consist of 26 units with 32 beds. The project is seeking funding.
	2.1.B	Identify public/private partnerships, including those to provide land for assisted living development in the community.	CBJ JEDC	CBJ Staff have been meeting with the group that is working on developing new assisted living senior housing. Ongoing

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	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	CBJ Finance Director formed an evaluation committee to look at risks and options for CBJ backed financing. JEDC board Chair MacVay participated.
	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 undergoing a change in membership. JEP priorities will be provided to them once the organization is reformed.
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 undergoing a change in membership. JEP priorities will be provided to them once the organization is reformed.
	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

Objective	Action	Action Description	Lead	Status November 2017
	2.4.B.1	*Regularly update the Juneau Coordinated Human Services Transportation Plan.*	CBJ - CDD	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.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	JCOA is currently undergoing a change in membership. JEP priorities will be provided to them once the organization is reformed.
	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.
	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 is currently undergoing a change in membership. JEP priorities will be provided to them once the organization is reformed.
	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 2017 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 is currently undergoing a change in membership. JEP priorities will be provided to them once the organization is reformed.
	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.		

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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	

Objective	Action	Action Description	Lead	Status November 2017
3. Attract and Prepare the Next Generation Workforce		**Goal: Prepare and attract the professional, technical, skilled, entrepreneurial, and creative labor force that Juneau's diverse employers, businesses, and non profits need.**		
Why pursue? Foundational for effective workforce development, to ensure job retention, and prevent capital creep. Critical for attracting millennials and retaining existing young families. CBJ controls public infrastructure that is central to quality of life measures that influence location decisions for millennials and others. Generates wealth and ensures job retention.				
Develop a better understanding of the professional, technical, and other workforce needs of Juneau's key employers, especially state government.	3.1.A	Develop a "Top Jobs" list for Juneau, which identifies and prioritizes key recruiting and training needs.	CBJ/JEDC	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 FY17 and FY18 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 childcare. Had discussions with Bright Horizons in Fall 2015 regarding opening in Juneau. They need annual financial support and/or provisions of aquatic 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	

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	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 second coordinated summer activity event at Cent. Hall in April '17. 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 is actively working 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.		
	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	JEDC is hosting monthly meetings with a group of local organizations that are pursuing a Pro-Kids agenda that focuses on getting Juneau youth better prepared for work/life by age 21.
	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.

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	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 June 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 engages with groups like the Downtown Business Association to improve the downtown experience. With some support from the Alaska Committee JEDC is preparing a survey to capture attitudes of persons doing business in Juneau (including Legislators).
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 JT	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.

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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	Located in the Senate Building. 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. 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 has scheduled the 2018 Innovation Summit for February 21 and 22.
	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	juneaumakerspace.org Makerspace opened in March 2016 JEDC is a supporter of the Juneau Makerspace Ongoing

Objective	Action	Action Description	Lead	Status November 2017
	3.7.D	Continue to support entrepreneurship opportunities in Juneau through small business counseling, planning support, site selection, and permitting review.	JEDC/SBA	JEDC continues to provide consulting and networking support to small businesses. JEDC is planning Juneau's first Start-Up Weekend in Spring 2018. To host an event, staff are required to attend an event. We had staff participate in Fairbanks and Anchorage, which also increases our networking capacity.
	3.7.E	Develop networking events for entrepreneurs.	JEDC	JEDC organized and co-hosted events for entrepreneurs with DBA and Chamber in July.
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 maintains contact with Angel Investors in Alaska about potential investments of local entrepreneurs.
	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.**		

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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	Ongoing. Original distribution of certificates of recognition have been distributed. Continued work to include this information in branding efforts is ongoing.
	4.1.C	Prepare informational brochure on Juneau as a Center for Research Excellence. Each election cycle, provide to Juneau's elected local, state and federal representatives, with specific desired actions and support regarding research activities in Juneau.		
	4.1.D	Market Juneau's ice field-to-marine ecosystem, including existing research facilities and capabilities, and current basic and applied research work. Focus specific marketing to three targets: research funders and academia, prospective college students, and locally to raise community awareness and pride. "Localize" some materials, for example show residents how federal and state research impacts fish stocks, etc.	UAS/JEDC	Juneau is now recognized as a Research Center of Excellence through the Statewide Council on Research (SCoR). The Alaska Coastal Rainforest Center (ACRC), part of UAS and linked to UAF, is increasingly successful in securing networking funds that focus on research and management of coastal temperate rainforests. UAS markets itself as an institution where students have excellent opportunities for undergraduate research. UAS has been awarded a portion of the surplus NOAA Auke Bay Marine Station to expand instructional & research programs in marine biology and fisheries and grow ANSEP and ACRC opportunities. JEDC also sits on the steering committee for the Alaska Coastal Rainforest Network.

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	4.1.E	Capitalize on interactions between activity related to Juneau's highly visited and road-accessible Mendenhall Glacier, the Juneau Ice field Research Program, and the helicopter supported tourism businesses and visitor treks to the ice field. Develop a Visitor Industry-Forest Service-CBJ-JIRP-UAS climate change and adaptation education center at Mendenhall Glacier Visitor Center as a destination (and a model) for comprehensive research, education, and outreach.	JEDC	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.
	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 potential to home port two new Fast Response Cutters in Juneau.
Better connect Juneau's scientists and researchers with business and industry. Conduct applied research to benefit local business' ability to compete and expand.	4.3.A	Connect entrepreneurs with available and underutilized business-oriented R&D funding, including NSF and NIH grants. Host a seminar for small businesses on how to apply for these grants.	JEDC	JEDC subscribes to weekly resource publication on opportunities for grants oriented toward the R&D community.

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	4.3.B	Work together to realize the applied research and economic opportunities a Juneau Electric Transportation Research, Business, Education and Transit Park could bring.	UAS/JEDC	Imitative on hold. Grant funding not awarded.
	4.3.C	Seek opportunities to solicit input from industry on applied research needs and ideas, including in areas of fish oil research for food and pharmaceuticals, resource business management (mining, fishing, forestry) certificate programs, and use of the ferry system for marine experience (Aztec graduates).		JEDC ED is appointed to the State Committee on Research. We have been in continued discussions with UA and federal agencies about research needs and business opportunities.
	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.

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Increase independent visitor travel to Juneau.	5.1.A	Support JT 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) Destination 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.
	NEW	Expand Juneau's independent 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.

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	5.1.B	Support Eaglecrest and other winter activity providers in efforts to attract regional and other visitors during the winter sports season.	TJ	Working with Eaglecrest's marketing department to develop a winter ad campaign, media FAM, and ski competition that would bring out-of-town participants.
	5.1.C	Support transportation systems that provide better access from the ferry terminal to commercial centers for residents of outlying communities.		
	5.1.D	Work with the USFS to improve facilities at the Mendenhall Visitors Center, to enhance the visitor experience for package and independent visitors alike.	JEDC/TJ	TJ and JEDC have participated in the community process of the MGRA and MGVC planning. JEDC helped facilitate meetings over fee structures.
Create more value from seafood and other maritime resources and services.	5.2.A	Work with the seafood industry to identify additional value-added opportunities and light manufacturing enterprises.	JEDC	JEDC 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 utilization of Ocean Products, versus the primary focus of managing the stock.
	5.2.C	Work to enhance Juneau's under-developed capacity to provide repair and maintenance services to Juneau large fleet of commercial and recreational vessels, including boat lifting capacity and uplands work areas.	CBJ	In 2016, Docks & Harbors relocated the Auke Bay Boatyard (from Statter Harbor to Auke Bay Loading Facility) which increased the capacity to haul boats out from 12 tons to 45 tons. In 2017, Docks & Harbors also invested $373K in the new Auke Bay Boatyard by providing three new buildings, including a fabricate structure garage. This garage will allow the contract boatyard (Harri Commercial Marine) to work under cover and out of the elements in repairing vessels.

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	5.2.D	Work to increase capacity to move fresh fish out via airfreight. Work with air carriers to provide regular service with guaranteed space for fish.		Docks & Harbors completed a master plan for the uplands associated with Aurora & Harris harbors. The document provides for greatly enhanced marine service facilities (i.e. expanded boatyard and shipwright services). On 10/6/17, Docks & Harbors submitted an application for a TIGER grant to develop marine services capability and capacity at Norway Point. Additionally, PND Engineers has been contracted to determine the viability and cost effectiveness of locating marine service activity at the little rock dump site.
	5.2.E	Assist local processors in increasing utilization of fish. Learn from other countries, such as Iceland, which are near 100 percent utilization.	JEDC	JEDC continues to advocate for increased emphasis on utilization of Ocean Products, versus the primary focus of managing the stock.
Build Juneau's role as a regional arts and culture hub.	5.3.A	Support development of the 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	JAHC and CBJ are discussing partnering strategies for CH and JACC. In addition, there are ongoing conversations about how to resolve parking issues in the district. JEDC hosted a meeting of the Willoughby District Stakeholder group in August.
	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 Soboleff 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.

