

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

April 10, 2017, 6:00 AM.
Assembly Chambers - Municipal Building

Assembly Work Session - No public testimony

- I. ROLL CALL**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES**
 - A. March 13, 2017 Committee of the Whole Minutes**
- IV. AGENDA TOPICS**
 - A. Aquatics Board Update**
 - B. Housing Data Update**
 - C. Pederson Hill Project**
 - D. Fireworks Report**
 - E. Economic Development Plan Update**
- V. EXECUTIVE SESSION**
 - A. CLIA Litigation Update**
- VI. ADJOURNMENT**

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

March 13, 2017, 5:30 PM.

Municipal Building - Assembly Chambers

This is an Assembly Work Session - No public testimony taken

I. ROLL CALL

Deputy Mayor Jerry Nankervis called the meeting to order at 5:30 p.m. in the Assembly Chambers.
[Clerk's note: the audio recording for this meeting begins at 5:35p.m.]

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

Assemblymembers Absent: None.

Staff present: Rorie Watt, City Manager; Amy Mead, Municipal Attorney; Mila Cosgrove, Deputy City Manager; Beth McEwen, Deputy Municipal Clerk; Rob Steedle, Community Development Director; Roger Healy, Engineering/Public Works Director; Bob Bartholomew, Finance Director; Assistant City Attorney Robert Palmer.

II. APPROVAL OF AGENDA

Mr. Watt requested that the Assembly COW switch the order in which the agenda items A & B will be taken up so that the meeting will begin with the Auke Bay Marine Station topic and then take up the topic of Ordinance 2016-26.

III. APPROVAL OF MINUTES

A. February 27, 2017 Committee of the Whole Minutes

Hearing no objection, the minutes of the February 27, 2017 Committee of the Whole meeting were approved with corrections provided to the Clerk.

IV. AGENDA TOPICS

A. Ordinance 2016-26 An Ordinance Amending the Land Use Code Relating to Access Standards.

The primary purpose of this ordinance is to create a new access option for certain subdivisions. If approved, the shared private access option would exempt lots in certain subdivisions from the requirement that lots have frontage on a public right of way, and instead allow the lots to be accessed via private shared access located in a private easement. Private shared access ways would be maintained solely by the homeowners.

In August, 2015, the Assembly directed staff to codify the existing practice of allowing shared access. Since then, Community Development staff has been working with the Subdivision Review Committee, a subcommittee of the Planning Commission, the Public Works and Engineering Department, the Fire Department, the Law Department, and the Planning Commission to develop the proposed changes.

On October 25, 2016, the Planning Commission approved moving the ordinance to the Assembly for its consideration.

This ordinance was introduced at the November 7, 2016, Assembly meeting and referred to the November 21, 2016, Committee of the Whole meeting. At that meeting, it was referred to the January 9, 2017, Committee of the Whole and was continued for additional consideration to the January 30, 2017, meeting. On January 30th, the Assembly and Planning Commission, at a joint meeting, discussed the ordinance. No date for a public hearing and Assembly action has been set.

The "strikethrough" version of 2016-26 included in your packet shows the changes (in italics) made by the Planning Commission at its last Commission meeting from the version of the ordinance as it was originally presented.

CDD Director Rob Steedle stated that there was a memo in the packet prepared jointly by City Attorney Amy Mead and CDD Senior Planner Laura Boyce that captures the issues previously discussed. Mr. Steedle said he was present to answer any questions the Assembly may have.

Ms. Mead said that her goal at this meeting was for the Assembly to provide the answers to the following questions, as well as those found at the end of the memo.

1. **Should private shared access be allowed in the case of hardship (topography or access limitations) or allowed outright?**
2. **Should the uses allowed on private shared access be limited?**
3. **Should private shared access be limited to single family zoning districts or should it be allowed in multifamily districts, too?**
4. **Direction on staff recommendations. (as outlined in the memo)**

Discussion took place re: question 1 above. The Planning Commission recommended that the shared access be allowed outright. Mr. Steedle noted that the ordinance that went to the Planning Commission made it hardship based and although the decision was not unanimous, the commission did make it outright. Mr. Steedle also noted that staff disagreed with that recommendation.

Ms. White said she would side with the Planning Commission on this and felt that it should be allowed. There has been a lot of talk about making housing more affordable. She pointed to the ordinance on page 2, line 23 and asked why the language was being changed as follows: "In addition, improvements must be designed and constructed to allow the potential ~~provide~~ for future extension to adjoining lands." Mr. Steedle responded that it was a wordsmithing change and not substantive. Ms. White said that she feels that is a very substantial change as "providing for" says we are going to allow you to do something, whereas, "allow the potential" means you can spend thousands of dollars and then still be told no. Ms. Mead said an example that illustrates the difference is with sub-streets. We require developers, when there is a subdivision being built when it is tying into an existing subdivision, to build a sub-street. Ms. Mead said that this change would not necessarily require that and when she discussed it with Ms. Boyce, she stated that was not the Planning Commission's intention. Ms. Boyce said she thought this was nothing more than wordsmithing and that Mr. Voelckers's intent was to make the language more clear. Ms. Mead said that she disagrees with that and would recommend that the Assembly leave the language alone as it appears in code right now which is to keep in the word "provide" and not substitute it with the words "allow the potential."

Ms. Gladziszewski asked if they could characterize the reasons regarding "hardship" or "outright" and what the argument that the Planning Commission had regarding "outright."

Mr. Steedle stated that with respect to "hardship," the Planning Commission felt that too much judgment was required in order to determine that a hardship existed. He said a hardship generally comes down to money and they felt it was easier to just make it an outright provision. Staff felt that was not a good idea and that it should be hardship based and would like to provide the orderly development of the street networks and not have shared access driveways wherever someone wants to put them in. Staff would like to see roads developed where roads can be developed and only provide these shared access roads where there is a hardship.

Ms. Mead stated that she wanted to remind everyone where this came from and why they came up with this ordinance. When the subdivision ordinance was passed, staff brought up the question about where they should put access language. Staff had a long standing practice of allowing variances for access issues. Staff wanted to get away from that and bring to the Assembly a shared access ordinance that would put into code staff's longstanding practice of allowing these types of things in certain situations. What they did in the temporary time being, was to put access in a place in the code where variances would be allowed for while they worked on this draft ordinance. The way staff had been using this in the past in cases of infill development. Staff was allowing these to go in places where development wouldn't occur otherwise because it was too expensive or the topography wasn't practical or access issues would prevent the development. That was the genesis of this ordinance but at the last Planning Commission meeting, this went in a very different direction. She advised the Assembly to keep in mind that if they do open it up as a matter outright, they have to be very careful not to devalue or conflict in any way with the street standards. She noted that the memo mentions a couple of places where that occurred in relation to some of the other points covered in the memo.

Ms. Gladziszewski asked where specifically the language changes the words "hardship" to "outright"? Ms. Mead explained that it doesn't say "outright" exactly but pointed to pages 5 & 6 of the draft ordinance under 49.35.260 the strikethrough language of items (a) and (b) are what required the hardship. Allowing it outright shows in the strikethrough of that language as well as some of the other things the Planning Commission did with the code, which are addressed in some of the other questions in the memo.

Mr. Nankervis asked Mr. Steedle and Ms. Mead for confirmation that when the Assembly revised the subdivision ordinance, they limited it to a specific geographical area. Mr. Steedle stated that this was not codified at all in the subdivision ordinance. The direction they got at that time was to attempt to codify the current practice. The ordinance currently in front of the Assembly, departs somewhat from their practice. He thought Mr. Nankervis may be referring to the limitation on private driveways in the public rights of way which is limited to the area outside of the urban service boundary. Mr. Nankervis asked about that not being in front of them right now. Mr. Steedle stated that language is contained within this ordinance but it is not part of the code modification of this ordinance. On page 10, line 11, he read the language of 49.35.270. Mr. Nankervis asked if they were to eliminate the geographic language which currently has that provision only occurring outside the urban service area, would it solve any of the questions in the March 9 memo. Mr. Steedle said that it would not, it is a separate question. He pointed out that there were a couple of property owners near Twin Lakes that have sent messages to the Assembly concerning development on Bauer Lane and Hooter Drive. This limitation of keeping it outside the urban service area affects those property owners but that is not one of the points that is summarized in the memo.