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	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.*		
	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.*	JT	This is already part of TJ's strategic plan to encourage meetings and conventions as well as independent travelers for year-round visitation. Part of the strategy will be to encourage all stakeholders to offer packages for out-of-town guests.
Enhance mining's role in Juneau's economy.	5.4A	Determine financial feasibility and gold price thresholds required for profitable development and operation the AJ Mine. After that consider if and when it might be in the best interest of the community to develop the mine.	CBJ	The CBJ Assembly is actively working on a review of the Mining Ordinance.
	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 completed survey of non-resident workforce, which included some non-resident mine workers
	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

Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status November 2017
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 is working with the Alaska Committee on this project.
	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 FY17 and FY18 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 support capital campus and related projects. Currently, the Court Plaza building is undergoing exterior enhancements including a canopy which will allow covered foot transit from DTC to the Capital building.

Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status November 2017
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 FY16 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 FY16 state Workforce Profile.
	6.2.C	Monitor and support efforts to make state government wages and benefits attractive and competitive.	JEDC	
Maintain an on-going program to track state job transfers and new position creation.	6.3.A	With the assistance of the Alaska Department of Administration, Division of Personnel, track movement of state jobs out of and into Juneau.	JEDC	2017 Juneau and Southeast Alaska Economic Indicators was recently published.
	6.3.B	With the assistance of the Alaska Department of Administration, Division of Personnel, track new state job formation needs across Alaska and identify opportunities for location-neutral jobs based in Juneau.	JEDC	Partnering with State of Alaska, Division of Personnel to create Juneau specific reports when they develop the FY16 state Workforce Profile.
	6.3.C	Closely monitor and engage in decisions about where commissioners live, as jobs often follow the commissioner. Apply political pressure where possible to keep commissioners based in Juneau.	CBJ	CBJ participates in these conversations as needed.

Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status November 2017
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 has been adding content to the Choose Juneau website throughout the year and sold advertisements to help self-fund the site and overall campaign. JEDC is working with two local videographers to make short Choose Juneau videos to use as recruitment tools to attract talent and investment to Juneau. One video will be on Arts and Culture and a second video will be on Recreation. TJ participated in the PFD Travel Fair in ANC, and gave away a trip for two to the capital city
	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	

Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status November 2017
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. Seawalk is under active construction with additional phases in the planning stage. Phase I of the Front & Franklin project has been completed. Phase II begins in the spring of 2018.
	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	The Assembly made area plans a priority for 2017. The downtown area plan is tentatively set to begin after the Lemon Creek area plan is completed.
	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.

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Objective	Action	Action Description	Lead	Status November 2017
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 helped the DBA Board consolidate community and committee input to create three overarching strategies for the DBA to focus on in 2017 and 2018. The JEDC assisted the DBA Board and the various committees in finalizing their strategies and tactics. The 2018 strategies are: Foster an attractive, safe and clean environment that attracts people downtown; Improve access to, from, and within downtown, Make downtown a family-friendly destination year-round.
	7.2.B	Consider instituting a free outdoor Wi-Fi zone in the downtown commercial core. Such a service is attractive for both tourists and legislative visitors, will help disperse summer crowding on sidewalks around Wi-Fi access points, and supports contemporary business internet use patterns.		WiFi has been added to Marine Park during the cruise ship season. It should be full operational by Spring of 2018.
	7.2.C	Establish a CBJ facade improvement loan program to stimulate investment in downtown properties.	JEDC	DBA, with JEDC support, will recognize Storefront Star recipients.
	7.2.D	Activate vacant storefronts and blank walls.	JEDC	JEDC, with partners at CBJ, DBA, AEYC and United Way, coordinated the placement of children's art in the windows of 17 businesses that do not operate in the winter.
	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.
	7.2.F	Arrange for winter snow and ice removal from sidewalks with downtown property owners.	Property Owners	

Objective	Action	Action Description	Lead	Status November 2017
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	The City Manager has formed an ad hoc group to look at parking solutions for the downtown core.
	7.4.B	Continue transit service in downtown that allows access to the core commercial district.	CBJ	Transit service is provided year-round through the downtown core, although there have been interruptions due to road and Capitol Building reconstruction.
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).		Housing Action Plan was adopted by resolution on December 19, 2016. The HAP provided a 30 year housing production target of 1,980 (66 units annually) and a housing preservation target of 750 existing units over 30 years.
	8.1.B	Prepare an up-to-date inventory of current housing programs, vacancy rates, and financing.		The CBJ Housing Programs page has been created to provide links to up-to-date assessor data, previous housing needs assessments, Census, rental, and other housing market indicators. https://beta.juneau.org/housing
	8.1.C	Review and analyze reasons behind Juneau's housing shortage.		Housing Action Plan was adopted by resolution on December 19, 2016.

Objective	Action	Action Description	Lead	Status November 2017
	8.1.D	Systematically identify and evaluate tried and true and newer tools to address housing gaps.		Staff are exploring options.
	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.		the Assembly has been provided with CIP recommendations for housing improvements including 1) More funds for JAHF, Mobil Home Down payment assistance, and Accessory Apartment and 2) create new programming through matching Community Improvement Grants, a Downstairs Upstairs Program, and a Code Compliance program. Also that the Affordable Housing Commission is looking at Community Land Trust model. And, the Homeless Taskforce wants to explore scattered site supportive housing and the Assertive Community Treatment Team.
	8.1.D.2	Identify our housing 'strategic interventions', sources of funding, and list who-what-when and how.		
	8.1.D.3	Poise the CBJ for success by soliciting "champions" committed to leading the effort.		CBJ Chief Housing Officer is a point of contact for entities interested in developing housing and housing solutions. (Developers, landowners, property managers, and the general public.) In addition, the Juneau Affordable Housing Commission, the CBJ Homeless Taskforce, and the local Juneau Coalition on Housing and Homelessness are community partners that the CHO works with routinely.

Objective	Action	Action Description	Lead	Status November 2017
	8.1.D.4	Identify metrics to measure progress.		Staff are actively working on relevant metrics. It is anticipated that the metrics will be identified by early spring.
	8.1.D.5	Identify who will collect data and identify periodic assessment of progress.		The Chief Housing Officer will collect the metrics and present on an annual basis.
	8.1.E	Formally Adopt The Housing Action Plan	CBJ	Housing Action Plan was adopted on December 19, 2016.
	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	In process
	8.1.E.4	*Preserve Existing Affordable Housing*	CBJ	In process
	8.1.E.5	*Develop Policies for CBJ Owned Land and Assets*	CBJ	1) CBJ has a purchase and sales agreement in place with Eagle Rock Ventures for 2nd and Franklin. 2) Renninger lots have been sold and 3) Pederson Hill bid and 4) the Affordable Housing Commission is actively looking at how best to utilize the Community Land Trust model. Connect with Lands for other details.
	8.1.E.6	*Amend Zoning Code to Promote Housing*	CBJ	

Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status November 2017
	8.1.E.7	*Develop Neighborhood Plans*	CBJ	Auk Bay and Lemon Creek Area Plan are complete. Staff met last week to sketch out a two-part strategy to analyze PD-1. A) master list of property owners, current and housing possibilities and B) Survey of property owners looking for those interested, barriers, potential financial incentives that CBJ could develop to assist. (UPSTAIRS Downstairs Fund) Could be replicated for PD-2 afterwards. Timeline: Winter 2018
	8.1.E.8	*Develop Downtown Strategy*	CBJ	See box above.
Provide Assembly leadership and JEDC and CBJ staff time and support to develop assisted living facilities in Juneau.	8.2.A	Provide active CBJ leadership and support for facility development.	CBJ/JEDC	CBJ Staff are actively working with a non-profit group who is trying to secure financing to create an assisted living/memory care facility.
	8.2.B	Support efforts to market the Senior Housing Services study results and attract assisted living developers to Juneau.	CBJ	The Finance Director and Chief Housing Officer have been working with SCSSI to assist in completing the assisted living development.
	8.2.C	Assign CBJ staff to usher assisted living facility project(s) through review and approval processes.	CBJ	The Finance Director and Chief Housing Officer have been working with SCSSI to assist in completing the assisted living development.
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	Housing Action Plan provides details needed for this. Lack of housing choice, poor condition and expense of housing.
	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.		

Objective	Action	Action Description	Lead	Status November 2017
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	32 units of permanent supportive housing; clinic to open in November 2017. Evaluation of the project in place that will evaluate participants at 6-month, 1-year, and 3-year status.
	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.		JAHF has 1% sales tax allocation of $2million starting inFY18. CBJ received an Alaska Mental Health Trust Authority grant for 1-year,

Fiscal Year 2017 Status Report for the JEDC Operating Grant from CBJ

Financial Summary

Below is a summary of JEDC's expenditures by goal for the fiscal year to date June 30, 2017.

FY2016 Expenditures by Goal	CBJ Operating Grant	Other Resources	Total Expenditures
Help Make Juneau a (Great) Capital City	$58,000	$51,970	$109,970
Strengthen Key Regional Industries	$145,000	$162,137	$307,137
Develop Talent (Workforce)	$60,000	$322,730	$382,730
Promote Entrepreneurship and Small Business	$77,000	$6,014	$83,014
Deliver Core Economic Development Services	$50,000	$7,179	$57,179
Total Resources Used	**$390,000**	**$550,030**	**$940,030**

Program Narrative

JEDC’s goals, strategies, activities and initiatives pursued by JEDC through the date of this report, along with accomplishments, which were supported by the FY2017 CBJ operating grant, are described in the following pages.

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Introduction

The Juneau Economic Development Council has a mission to foster a healthy and sustainable economic climate in Juneau and throughout Southeast Alaska. JEDC's annual work plan derives from the Juneau Economic Plan and annually established priorities by the JEDC Board, which includes how the CBJ operating grant is to be used.

For FY2017, the five board-set strategic areas of focus, were as follows:

1. Help Make Juneau a Great (Capital) City
   - Support Downtown Revitalization/ Willoughby District
   - Support Implementation of Housing Priorities
   - Alaska Committee
   - Choose Juneau

2. Strengthen Key Regional Industries
   - Support Industry Cluster Working Groups (CWGs): Visitor Products, Renewable Energy, Research and Development
   - Support the Maritime Industry in Juneau
   - Refresh priorities/needs of the Mining Service sector
   - Support the Arts and Creative Economy

3. Develop Talent
   - Develop Future Workforce through Skill development in K-12 Science, Technology, Engineering and Mathematics (STEM) education
   - Early Education
   - University Education
   - Business Education
   - AmeriCorps

4. Promote Entrepreneurship and Small Businesses
   - Support Entrepreneurial and Small Business Development in Juneau
   - Support JEDC Revolving Loan Funds

5. Deliver Core Economic Development Services
   - Research, Compile, Analyze, and Communicate Economic Data
   - Organize, Host and Deliver 2017 Innovation Summit on February 15-16, 2016
   - Engage with other Regional, Statewide and National Economic Development Organizations

Help Make Juneau a Great (Capital) City

JEDC activities support the following Juneau Economic Plan initiative areas:

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

DOWNTOWN REVITALIZATION/WILLOUGHBY DISTRICT

- *Support DBA through contracted services including accounting, map support, board support, promotion and other activities.*
  - *Work with DBA membership committee to increase membership from FY17 of 80 businesses to 88 (10%+).*
  - *Work with membership committee to recreate the current map into a redesigned map/guidebook to provide a better product to tourists as well as a better incentive for potential members to sign up for DBA.*

The JEDC helped the Downtown Business Association increase its membership between August and December 2016. Membership increased from 80 to 128 businesses. With JEDC support, membership in DBA has more than doubled in the past two years. The JEDC is currently helping the DBA with its 2018 membership drive. JEDC worked with the membership and marketing committee to recreate the map into a map and guidebook. JEDC managed membership and map dues and worked with the artist, Pat Race, on map content. JEDC is working with the DBA Board and the marketing committee on winter promotions including: Donut & Deals, December Gallery Walk, and more. Work to support the DBA is paid by the Downtown Business Association, through a contract with JEDC.

- *Promote and develop downtown Juneau through collaboration with DBA on Main Street Initiative/ Winter Windows / Storefront Star.*
  - *Engage & interest downtown stakeholders in the Main Street program through multiple presentations throughout the community.*
  - *Work with DBA and CBJ to explore how to tie in and execute Winter Windows and Storefront Star. Look to transition "ownership" of these efforts from JEDC to DBA.*
  - *Engage with the Juneau Affordable Housing Commission to see where goals overlap to implement and push forward downtown housing initiatives.*

The DBA contracted a Main Street America consultant in the fall of 2016 and JEDC coordinated the public meeting in November and the stakeholder workshop meeting.

The visit with the consultant resulted in a final report and Winter Windows and Storefront Star could very well be a project within the overall Main Street strategy.

The JEDC helped the DBA Board consolidate community and committee input to create three overarching strategies for the DBA to focus on in 2017 and 2018. The JEDC assisted the DBA Board and the various committees in finalizing their strategies and tactics. The 2018 strategies are:

- Foster an attractive, safe, and clean environment that attracts people downtown
- Improve access to, from, and within downtown
- Make downtown a family-friendly destination year-round

- *Increase investment and partnerships in the Willoughby District.*
  - *Position the Willoughby District stakeholder meetings as fertile ground for making connections and receiving information on investment opportunities.*

The JEDC held a Willoughby District stakeholder meeting in September 2017. Various businesses and organizations gave brief updates on happenings and ongoing projects within the Willoughby District, including: Marina District, Juneau District Heat, Haus Alaska, the Alaska State Museum, Zach Gordon Youth Center, Centennial Hall, and more.

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

Much of the public commentary gathered during the public meeting last November identified these same previously identified goals, and they are included in the overall DBA strategy that the DBA Board is finalizing.

HOUSING

- *JEDC and its partners advocate to AHFC to adopt more favorable policy towards lending for mobile homes.*

- *Continue to communicate need and opportunity for more housing investment in Juneau through presentations and social media.*
- *Assist Affordable Housing Commission, CBJ Housing Manager and others to assist private sector develop more units.*

JEDC met with AHFC's mortgage program manager, along with CBJ Chief Housing Officer in December to identify improvements that could be made to AHFC's Type II Manufactured Home financing program. Board Chair interviewed credit union officials in other Southeast Communities to evaluate the need for an active government funded financing program. No changes have been made.

JEDC's Chair has participated in a task force with CBJ Finance Director to evaluate bond financing for a senior assisted living facility for Juneau. JEDC's Executive Director serves on the Advisory Group from the Assisted Living Task Force, which has worked to develop the River View project. JEDC organized and hosted the initial community meeting, over four years ago, that was the genesis for this current project.

ALASKA COMMITTEE

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

In FY17, JEDC continued to host monthly meetings of the Alaska Committee at JEDC and support its activities, including Legislative Reception. In FY17, JEDC (and other former liaisons) became a voting member of the Alaska Committee.

- *Conduct and deliver original research to Alaska Committee (and others) about needs/perceptions of Legislators and others doing government business in Juneau.*

No research requests from Alaska Committee in FY17.

CHOOSE JUNEAU

- *Launch and manage refreshed Choose Juneau Campaign*
  - *Facilitate periodical Choose Juneau steering committee meetings with local partners to maintain engagement and progress.*
  - *Build a solid foundation for the Choose Juneau website that can also be used as a word-of-mouth promotional tool.*
  - *Create a short film RFP and review with HR community and seek funding.*

JEDC has been adding content to the Choose Juneau website throughout the year and sold three advertisements to help self-fund the site and overall campaign. CBJ Assembly awarded JEDC $10,000 in FY17 to redevelop Choose Juneau and another $17,500 for FY18 to expand these efforts.

JEDC is working with two local videographers to make short Choose Juneau videos to use as recruitment tools to attract talent and investment to Juneau. One video will be on Arts and Culture and a second video will be on Recreation.

- *Hold focus groups with HR leaders in Juneau and identify key elements of the Juneau-related decision-making factors for recruited talent. This information will be used to develop Choose Juneau materials and tools to support talent recruitment.*

JEDC held three meetings with local HR professionals to curate content for the Choose Juneau website that is useful for talent recruitment. JEDC created a Choose Juneau sticker that can be placed on partner websites to direct traffic to the Choose Juneau website. Currently, CBJ, Travel Juneau, Juneau.com, Alaska Permanent Fund Corporation and the Downtown Business Association websites have the Choose Juneau button on their websites.

Strengthen Key Regional Industries

JEDC activities support the following Juneau Economic Plan initiative areas

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

VISITOR PRODUCTS

- *Support Visitor Products Cluster Working Group*
  - *Develop meeting agendas, invite speakers, issue meeting invitations, take notes.*
  - *Support tourism business involvement with Mendenhall Glacier Recreation Area master planning process.*
  - *Increase guided access to remote public lands.*
  - *Support development of a policy solutions document for realizing the economic potential of the Tongass as a tourism resource.*
  - *Prioritize effort to support Visitor Products Cluster*

The strength of the Visitor Products Cluster Working Group has been to develop successful cooperation based on local relationships. Facilitating this group for its fifth year, JEDC supported regular Visitor Products Cluster Working Group meetings in September, November, December, February, March and April. JEDC set the agenda, arranged for guest speakers as needed, sent out meeting invitations and follow up reminders, hosted the meetings, provided a teleconference line, and prepared and distributed meeting notes. Activities also included, in October 2016, the organization of a meeting between Senator Murkowski and her staff and representatives of the Visitor Products, Renewable Energy, and Research and Development Cluster Working Groups.