Ms. Mead stated that additionally, the privately maintained access roads in public rights of way are in a public right of way on public lands whereas those relating to this ordinance are solely on private land.

Mr. Jones pointed out on page 7, line 15, that the Assembly had originally limited this to D1, D3, D5, and D10 SF zoning districts but what the Planning Commission did was to allow it in RR and ALL residential zones, so that was a major expansion in lot size and all kinds of things.

Mr. Steedle suggested they may wish to address each of the questions as outlined in the memo. They have discussed the topic about the hardship vs. the outright question and he suggested they decide which way they want to go and give direction to staff on that topic and then move onto the next question about uses.

Mr. Nankervis asked if there were any additional Assembly questions relating to the hardship vs. outright question. Mr. Gregory asked if one would permit more development than another. He said his impression would be that allowing it outright would permit more development easier for the land owner. Ms. Mead said she doesn't think that is the right way to ask the question. She said that if someone is capable of putting in a street in a public right of way, the preference of staff is that the

code requires them to do that. It eliminates a lot of issues that can occur when shared access occurs on privately owned land, it minimizes neighbor disputes. It allows the CBJ to maintain what is a public road, and this would allow developers who could otherwise put in a road to choose to put in private access on private land instead. This was intended to increase development by loosening standards where it would just be too expensive or impossible for the landowner because of disproportionate costs to otherwise develop his or her property.

Ms. Gladziszewski asked Mr. Steedle that if this was initially an attempt to codify what had already been the practice, that was based on hardship and special circumstances. Mr. Steedle said that yes, for the most part, that has been the case but there have been instances in which this has been allowed and the hardship is not readily apparent. Ms. Gladziszewski asked what the experience of those access issues were. Mr. Steedle said that there can be disputes among neighbors over what is in the access maintenance agreement and they will want to turn to their local leaders to resolve those disputes which are civil disputes. He said that is one potential problem with shared access.

Mr. Nankervis said he would not share the attorney's concerns, personally, he thinks that shared access is private access and it is not the city's concern with disputes between property owners or use agreements. Ms. Mead said she would not necessarily disagree with that but there is one other issue that she wanted to alert them to and that is by allowing these outright, it is envisioning that they be allowed in places where there could be development in and around them. If that were to occur and there were a development that wants to go through or somehow use the same access, that would require either the land owners to give CBJ property or for the city to somehow "take" the property in order to turn that into a public right of way. She said she alluded to this earlier in the meeting when she mentioned that they need to be careful not to dilute their street standards. That topic came up as they were discussing the privately maintained access within the public rights of way with the subdivision ordinance. There was a lot of concern about what happened when development happened behind one of those things and who paid for that. She said the same concerns would be present if these are opened up and allowed outright but this would be an even greater concern because this would be on private property.

Mr. Nankervis said the conundrum he is having is that they tried to fix this because they were told they needed to fix this and they did but now it is before them again and needs to now be fixed again with all sorts of warning labels attached.

Ms. Mead said she wouldn't be bringing the warning labels if the ordinance came through as it was originally brought forward to the Planning Commission. CDD staff and Law worked on a draft ordinance for quite a long time and had a comprehensive package brought forward in an ordinance to the Planning Commission that was based upon their recommendations from the Title 49 committee and discussions that staff had with the Planning Commission on this issue and staff's past practice. It was at the last Planning Commission meeting that there were some tweaks that were made to the ordinance. She compared it to an ordinance that was a very structurally sound "House of Cards" and the Planning Commission went in and changed a few things here and there and now the whole thing is quite shaky. She said that is the reason there are so many issues for the Assembly to address right now. That is also why she provided a strikethrough version of the ordinance to show them what it looked like when it was first proposed vs. what it looks like now.