Visitor Industry Outreach and Engagement: The initiative's purpose is to improve awareness and understanding among the public—including local, state, and federal officials—of the visitor and recreation industry's positive impact in local communities, its diverse assets, and the importance of the industry within the regional economy.

- In FY17, the Cluster Working Group spent considerable time drafting an open letter from the industry to Congress/Forest Service leadership putting forward policy opportunities on the Tongass to support the tourism industry in Southeast. Cluster Working Group members then reached out to industry participants and supporters to gather signatures. About 50 signatures have been collected. The letter is posted to the JEDC website at http://www.jedc.org/VP-open-letter.
- Dan Blanchard of UnCruise Adventures shared the letter with Alaska's Congressional Delegation when he was in Washington, DC. A press release has been drafted as a next step in continued dissemination of the letter.
- As further outreach, Kirby Day, Working Group chair and Dan Kirkland, initiative champion, presented the policy opportunities highlighted in the letter during the "Innovation Short" component of JEDC's 2017 Innovation Summit. Their presentation focused on specific tools that Forest Service management can use to work better with tourism businesses.

Strengthen Accountability for Tongass Recreation Fees: This initiative successfully accomplished fee transparency and accountability.

- Lines of communication opened by JEDC's facilitation of the Cluster Working Group allowed the Juneau Ranger District and the Visitor Industry to find an acceptable fee increase for the Mendenhall Glacier Visitor Center. Also as a direct outcome of this initiative, Forest Service Tongass leadership decided to distribute Outfitter/Guide fees back to facilities through a defined allocation rather than based on projects selected by its fee board. This successful conclusion to the initiative has resulted in significant additional revenue for the Mendenhall Glacier Recreation Area and Visitor Center. This additional revenue enabled the MGRA to have sufficient matching funds to win a two-year planning grant that will create a Conceptual Development Plan for the entire recreation area, including the Visitor Center, West Glacier and Dredge Lakes areas, taking a long-term view of the needs of visitors and residents. The effort is now underway, and the goal of the planning process is to expand capacity. Most of this work would not be possible without the fee dollars that now are retained at the MGRA. The fee revenues will also be of help to meet match requirements for grant funds in future design and construction phases.
- JEDC staff participated in stakeholder charrettes held as part of the Mendenhall Glacier planning effort.

Increased Guided Access to Remote Lands for Travel, Guiding, and Interpretive Service Providers: The goal of this initiative is increased guided access to remote public lands to promote economic opportunity and job growth while maintaining a quality experience for all, and effecting a change in Forest Service culture to be more inclusive and flexible.

- JEDC organized and supported teleconferences with the small cruise industry. The group evaluated the possibility of developing a remote operator priority list to include areas of the Tongass that are already visited that need work and new areas desired for increased capacity but concluded that a priority list for remote infrastructure needs is difficult to develop because each company's needs are different - so cannot prioritize a list.
- The small cruise companies are concerned that Shoreline II, which will determine remote access levels for operators in northern Lynn Canal, will curtail industry growth. JEDC arranged for the USFS leadership tasked with Shoreline II to participate in an open discussion with the industry at a Working Group meeting.

Small Cruise Industry Positive Port Impacts: The small cruise industry has tremendous growth opportunity. Volume has returned to the previous peak last seen in 2009, and with demand growing for active vacations in remote areas, by 2019, Juneau could be turnaround port for several new vessels. In FY17, JEDC gathered cruise visitation statistics to better understand the growth and nature of the small cruise industry in Southeast Alaska and continued work to explore and develop Juneau as a turnaround port for the small cruise industry.

- In FY17, JEDC arranged for Juneau's Downtown Business Association to meet with members of the small cruise industry. Discussion focused on the need for more small cruise vessel moorage space downtown and the need for marine facilities in Juneau. UnCruise would like to keep four boats in Juneau year-round, but Juneau does not have adequate maritime services for small passenger vessels, so the boats will go to Seattle instead. Juneau needs 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 boats will most likely go to Auke Bay instead, which is not their preference nor the preferences of the downtown visitor related firms. Day boats will also increase and need space. The small cruise industry would like to see Juneau develop a waterfront/harbor plan which incorporates maritime services.
- JEDC next extended an invitation for CBJ Docks and Harbors to meet with the Visitor Products Working Group for an update on the Alaska Ocean Center and to hear about plans for a small boat harbor (Juneau Marina District). Their proposal is to build the Ocean Center, 40-unit housing, and a small yacht and small cruise vessel harbor with 50-60 berths on the property. They are also proposing a multi-modal transportation hub and a dock.
- 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.

In FY17, JEDC also arranged for Rorie Watt, CBJ City Manager, to present his proposal for developing a Hut-to-Hut trail system in Southeast to the Cluster Working Group. He has convened a steering committee to look at hut to hut as an economic development idea and develop a governance/business model that resolves jurisdictional issues and will allow for successful development and sustainable operations.

RENEWABLE ENERGY

- *Support Renewable Energy Cluster Working Group*
    - *Develop meeting agendas, invite speakers, issue meeting invitations, take notes.*
    - *Increase the number of Electric Vehicles used in Juneau and their commercial applications*
    - *Map new EV charging stations around Juneau*
    - *Support newly formed EV club*
    - *Investigate proposal for air source and ground source heat pump industry support*
    - *Maintain support, but recognize the momentum that exists.*

The strength of the Renewable Energy Cluster Working Group has been to provide education to the public on renewable energy applications and provide a forum for the community groups engaged in promoting the use of renewable energy to share information. JEDC supported regular Renewable Energy Cluster Working Group meetings in July, August, September, October, December, January, March, April, May and June. JEDC set the agenda, arranged for guest speakers as needed, sent out meeting invitations and follow up reminders, hosted the meetings, provided a teleconference line, and prepared meeting notes. Activities also included, in October 2016, the organization of a meeting between Senator Murkowski and her staff and representatives of the Visitor Products, Renewable Energy, and R&Ds Cluster Working Groups.

Expand Adoption of Electric Vehicles: The goal of this initiative is to increase adoption of electric vehicles (EV) by residents and businesses through education and awareness outreach, and development of services, policy and infrastructure such as charging stations, EV mechanics and incentive programs.

- In FY17, an electric vehicle club, the Juneau Electric Vehicle Association, was launched and affiliated with the national Electric Auto Association. Nearly 30 people attended the first EV club meeting. The RE Cluster Working Group partnered with the CBJ, the Juneau Commission on Sustainability and REAP to sponsor an EV educational event for the community, *The Case for Electric Vehicles in Juneau*. With the number of electric cars in Juneau now surpassing 100, the launch of the EV club, and establishment of 12 public charging station locations with 17 total charge ports, the cluster will focus on electrifying Juneau's commercial transportation sector. The Working Group will continue to stay informed and offer assistance as needed to the electric vehicle club.

- To advance electrification of the commercial sector, the group collaborated with the CBJ on a second attempt at a grant for low or no-emission buses for the city. CBJ recently received word that this grant application was successful, providing funds for one bus and a charger.

Expand Adoption of Renewable Heating Alternatives: In FY17, JEDC assisted the working group in exploring the development of an initiative to expand the adoption of heat pump technology for home heating.

- JEDC arranged a roundtable discussion with sellers and installers of heat pumps to determine how best the Cluster Working Group can assist the industry. JEDC developed an invitation list, followed up with invitations, developed an agenda and facilitated this meeting. It was determined that the cluster group could best help the industry through education of the public on heat pumps. JEDC approached the CBJ and the Juneau Commission on Sustainability to suggest holding a community sustainability program on renewable heating alternatives for Juneau. JEDC worked with CBJ to support this popular event which more than 60 community members attended. The event consisted of a panel of installers and users discussing and answering questions on operation and installation of alternative space heating systems.

Facilitate Community Dialogue and Education on Renewables and Link Juneau to National Efforts: Several community groups have emerged to promote adoption of renewables and many national organizations exist that work at the community level. In FY17, JEDC reached out to several of these organizations to learn about their agenda and to foster dialogue among entities.

- JEDC invited the Juneau Interfaith Light and Power to report on their project to evaluate the economic impacts for Juneau of an 80 percent reduction in the use of fossil fuel by replacement with renewable energy.
- JEDC invited Renewable Juneau!, a newly created nonprofit, to present their group's agenda.
- The Electrification Coalition was contacted and the group heard a presentation on the possibility of engaging with this group to arrange an electric vehicle suitability analysis for the CBJ municipal fleet. They would identify which vehicles are suited to electric propulsion and which are not.
- To further outreach, Alec Mesdag, Working Group co-chair, presented current initiatives of the Cluster Working Group during the "Innovation Short" component of JEDC's 2017 Innovation Summit.

RESEARCH and DEVELOPMENT

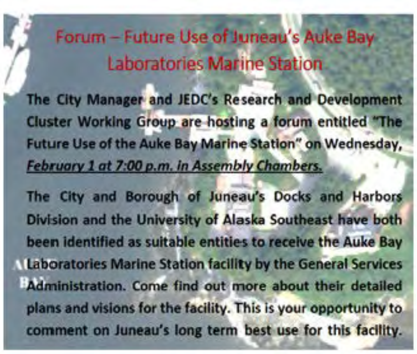
- *Support the Research and Development Cluster Working Group.*
    - *Develop meeting agendas, invite speakers, issue meeting invitations, take notes.*
    - *Increase the amount of research dollars into the region through grant opportunities identified via the cluster.*
    - *Successfully nominate Southeast Entrepreneur to the Alaska Innovators Hall of Fame.*
    - *Create connections between research entities*

  - *Support STEM volunteer database*
  - *Prioritize effort to support R&D Cluster*
- *Advise, through Steering Committee, the Alaska Coastal Rainforest Center.*

The strength of the Research and Development (R&D) Cluster Working Group has been to develop linkages and foster communication between research entities. Facilitating this group for its fourth year, JEDC supported regular Research and Development Cluster Working Group meetings in August, September, November, January, February, March and April. JEDC set the agenda, arranged for guest speakers as needed, sent out meeting invitations and follow up reminders, hosted the meetings, provided a teleconference line, and prepared and distributed meeting notes. JEDC continues to subscribe to the SSTI (State Science and Technology Institute) Funding Supplement Newsletter and distributes this weekly publication to the Cluster Working Group members. This publication lists nation-wide funding opportunities with a technology transfer focus. Activities also included, in October 2016, the organization of a meeting between Senator Murkowski and her staff and representatives of the Visitor Products, Renewable Energy, and R&Ds Cluster Working Groups.

Market the Unique Geographic, Natural and Infrastructure Features of our Region: The objective of this initiative is to strengthen relationships within the existing regional network of research facilities in Southeast Alaska and to better educate the public about the facilities and the research conducted in the region.

- In FY17 JEDC continued to help the Cluster Working Group network with research field stations and other research entities operating in Southeast Alaska. The group connected with the Director of the Inian Islands Institute and the Alaska Whale Foundation's Center for Coastal Conservation to see how they could further the research and outreach agenda for these newly developed field stations. JEDC invited the developers of the Alaska Ocean Center to give a presentation on plans for this facility, which is being planned on Juneau's waterfront. Its exhibits will focus on interpreting Alaska's oceans for tourists, with a marine mammal focus.
- With JEDC's help, the group connected with the Chair of the research subcommittee of the Governor's Mariculture Task Force and learned about his work with Blue Evolution developing a commercial seaweed hatchery. JEDC also facilitated a sharing of information with the State of Alaska's Chief Fisheries Scientist for ADF&G and the Regional Supervisor, Sport Fish Division.



- To promote outreach to the community, JEDC arranged a tour of three science facilities, NOAA National Weather Service, Blue Evolution seaweed hatchery at the UAS Anderson Building, and the Ted Stevens Marine Research Institute, as part of the 2017 Innovation Summit.
- With a goal to preserve vital research infrastructure, The R&D Cluster Working Group requested the CBJ city manager to facilitate a public forum to exchange information, address questions and provide detailed plans and visions for the two

competing NOAA Auke Bay Marine Laboratory transfer proposals. The meeting was attended by over 60 individuals, most of them very supportive of the University gaining access to the facility, versus turning it over completely to Docks and Harbors. Subsequent to this sharing of proposals, UAS and CBJ Docks and Harbors found common ground in a decision to split the property between the two entities.

Promote Southeast as a SCoR (State Committee on Research) Community of Excellence in Research: Having successfully achieved the designation of Southeast Alaska as a Community of Excellence in Research, JEDC continued work to promote recognition of the research and development capacity of the region.

- In FY17, JEDC worked to bring statewide attention to innovators in Southeast Alaska through recruitment of nominations to the Alaska Innovators Hall of Fame. Three Southeast nominations were successfully submitted: Sandro Lane, and Marcy and Geoff Larson. JEDC arranged for the recognition ceremony of the nine new Hall of Fame inductees to be at the 2017 Innovation Summit.
- Karen Schmidt, UAS Dean of Arts and Sciences, presented current initiatives of the Cluster Working Group during the “Innovation Short” component of JEDC’s 2017 Innovation Summit.
- Brian Holst, JEDC Executive Director, currently serves on the State Committee on Research. He began his three-year term of service on February 8, 2016. He arranged for the February quarterly meeting of the Committee to be held in Juneau, just prior to the annual Innovation Summit.
- Brian Holst also serves on the Alaska Coast Rainforest Center steering committee.

Promote STEM Education in our Region: The goal of this initiative is to augment STEM literacy in the regional education system by expanding STEM out-of-school learning opportunities for K-12 and post-secondary students. The vision is for more local research scientists to play a role in delivering STEM education.

- In FY17, the working group connected with and received an update on the STEM resources community database for the Juneau School district. There are now 67 people in the database. The goal is to facilitate a match between community volunteers and teacher needs. A Next Gen group has formed and set up teams around advocacy, funding, website development, science nights. One team is Community Linking - which will involve inventorying local resources and hearing teachers’ needs and matching them - and will take over the planning/vision for further development of STEM resources community database and other systems for sharing community expertise. Another team is Curriculum/Professional Development. That team will work on supporting/encouraging/enriching development of new JSD science curriculum, advocating for effective, ongoing, exciting professional development for teachers in science and in cross-disciplines.

OCEANS ECONOMY

- *Review the appropriateness in Juneau of an Oceans Cluster shared work building as part of the Harris Harbor/ Aurora Harbor review.*
- *Absent a more formal industry working group, identify and pursue issues to develop our oceans economy, including mariculture in the region.*
- *Execute the 7th Annual Juneau Maritime Festival on May 6, 2017.*

Work to identify and pursue development of our oceans economy continued in FY17. JEDC's Executive Director had a teleconference with a representative of the BlueTech Cluster in San Diego and subsequently participated in an ocean's cluster meeting in November in San Diego.

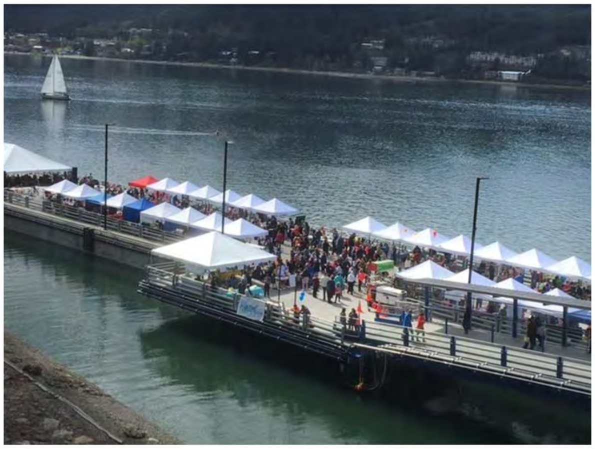
In March, discussions were started with potential partners for a loan fund in Southeast Alaska that would target quota share acquisition by Southeast Alaskan fisherman, to support local fisherman and encourage quota ownership to remain in (Southeast) Alaska. Review of the Local Fish Fund concept organizational structure continues with partners.

The mariculture industry is a potentially large economic opportunity for Southeast Alaska. The Governor established an Alaska Mariculture Taskforce in 2016 tasked to develop a roadmap to grow the industry. JEDC staff attended meetings of the Governor's Mariculture Task Force in January, February, March and June, and participated in several meetings of the Research and Development Advisory Committee, to become informed on the regional potential and to establish contacts with the industry. Blue Evolution, a company crafting food out of seaweed, has established experimental kelp farms in Southeast Alaska. To provide this company more exposure and networking opportunity, JEDC invited Blue Evolution to present at the 2017 Innovation Summit. JEDC took community members on a tour of its research facility at UAS.

A review of the appropriateness of a shared work building as part of the Harris Harbor/ Aurora Harbor found little interest garnered by the consulting firms to consider this option. The Bristol Bay Fisherman's Association is considering a model for the Anchorage area.

JEDC's Executive Director met with a team developing the Juneau Marina District, a proposed private harbor near the mouth of Gold Creek. The team included Doug Trucano, Bob Janes, and Paul Voelckers. Also present were Peter Bibb and Docks and Harbors Gary Gillette and Carl Uchytil. This project hinges on the successful acquisition of a parcel of land from the Mental Health Trust Authority on Juneau's waterfront.