Discussion took place about the process and the review by the Planning Commission. Ms. Gladziszewski said she would find it very difficult to go against the recommendations of the Planning Commission since they have deliberated long and hard on this issue and they have the time and expertise on their side vs. the Assemblymembers. Mr. Jones explained that the bulk of the changes to the ordinance by the Planning Commission were not passed unanimously and were discussed and rejected at previous meetings and only passed at the very last meeting and the issues before them now, only came through at the last minute.

Ms. Mead said that this could be brought back to the Planning Commission as it cannot be passed in the way that it left the Planning Commission. She said that there are pieces that internally conflict and something has to be done to it. There are changes that were made that have other consequences that

have not yet been discussed that would require other code changes. It either needs to be the Assembly that considers those changes or it needs to be sent back to the Planning Commission.

Mr. Nankervis asked what she meant by that. Ms. Mead said that one example has to do with question # 2) "Should the uses allowed on private shared access be limited?" As the ordinance originally went forward to the Planning Commission, what had been discussed in the Title 49 Committee and with staff and what had been developed in the ordinance was a concept where these would be allowed on a maximum of four lots, 70ADT (average daily trips), uses would be limited to a single family home and an accessory apartment. The change that was made was to allow any use allowable under the TPU (table of permissible uses) for that zoning district. She said that cannot be applied as written. If there were a single family home and a duplex and someone wanted to put in a child care, you are way over 70ADT. The concept would have to be such that when a developer comes and says they want to subdivide into two lots, CDD would have to allot the allowable ADT to two lots and that would somehow be put on the plats. What if the subdivider wants to put in a third lot? They can't because that is prohibited by the ordinance. What if someone wants to open a business that is allowable under the TPU, they would somehow have to bargain with their neighbor or figure out who gets the majority of the ADT to allow the business to go forward. That would potentially require a plat amendment and we do not have any process in the code for a plat amendment. CDD also does not have a process for determining how to allot the ADT if applications come forward for competing uses. That would have to be codified to be fair and appealable, etc... so that is just one example.

Ms. Gladziszewski said this has taken so long already but that if the actions taken by the Planning Commission resulted in things they didn't understand were affecting the rest of the chess board, she feels this should be sent back to the Planning Commission so they can make their recommendations consistent with something that can be enacted. If they are giving the Assembly something that cannot be enacted for various reason, it should go back to them to make a version that can be enacted since they have more expertise and more hours spent on these issues than the Assembly will ever have and she would not want to replace the Assembly's judgement for theirs.

Mr. Nankervis recessed the meeting for a 7-minute at ease. [7:05p.m.]

Mr. Nankervis said he was concerned that they may not be able to make it through all the questions raised with this ordinance during this meeting and he thinks they may get hung up on question #1 so moved the discussion to question #3 in the memo as follows:

3. Should private shared access be limited to single family zoning districts or should it be allowed in multifamily districts, too?

Mr. Gregory said he thought it would be to limit it to single family zoning based on the number of trips but he would be happy to hear from staff to find out what their recommendation is. Mr. Nankervis said this goes to the strikethrough language on page 7 of 16 on lines 15-16 that someone mentioned earlier. Mr. Jones said that he was the one to bring that up earlier and he feels it should revert back to the original language as written prior to the change by the Planning Commission. He said he feels that the ADT speaks to that and we need to be clear that if they are going to put a D18 and build to the allowable use under a D18, it would far exceed the ADT that is in the ordinance. If they will allow that to happen, builders will be substantially under the capacity by the zoning and the Assembly doesn't want to encourage that. If someone rezones or buys property to D18, they should build to that standard.

AMENDMENT #1 Mr. Nankervis clarified that what Mr. Jones was asking for was to change the language on page 7, line 15 to strikeout the word "residential" so that it would read as follows:

(8) Shared access is only allowed in RR and the D1, D3, D5, and D10 SF zoning districts defined by CBJ 49.25.210.

Mr. Jones confirmed that was the amendment he would like made to the ordinance before them.

Ms. Gladziszewski asked if this amendment would address the ADT issue? Ms. Mead explained that it would not.