MARITIME FESTIVAL



JEDC planned and executed the 8th annual Maritime Festival on May 6, 2017 with help from a steering committee that included CBJ Docks & Harbors, Taku Smokeries, the U.S. Coast Guard, One People Canoe Society, the Coast Guard Auxiliary, and Juneau Empire. The Festival took place on the new Alaska Steamship Dock and had activities like a Slippery Salmon Relay, boat building, face painting, live music, tug of war, Taku tote races, vessel tours, and more. JEDC staff and volunteers surveyed attendees during the Festival to evaluate attendance draw and repeat rate, satisfaction and highlights, and economic impact for vendors and the downtown core. Results show:

- 5,000 attended the festival
- 4,000, or 80 percent of attendees, came downtown specifically for the event
- Most survey respondents were attending for the first time or had been to only one previous festival
- Festival does not draw attendees from out of town for the event
- Festival scored 8.2 on a 1 to 10 scale, 10 being excellent
- Food and music were highlights
- Attendees would like more food, booths and activities and more maritime content
- Almost 80 percent of survey respondents spent money on food at the event, 40 percent on nonfood items
- Almost 30 percent of respondents indicated that they would also spend money in downtown restaurants and drinking establishments and 20 percent would spend money in downtown stores
- Downtown establishments are missing an economic opportunity to capitalize on the event

MINING SERVICE AND SUPPLY

- *Refresh priorities/needs of the mining service sector.*

JEDC's Executive Director attended meetings of the Alaska Miners Association as schedule and travel permitted. The JEDC Board received a presentation about the status of the AJ Mine.

ARTS/CREATIVE ECONOMY

- *Support implementation of the Any Given Child initiative to increase access to arts education experiences for Juneau's K-8 population.*
- *Support the efforts to promote Juneau/Southeast as the Northwest Coast Arts Capital*

JEDC's Executive Director has served on the Steering Committee for the Any Given Child effort for the past three years. In FY17, he participated in the monthly meetings of the Any Given Child Steering Committee. In November and March, he participated in a discussion at Sealaska Heritage about Juneau as the Northwest Coast Arts Capital of the World. UAS Chancellor Caulfield participated as well, also representing JEDC as well as UAS.

Develop Talent

JEDC activities support the following Juneau Economic Plan initiative areas:

- *Attract and Prepare the Next Generation Workforce.*

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

- *Deliver high quality STEM summer camp to Juneau youth. Offer 200+ spaces, with target of financially sustainability and 90% occupancy.*
    - *50% of students plan to enroll in a future STEM opportunity (afterschool club/robotics/etc.)*

During FY17, we had 220 camp spaces recruited close to 90% occupancy. Our current budget reflects that our 2016-2017 camps season should run at cost. Feedback from summer 2016 campers shows that we are exceeding our impact goals. Of those that responded to our feedback survey, 96% where very likely or somewhat likely to participate in STEM AK programs again and 92% would recommend them to others.

- *Support afterschool STEM opportunities in Juneau by collaborating with LEAP, BAM, Rally, and other programs through offering professional development, supplies, and consultation.*
    - *MOAs signed with identified afterschool programs to offer regular STEM learning opportunities*
    - *100% of partner agencies report that JEDC partnership increases the amount of STEM exposure their students are receiving.*

JEDC supported afterschool opportunities in Juneau through collaboration with LEAP, BAM, and individual teachers offering FIRST and general robotics clubs in Juneau. We have a signed MOA with LEAP for professional development that was partially executed. Missed professional development opportunities (which would have included Rally teachers) were canceled due to scheduling conflicts at the end of the year. LEAP has expressed an interest in continuing collaboration next year. BAM was awarded a STEM Innovation Grant through a new grant program coordinated by JEDC and the Alaska Afterschool Network and funded by BP that will allow them to run two additional STEM-focused programs. JEDC supported after school FIRST teams at nearly all of Juneau's public schools (exceptions were Montessori and Yaakoosge), and we worked with a community volunteer and provided supplies to offer an ongoing robotics club at Auke Bay Elementary and Floyd Dryden Middle School. Leadership within LEAP and BAM have confirmed that working with JEDC has increased the amount of STEM exposure their students are receiving.

- *Encourage high quality STEM curriculum for every student in Juneau by supporting the JSD Science Curriculum update.*
  - *Staff will serve as one of the chairs of the curriculum committee with a focus on the elementary level.*
  - *Engineering and Computer Science are included in curriculum at the elementary level.*

JEDC staff Rebecca Soza served on the curriculum committee, but deferred to school district staff that were appointed as chairs. In general, the school district has made great strides towards adopting the Next Generation Science Standards and a hands-on, inquiry-based curriculum. Work was done to align the Engineering is Elementary kits to the new curriculum and engineering practices are woven into the curriculum as well. Computer Science is still lacking within the K-12 plan for JSD. At the very least, the school district is committed to doing a district wide event/ advertisement for the Day of Code next year and will continue to explore options to offer more coding within middle school exploratories and elementary classrooms. Conversations about computer science at the high school level are ongoing.

FIRST IN ALASKA

- *Oversee the FIRST in Alaska organization offering equitable access to high quality STEM programs to students around the state.*
  - *Recruit members to fill statewide organizations committees and chair Program Management Team meetings.*
  - *5% increase in overall program participation with programs in at least 2 new communities.*
  - *FIRST Alumni program started at University of Alaska.*
  - *80% of coaches report that FIRST in Alaska is providing the central support they need to offer the program to students.*
  - *60% of participants (FLL, FTC, & FRC) students respond that it increased their interest in STEM and improved their teamwork and communication skills.*
  - *Develop an equity committee that will make recommendations to increase diversity in the program.*

- *Increase sponsorship support by $150,000 to a sustainable level of $300,000, over time.*

Overall, FIRST participation growth goals were met. For the FIRST LEGO League, we grew from 153 to 177 teams across the state, an increase of nearly 16%. FIRST Tech Challenge experienced a slight decline in the number of teams involved, but the number of school districts involved increased. The declines that we saw were largely due to sites cutting back the number of official

teams that they registered, and they do *not* reflect a decrease in the number of students involved in the program.

Return rates on end of season surveys were too low to make the results viable. Results we did receive were overwhelmingly positive (over 80% of coaches reporting that FIRST in Alaska was providing support needed and over 60% of students reporting an increased interest in STEM). Coaches also reported that 42 of 46 graduating high school seniors were pursuing 4-year STEM degrees. There is also an active group of FIRST Alumni at the UAA campus that formed a UAA robotics team. The team plans to continue next year and support alumni-specific events.

Sponsorship for FIRST increased in FY17. Most notably, GCI and Alaska Communications increased their giving by $15,000 each. Conoco Philips joined at $10,000 and we generated $15,000 from a Gaguine Foundation challenge grant, plus a few more contributions for several thousand more. We managed to generate sufficient resources to fund the program in FY17 and project further private sector financial support growth in FY18. FY17 annual corporate sponsorship was $220K including in-kind support.

EARLY EDUCATION

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

JEDC's Executive Director worked to support Juneau ROCK Collective Impact initiative and to promote increased access to high quality child-care, Pre-K and other family supportive services through the following activities:

- 7/26 – Attended Juneau Youth Prosper Collective Impact effort meeting
- 7/28 – Attended meeting of Alaska Early Childhood Coordinating Council
- 8/11 – Presentation of Early Youth Investment to Gastineau Rotary Club
- 8/20 - Attended Juneau Youth Prosper collective impact effort meeting at JEDC.
- Attended a meeting of the Alaska Early Education Coordinating Council in Anchorage with travel supported by the Department of Education
- 10/18 – Presented at the first luncheon forum of the League of Women Voters. The topic was Childcare, Employment and Early Education investment.
- 10/25 – Regular ROCK collective impact group met at JDHS.
- 10/27 -- A group of individuals interested in increasing the investment in early childhood and our youth met at JEDC.
- 11/3 - Met with child-care providers with the help of AEYC to discuss challenges and opportunities for expanding their services in Juneau. We also discussed how a universal pre-k, if one existed in Juneau, might impact their businesses. They all saw that

increased support to high quality pre-k in Juneau would be good for their respective businesses.

- 11/3 – Met with group of individuals interested in increasing the investment in early childhood and our youth.
- 11/17 - The steering group of the collective impact initiative, ROCK Juneau, which is looking at increased impact of services for youth, especially at-risk youth, met at JEDC.
- 11/18 - Participated in the Alaska Early Childhood Coordinating Council meeting from the Juneau DEED offices.
- 11/22 - Regular ROCK collective impact group met at JDHS.
- 11/18, 12/16 - Juneau Best Starts for Kids met.
- 11/11 - Presented at the Alaska Association of School Board annual conference. The presentation was well-received. The state school board association is including early childhood investment amongst their highest priorities to have an impact on the education of Alaskans.
- 12/21 - Juneau Best Starts for Kids met.
- 1/30, 1/13 – The steering committee for Best Starts Juneau met to discuss the program outline and strategy for moving forward.
- 1/24 – The Youth Collective Impact initiative steering committee met at JEDC.
- 1/17 –Presented to the Mayor and School Superintendent and others in Valdez via teleconference about the economic return of investing in early talent development.
- 1/12 – R.O.C.K. Juneau met at JEDC.
- 1/31 – Met with Alaska Children's Trust Board and they agreed to provide $10,000 to support an informational effort in Juneau around the value of investing in early childhood. The funds will go to AEYC.
- 2/10 –Presented to the All Alaska Pediatric meeting in Juneau on the return on investment in early childhood and high quality child-care.
- 2/17 – The Juneau Chamber of Commerce Board of Directors met with advocates for early education.
- 2/23 – R.O.C.K. Juneau met at JEDC.
- 2/24 – Best Starts for Juneau meeting. Reached out to King County, Best Starts for Kids, which is a model for the work being considered for Juneau.
- 3/2 –Participated in a presentation at Chamber of Commerce on early childhood investment.
- 3/9 – R.O.C.K. Juneau steering committee met.
- 3/21 – Delivered a presentation at Downtown Rotary on the value of early childhood investment.
- 3/29 – Best Starts for Juneau met.
- 5/8 – R.O.C.K. Juneau met at JEDC. We assisted them with a proposal to a National Competition to develop strategies for addressing youth development issues.
- 5/19 – Gaguine Foundation will provide a small grant to allow us to build a financial model to deliver expanded high-quality child-care in Juneau.
- 5/26 – Best Starts for Juneau Kids met at JEDC.