Mr. Steedle explained that the reason the Planning Commission made this change was that they felt that zoning could be a very coarse instrument on for defining how development would take place in the borough and that there were areas that may be zoned D18 but that there were parcels within that D18 zoning district that lend themselves to only to single family development. Mr. Voelckers pointed out that in Douglas, there are large areas that are zoned D18 but the way the lots are configured and potentially accessed, only single family housing development is feasible and that is what drove this decision.

Mr. Gregory said that he has often heard about up-zoning and he was wondering if there was such a thing as down-zoning in that situation so they could conform to this standard. Mr. Steedle said that is possible if the area in question is two acres or greater or if you are extending the zoning of an adjacent zoning district. He said he did not think either of those would be possible in the area of Douglas that he was referring to so they would not be able to downzone in order to make use of a different development type.

Ms. White objected to the motion to amend the ordinance under Amendment #1 above. Ms. White said that the way Mr. Steedle explained it now makes sense to her. She said they have struggled for years to try to come up with a land use code that can be uniformly applied to property that can't be uniformly developed. She said the Planning Commission spent a great amount of time and explained their reasons and she would like to stand by what the Planning Commission has said and that the Assembly needs to respect the job that they do and the product of their work.

Roll Call Vote on the AMENDMENT #1

Ayes: Jones, Weldon, Kiehl, Gladziszewski, Gregory, and Nankervis

Nays: White, and Koelsch

The motion on Amendment #1 passed 6 ayes and 2 nays.

Ms. Mead recommended for the next steps, the committee should take up the three changes recommended by staff at the bottom of page 2 of the March 9 memo:

1. Amend the "vested rights" provision. 2016-26 includes a very broad, unlimited "vested rights" provision. (See 49.35.263(f), at p. 9.) In order to avoid unintended consequences, staff recommends that the Assembly amend 49.35.263(f) as follows: "The standards identified in this article do not apply to any preexisting shared access previously permitted by the department."

MOTION by Ms. Gladziszewski to adopt staff recommendation #1 as listed above.

Hearing no objection, the recommendation #1 was approved.

Ms. Mead explained the recommendation regarding amendment #2 as shown below: 2. Amend CBJ 49.35.262(b)(1) (at 2016-26 page 6), to remove the requirement that shared access be completely on and fully cross all lots served by the shared access. This section is inconsistent with the provision authorizing the director to allow for a reduction in the width of shared access. (49.35.263(d), at p. 9). Staff recommends preserving the director's discretion to reduce the width of the access. Ms. Mead explained the this recommendation was due to an inadvertent inconsistency created at the last meeting where there was a motion made to require the access completely be on and fully crossed all lots served by the access. It conflicted with the provision allowing the director the discretion to reduce the shared access width when the director found that certain conditions had been met. Staff's recommendation is to preserve the director's discretion to allow for narrower access where the director deems it reasonable to do so and eliminate the inconsistency. This was a topic discussed at the joint meeting with the Assembly and Planning Commission Ms. Weldon said this was one that she had questions on and she asked staff to explain it further. Mr. Steedle explained the issue and drew a diagram on the board to illustrate the concept. Then Mr. Kiehl had questions about the language on page 7 regarding the strikethrough language as follows:

~~(9) Shared access is prohibited if street connectivity would be impaired.~~

(10) Shared access is prohibited if the subdivision abuts a parcel that does not

have alternative and practical frontage on a publicly maintained right of way.

Mr Steedle provided a different diagram to explain the alignment of ROW on the shared access and how the strikeout language in 9 above how it would be different from the recommendation 2 on page 2 of the memo. Mr. Kiehl said he is satisfied with staff recommendation 2 from the memo.

MOTION by Ms. Gladziszewski to adopt staff recommendation #2 as listed above.

Hearing no objection, the recommendation #2 was approved.

Ms. Mead explained the recommendation regarding amendment #3 as shown below:

3. CDD staff advises that the Commission did not intend to make a substantive change to 49.35.262(b)(2) (see 2016-26 at page 6).³ Law recommends this change not be made.

[³ 49.35.262 (p. 6): The developer ... may be required to make improvements beyond the development boundary in order for all of the improvements to function properly. In addition, improvements must be designed and constructed to allow the potential provide for future extension to adjoining lands.]