- o 6/5 - Best Starts for Juneau presented a request to the CBJ Assembly for consideration of Sales Tax to support universal Pre-K in Juneau.
- o 6/8 – R.O.C.K. Juneau steering committee met.
- o 6/13 – Best Starts for Juneau presented to Central Labor Council.
- o 6/14 – Best Starts for Juneau presented to the Juneau Assembly Finance Committee.

UNIVERSITY EDUCATION

JEDC spearheaded a successful outreach effort for the Mayor's office to encourage the community to write letters of support to the UA Regents to consolidate the University of Alaska School of Education at UAS, generating 100+ letters. The Regents held a special meeting to discuss this matter in December and voted unanimously for UAS to lead the College of Education. JEDC's Executive Director attended a meeting at the invitation of the Lt Governor that was also attended by UAS Chancellor, Sealaska Board Chair, Sealaska CEO, President of Central Council, Sealaska Heritage Institute ED, Commissioner of Education and JSD Superintendent of Schools in January that focused on supporting improvement of teacher education in Juneau and Alaska through UAS, with particular interest in the needs of native Alaskans.

From February to May, JEDC participated in meetings of the Teacher Excellence Fund, a task force created by Mayor Koelsch to support community fund raising to reach the $1 million pledge by CBJ to the UA School of Education at UAS.

BUSINESS EDUCATION

- *Support Juneau Junior Achievement Committee membership to 5 active members from current 3 (JEDC, Capitol Office Supply and Tongass Rain Electric Cruise)*
- *Reach 15 classrooms in FY17 with Junior Achievement Program*

Juneau Committee membership remained the same. We were able to raise funds to cover every classroom that participated. We reached 10 classrooms this year.

AMERICORPS

- *Successful (financial and programmatic) close out of AmeriCorps Program.*
  - o *Complete all reporting.*
  - o *Hold an exit ceremony to recognize Members for their service.*
  - o *80% of Members report having a positive experience.*
  - o *80% of Host sites report AmeriCorps presence as having a positive impact on their organization's ability to impact to the community*
- *Carefully consider option for renewal of the program.*

JEDC completed all reporting deliverables for the Serve Alaska grant-funded STAR AmeriCorps Program. All funds due under the grant have been received and the grant was formally closed out in February. Though enrollment goals for the program were not reached, output and outcome goals for the program were exceeded. Those impacts were highlighted at an exit ceremony held for JEDC's 6 exiting members at the Juneau Yacht Club. At the event, supervisors gave public recognition to their members, and the Mayor read a proclamation acknowledging the year of service. All the members reported having a positive experience as well as all the host site agencies. All host sites completed favorable program evaluations.

After careful consideration and discussions with the CBJ Parks and Rec and United Way, JEDC opted not to pursue another Serve Alaska grant. JEDC provided budget and program management advice and documentation support to United Way to assist that organization to complete an application for a multi-focus program in Juneau. The silver lining is that JEDC's overall goal, which was to allow the AmeriCorps program to continue in Juneau, was achieved.

Promote Entrepreneurship and Small Business

SMALL BUSINESS

- *Promote entrepreneurship in Juneau through:*
    - *Start-up Week: Collaborate with Juneau Chamber of Commerce to host a panel with seasoned and budding entrepreneurs to highlight their successes and lessons learned.*
    - *Host a Start-up weekend (at least assess the financial and logistical viability).*

In July, JEDC's Executive Director presented at Juneau Chamber of Commerce for Start-Up Week and hosted a panel discussion. The entrepreneurs were all well prepared. It represents excellent collaboration with our fellow organizations in Anchorage and Fairbanks as well as with our own local Chamber of Commerce. JEDC used the 2017 Innovation Summit to promote entrepreneurship in Juneau, highlighting the work of partner organizations throughout Alaska by collaborating on events throughout the year. Startup Week FY18 planned for July 2017 will include four JEDC supported events.

As a pre-requisite for hosting a local event, JEDC Executive Director attended a Start-Up Weekend event in Anchorage. Start-Up Weekend is a weekend workshop where people can gain new skills and insights toward launching a business.

- *Identify services needed by entrepreneurs in Juneau, including access to health benefits.*

JEDC contacted our local insurance broker and then the Foraker Group to explore the possibility of a "group" policy that might be made available to small businesses to join, similar to a successful model in West Virginia. Foraker explained to us their unsuccessful attempt to do something like this for non-profit organizations several years ago. They said that with the improvements in coverage under the current health care laws, they feel it would be even less likely for a "group" of small business or other affinity group to have success in creating a plan that would be less costly than what is currently available on the market.

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

Just over 39 hours of free direct one-on-one business counseling has been provided to 28 clients on 30 separate issues in FY17. The range of issues include business planning for startup, expansion, purchase and sale of businesses and business assets, grant application review, permitting, networking, exit planning, workers comp, cottage housing, senior support services, turnaround planning, financing resources, business location, real estate values, population trends and other market data. This does not include dozens of hours of ongoing direct technical assistance provided to Southeast Alaska Revolving Loan Fund borrowers and applicants and ad hoc support provided through events such as the Innovation Summit or in the context of industry cluster group meetings.

BUSINESS ADVOCACY

JEDC convened and facilitated meetings of large retail store managers to pro-actively identify and address issues of common concern. Consistent impediments affecting local businesses were found to be abandoned vehicles, bus transportation, increase in shoplifting, and child care. JEDC met with CBJ CDD regarding needs of the business community in Lemon Creek and organized a meeting of retailers and CBJ City Manager to address concerns regarding abandoned vehicles and bus service for employees, especially Sunday, holidays and late evenings. JEDC arranged a meeting of the large retail loss prevention officers to share incidents and meet with the Juneau Police Department. JEDC is assisted the group to develop an incident sharing list serve. We created, with the help our IT contractors, a tool for a private group to share shoplifting photos. The group is very appreciative of our assistance and is also now working on some transportation and child-care issues.

We are actively working with four new/expanding businesses (senior services, dental services, tourism, and business premises service) and one business in financial trouble. RLF support might be appropriate in two of the four.

Based on a lead sent to JEDC by Anchorage Municipality, we reached out to Panda Express. Panda Express is expanding in Anchorage, but informed us that their Alaska expansion plans have Fairbanks restaurants opening next. Any further expansion in Alaska, including Juneau, will not be for another 24 to 36 months into the future.

JEDC reached out to Zip Car again in August. Zip Car is a ride-share program that reduces the need for individual car ownership and parking in urban centers. This could help Juneau meet its downtown housing needs by reducing pressure on finding parking places. They had suggested about a year ago, after we contacted them about the potential in Juneau, that Juneau might be in their plans 18 to 24 months from then. They agreed to a teleconference call to get updates on where we are and the potential entry into our market. After the call, they agreed to provide a slide-deck to share with interested groups and tentatively planned a visit for later in the fall. After several months, Zip Car communicated to us they would not be interested in the Juneau market in the near future. Similar outreach was conducted with Enterprise Car Share. They attended, at our invitation, the 2017 Innovation Summit and paid another follow-up visit to Juneau in May. They are still considering Juneau, but not likely to move quickly, given the small size of our market.

SOUTHEAST ALASKA REVOLVING LOAN FUNDS

- *Assess 6+ applications or interested applicants for loan suitability.*

JEDC evaluated ten requests for direct financing through the Southeast Alaska Revolving Loan Fund in FY17.

- *Make 3 new loans in FY17. Augment portfolio by $150,000 over FY16 lending levels.*

JEDC made four new loans and closed a modification to advance an additional $10,000 on an existing loan for total new commitments of $381,426. Outstanding loan balances grew $267,908 (58%) to $732,956 in FY2017, with $121,940 still to be disbursed on two of the newest loans at year end. Subsequent to year end, $46,940 loan proceeds have been disbursed.