After much discussion, it was determined that the reference to 49.35.262(b)(2) on page 6 of the draft ordinance was an incorrect reference. Ms. Mead said the correct staff recommendation was to leave the language as found in 49.35.120 (a) as it was originally drafted (removing “**allow the potential**” and keeping the word “**provide**” as follows:

"The developer ... may be required to make improvements beyond the development boundary in order for all of the improvements to function properly. In addition, improvements must be designed and constructed to provide for future extension to adjoining lands."

MOTION by Ms. Gladziszewski to leave the word “**provide**” and take out “**allow the potential**” on 49.35.120(a).

The committee and Ms. Mead referred back to the earlier discussion regarding wordsmithing vs. this being a substantive change.

Ms. Gladziszewski said that she made the motion because it was the attorney’s recommendation to revert this back to the original language so that there was not a substantive change, however, Ms. Gladziszewski said she thinks the words “allow the potential” are less mandatory whereas “provide” says you shall do it now. Ms. Mead explained the reason for her recommendation was due to the fact that she was told it was not the intention of the Planning Commission to make a substantive change. She said that if it was the intent of the Assembly to change practice, the language change in the ordinance removing “provide” and replacing it with “allow the potential” would be appropriate. If the intent is not to change practice, she feels the language is clearer as originally written.

Mr. Gregory asked if this ties back to the first question on page 1 of the memo regarding these being allowed only in a hardship case or if it should be allowed outright. He said he is curious about a piece of property that has been developed all the way around it and maybe abuts next to a park area or other piece of land that may not get developed. He said if that would have to have a hardship situation there or if it would be allowed outright in that type of situation.

Ms. Mead said she does not think so. She said that this doesn’t really apply to shared access if shared access can’t go in when there is future development behind it that is going to tie into it. That is not the intention of these things. This really applies to other types of development and it was not her understanding that the Planning Commission intended to change current practices back to those others types of development.

Hearing no objection, the motion to revert back to the original language keeping in the word “provide” and removing the words “allow the potential” passed.

Ms. Mead said they are now down to other questions. Question #1 is answered in part by how they answer question #2. She said that #2 is a change to the type of use that would be allowed on the lots. Originally, it was intended to be residential parcels only, single family homes with accessory apartments, they limited the ADT to 70, the reason being that our street standards right now are tied to ADT (average daily trips). Depending on what the estimated ADT is on the access way, will determine the intensity of the development on the street that needs to be developed. The Planning Commission originally started out with an ADT of 70 on these things and a total of 4 lots. That would give them a single family on each lot with an accessory apartment. At the last Planning Commission meeting, there was a motion to allow any use allowable under the Table of Permissible Uses (TPU) for that zone. If that is the direction the Assembly wants to go, she will need to pull this ordinance back and make a number of changes. She said she is not sure what those changes might be as it will be difficult to codify. That was the example she gave at the beginning of the meeting regarding the child care scenario. If they were to pre-allot ADT to each lot, there would need to be some way to memorialize that, such as a plat note. The idea that as uses change, ADT could be bartered back in forth in some way like with credits, there would need to be something in code that would allow for plat amendments which we do not have right now. Those are the types of tricky things that come up if it is opened up to allow any use to be allowed on shared access. She said the original intent was to limit it to single family homes and accessory apartments.

Ms. Gladziszewski said the original intent of this whole thing was to encourage infill development and she doesn't think they could even get to all the ramifications of all the ADTs in option B so she would be in favor of option A which accomplishes the original goal and puts this down into the code.

Mr. Kiehl asked for staff to give a brief synopsis on why 70 ADT is a hard and fast limit and why it should or shouldn't be.

Ms. Mead said that was the calculation for a single family home with an accessory apartment with up to four lots. Further discussion took place regarding limiting this to residential zones or any use, changing the ADT numbers or not and whether or not this should go back to the Planning Commission.

MOTION by Mr. Kiehl to refer this back to the Planning Commission to develop this further under Question 2 - Option B.

Ms. Weldon and Ms. Gladziszewski objected to the motion and Ms. Weldon stated that she would prefer to go with Option A.

Roll Call Vote on Question 2 – Option B and remand the matter back to the Planning Commission

Ayes: Kiehl

Nays: Jones, Weldon, Gladziszewski, Gregory, Nankervis, White, and Koelsch

The motion failed; 1 aye and 7 nays.

MOTION by Ms. Weldon to adopt Question 2 – Option A

Roll Call Vote on Question 2 – Option A

Ayes: Jones, Weldon, Gladziszewski, Gregory, Nankervis, White, and Koelsch

Nays: Kiehl

The motion passed. 7 ayes and 1 nay.

Discussion then took place regarding the language on page 3 of the TPU and the intent of requiring paving or not since the Yes/No language in the last line of the table under the column Paved Roadway Required does not match up with the strikethrough note under iii below. Mr. Steedle said it was the intent of the Planning Commission to require paving. He said the original ordinance called for the first 20 feet of the driveway to be paved in order to keep gravel off the publicly maintained right of way and that was changed by the Planning Commission to require they pave the entire length of the driveway.

They then discussed the strike though language on page 7 and Ms. Mead said she would make sure that the language was consistent in the final ordinance. Discussion took place regarding whether the entire driveway should be required to be paved or not.

MOTION by Ms. White to change language in TPU back to “No” and return the strikethrough language on page 7 to require only the first 20 feet from the edge of the public roadway be paved.

Discussion took place about this proposal and what the discussion at the Planning Commission. Ms. Gladziszewski objected and deferred to the Planning Commission recommendations to this matter. Additional discussion took place regarding the “portion within the right of way.” Assistant City Attorney Robert Palmer did a diagram showing rights of way, paved areas, how this would affect the 20 feet from the edge of the public rights of way. Mr. Watt also talked about the differing widths of rights of way in different areas of the borough and gave the example of the North Douglas Highway large swings in the widths of those rights of way.

Ms. White withdrew her motion.

They then discussed whether this ordinance would need to go back to the Planning Commission for additional review. It was decide to take up Question #1 regarding hardship or allowing outright.

MOTION by Mr. Koelsch that when this matter is forwarded to the Assembly, the word “**outright**” be included in the language.

Ms. Gladziszewski then asked the attorney if the word “outright” needed to be added or if by the removal of the other language, it was the result of that change. Ms. Mead explained that the language in the original draft that talked about a showing of hardship, either by topography or limitations with respect to access, those were removed which then made the ordinance a matter of outright.

Hearing no objection, the motion to include the word “outright” when this matter is referred to the Assembly, passed by unanimous consent.

Mr. Nankervis asked the committee if anyone wished to visit page 7 of 16, line 21 and 22 since it had been previously discussed.

MOTION by Ms. White to restore the strikethrough language on page 7, lines 21 & 22 and to also make the change to the TPU line 17 to change the Paved Roadway Required section back to “No.”

Ms. Gladziszewski objected to the motion.

Roll Call Vote

Ayes: Jones, Weldon, Gregory, Nankervis, White, and Koelsch

Nays: Kiehl, Gladziszewski

The motion passed. 6 ayes and 2 nays.

MOTION by Mr. Koelsch to forward the ordinance as amended to the Assembly for adoption.

Mr. Kiehl asked for clarification as to what actually changed or did not change when the motion to adopt Option A under question 2 passed. Ms. Mead explained that the only change would be to add section (6) back in on page 7 under 49.35.262(b). Mr. Kiehl asked if that meant that the language on page 9, section 49.35.263 previous section (f) was then being added back in. Ms. Mead explained that language was the vested rights issue that the Assembly previously took out and that amendment passed. Mr. Kiehl removed his objection.

Hearing no objection, this ordinance as amended will be forwarded to the Assembly.

B. Auke Bay Marine Station (Verbal Update)

Mr. Watt explained that he has been involved in ongoing negotiations and discussions with the University of Alaska and Docks and Harbors about the disposition of the Auke Bay Marine Station property that the federal government is proposing to dispose to one or both parties. He said they have been trying to find the middle ground and it has been difficult. He said that part of the reason it has been hard is that both entities have missions that don't really align and that is not the fault of either party.