JEDC also engaged with The Nature Conservancy and a regional fisheries organization to develop a new loan program financing purchase of quota share by local fishermen. We expect this program to launch on a test basis in FY18.

Deliver Core Economic Development Services

GENERAL

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

JEDC agreed to join the CBJ Deputy City Manager with quarterly updates on the Juneau Economic Plan. In the end, the updates were very concise and our role was mostly as an attendee and we only presented once to the Assembly. Three updates on the JEP were given to the Assembly in FY17.

JEDC produced a five-year return on investment infographic to highlight JEDC's return on investment to the community.

- *Host bi-monthly meetings of Partners in Economic Development.*

JEDC hosted meetings of the Partners in Economic Development in August, October, December, March and May. The agenda now includes a brief discussion on a key economic data point and a closer look at one participating organization.

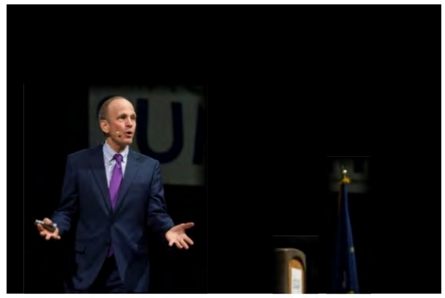
- *Represent JEDC in various forums/capacity: Assembly, Chamber Board Meetings, DBA Board Meetings, Alaska Coastal Rainforest Center, Alaska Early Education Coordinating Council, Alaska Public Higher Education Roundtable, Alaska State Committee on Research, Southeast Conference committees and member meetings, Travel Juneau member activities,*

In FY17, JEDC worked to coordinate economic development activities in Juneau and provided economic development services in Southeast. JEDC's Executive Director represented JEDC, Juneau and Southeast in state-wide meetings.

- o 7/6 – Met with Jim Nordlund, State Director for USDA Rural Development.
- o 7/21-22 – Traveled to Haines to meet with Haines Chamber and Haines Assembly about organizing their economic development work.
- o 8/26—Met with statewide partner organizations in Fairbanks and via teleconference. AEDC, FEDC, University of the Pacific, and State Department of Economic Development are the other main participants.
- o 3/10 – JEDC and the Chamber of Commerce facilitated the invitation to a meeting on the statewide economic development plan here in Juneau.
- o 4/19 – Made a 50-minute presentation on JEDC and local development to the Association of Government Finance Officers.
- o 5/12 – Attended North by North Innovation Summit in Anchorage. Several of the suggested speakers have been inspired by JEDC's Innovation Summit. The organizer described the Anchorage event, attended by about 100 people, as an extension of JEDC's Innovation Summit.

INNOVATION SUMMIT

- *Organize, Host and Deliver 2017 Innovation Summit on February 15-16, 2016*
    - o *We aim to create a conference that highlights the successes of regional entrepreneurs and thought leaders as well as provide a place where connections can be made. We want to inspire collaboration across various industries in Alaska, especially Southeast.*
- *Explore/Implement theme of Building the Capacity to Innovate.*



The JEDC hosted and executed a successful Innovation Summit in February. Two hundred and eight people attended, over 40% of the attendees were from the private sector, and 25% of the attendees traveled to Juneau for the Summit. This year, the theme was “The Capacity to Innovate.” JEDC flew in keynote speaker Robert B. Tucker, President of the Innovation Resource, to present on how to organize for maximum growth in your organization. Two other Summit presentations were by Geoff Larson (Alaskan Brewing Co.) and Angela Rodell (Alaska Permanent Fund Corporation). Geoff Larson spoke on *Innovation is Alaskan’s Business* and Angela Rodell spoke on *Evaluating Innovation Potential*. The popular Innovation Shorts sessions returned to the Summit. New this year were Innovation Labs, a hands-on workshop for innovation. This session was hosted by Renewable Energy Alaska and facilitated by the REA Executive Director and JEDC staff. Conference participants were able to experience the Rapid Prototyping for Entrepreneurs protocol in the context of ideas presented during the Innovation Summit. The popular pre-summit industry tours also had an innovation focus this year. Participants had the choice of: a Manufacturing Innovation tour to Taku Smokeries, Heritage Coffee and Alaskan Brewing facilities; a Research and Development tour featuring the National Weather Service, the Blue Evolution seaweed hatchery at UAS, and the Ted Stevens Marine Research Institute; a New Kids on the Block tour to Rainforest Farms, Barnaby Brewing and Amalga Distillery; and a Juneau Mining Past and Present tour to the Alaska State Museum, Treadwell Mine historical site, and the mine simulator at UAS.

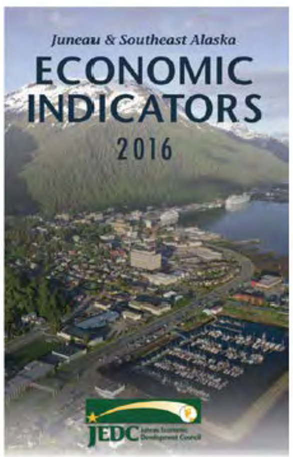
The Alaska Innovators Hall of Fame induction ceremony was held in Juneau for the first time since the inception of this prestigious award. The important event was held at the Innovation Summit. This year is also the first year that Southeast Alaskans were inducted into the Hall of Fame – Geoff and Marcy Larson [Alaskan Brewing Co.] and Sandro Lane [Alaska Protein Recovery and Taku Smokeries]. The Alaska Innovators Hall of Fame was created by the Alaska State Committee on Research (SCoR) to inspire innovative Alaskans as well as recognize the great achievements of Alaskans past and present. Alaska State Committee on Research (SCoR) is co-chaired by Lt. Governor Byron Mallot and UA Vice-President Dan White. The SCoR Alaska Innovators Hall of Fame celebrates and honors outstanding individuals who put Alaska on the map as leaders in innovation and to contribute to Alaska's growing culture of innovation. This year, seven new members joined the Alaska Innovators Hall of Fame as part of the Innovation Summit in Juneau, produced by the

Juneau Economic Development Council. The seven individuals who joined the Hall of Fame include: Sandro Lane, Rajive Ganguli, Jeff Rothman, Brian Shumaker, Peter Webley, and Geoff and Marcy Larson. Former Lt. Governor Mead Treadwell officiated the ceremony with Dan White. For more information, please see: https://www.alaska.edu/research/research/scor/ak-innovators/.

The JEDC is currently planning the 2018 Innovation Summit for February 21 – 22 at Centennial Hall.

ECONOMIC RESEARCH

- *Produce 2016 Economic Indicators Report.*



JEDC completed research and analysis for the 2016 Juneau and Southeast Alaska Economic Indicators Report during the summer of 2016 and distributed the final product to the public by print and web in October 2016. A preview was held for board members, investors and community leaders on September 27. This product provides a summary of the socioeconomic, demographic, and industry data impacting the economy of Juneau and Southeast Alaska and reports on employment, payroll, population, and cost of living information, contains overviews of the tourism, mining, seafood, and health care industries, and lists housing, transportation, business sales, student enrollment, and quality of life statistics. The publication can be found online at: http://www.jedc.org/economic-indicators.

- *Deliver 6 Presentations to community groups about Juneau's economy.*

JEDC follows up the preview of the annual economic indicators report with presentations to local community organizations on Juneau's economy. Presentations in FY17 included JEDC Investors, Chamber of Commerce, the Alaska Miners Association, Rotary Clubs, the Downtown Improvement Group and the Southeast Board of Realtors. Numerous other presentations were given on other topics such as return on investment in early childhood, STEM Education, cluster development and general economic development.

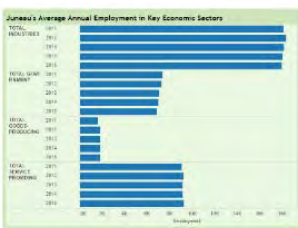
- *Provide monthly economic indicator for JEDC News.*

JEDC develops and distributes an e-newsletter monthly to highlight the activities of JEDC and our partners and provide information about relevant events in our community. Each month a highlighted economic indicator is included to educate and update JEDC's readers about significant trends or changes in Juneau or the region and to help our community better understand our local economy. Past editions of JEDC News are posted to JEDC's website at: www.jedc.org/newsletters. In FY17, featured indicators explored the following topic: Income inequality (July), median age for southeast communities (September), retiree income (October), Juneau's cost of living (November), what people do after leaving state employment (December), Juneau's housing market (January), a historical look at monthly job counts (February), net population migration by age demographic (March), education and gender (April), a historical look at population change (May) and a historical look at change in overall business activity (June).

- *Provide quarterly summaries to the Juneau Assembly on key trends in conjunction with quarterly updates on the JEP and JEDC.*

JEDC Assembly members receive JEDC News and were invited to numerous JEDC presentations. As mentioned earlier, quarterly presentations were agreed to with the Deputy City Manager but did not occur quarterly, nor were they substantive.

- *Provide updated economic figures on JEDC website.*



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