Docks and Harbors is commanded by the Assembly to manage tidelands, provide harbors, small boat moorage, run revenue neutral. In that mission, they are finding it hard to accommodate some of the university's requests. Similarly, the university is a land grant university and the way land grant universities work, they gain title to land and they use those land assets to leverage their university programs. The university does not have at the top of their thoughts, how they mesh with enterprise harbor operations so there is a bit of an institutional culture clash. Mr. Watt said that he had hoped to get the parties a little closer together. He feels they are close but he would like the Assembly, as the owner of the Docks and Harbors system, they should confirm or adjust the Docks and Harbors position and determine if they can bring these negotiations to a conclusion. If they can't reach a conclusion, that leaves it up to the GSA to decide the outcome. He said that fundamentally, he would like to avoid that and that we should be able to make better decisions at the local level than a federal employee in another state can.

Mr. Watt said that he gave three handouts to the committee members:

- 1) an email he sent last week to Chancellor Caulfield and Port Director Uchytel,
- 2) an aerial photo of the property, and
- 3) an engineering drawing of the site.

He explained that the email sets out the four key issues that are the crux of the matter with the first three being mainly administrative but the fourth issue is the key sticking point. That dealing with the NOAA "Fish House" that was constructed on State tidelands which have since been conveyed to the ownership of CBJ Docks and Harbors. The tideland lease to NOAA runs through 2020 and it has been proposed that UAS be given the right to use the Fish House for ten years, and Docks and Harbors objects to a further encumbrance of tidelands that they control (outside of GSA conveyance).

Along with Mr. Watt, Docks and Harbors Board Chair Tom Donek and Port Engineer Gary Gillette were present and answered a myriad of questions related to the property, the process, and where to go from here.

The Mayor suggested that anyone direct their ideas to the City Manager and put an update on the April 10 Assembly COW agenda so the Assembly can deliberate to get it by May 1 into the proper form and submitted.

Mr. Watt said the main purpose of having this topic on the agenda was to educate the Assembly about the issues, hear from them any suggestions and concerns and go back to the two parties and bring the final pieces back to the Assembly in April. He said, they will bring a concrete choice back to the Assembly the next time it is before them. Mayor Koelsch asked for a date certain to which Mr. Watt said it would be coming back no later than April 10.

C. RecycleWorks Update

Link to RecycleWorks Presentation, Please Read in preparation for 3/20/17 Assembly COW:
www.JuneauRecycling.com Click on 'Hot Topic'

Mr. Watt asked that the Assemblymembers read the information that is available on the link in the packet in advance of the March 20 COW meeting.

V. ADJOURNMENT

There being no further business, the meeting was adjourned at 8:16 p.m.

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

Housing Programs Update

Housing Data

- Housing Development Since the 2012 Housing Needs Assessment
- Single-Family Home Data

HomeShow Conversations & Feedback

Recent CBJ Housing Activities Update

CIP Requests for Housing Programs



Housing Development since the 2012 Juneau Housing Needs Assessment

Housing Type	Housing Need: 2012 Juneau Housing Needs Assessment	2012 Housing Production Targets	Performance: Units Permitted 2012-2016
Single Family Homes(SFH)	New Single Family Homes (\$251,000 - \$377,00 Price Range)	513-517 Single-Family Homes	228 Single-Family Homes (all)
Accessory Apartments			98 units
Fair Market Multi-Family Rental Units	Achieve 5% vacancy rate	170-230 Fair Market Multi-Family Rentals	324 units
Low-Income Affordable Housing	Fill the gap between what is available for Juneau's public housing, low-income and housing for the homeless.	441 new units or housing vouchers	154 units 2012: 334 vouchers 2016: 355 vouchers Gain/Loss: +21 vouchers



(Data Sources: JEDC 2012 Juneau Housing Needs Assessment, CDD Permitting Data)

Table Notes:

Single-Family Homes

- Single Family Homes includes attached homes (townhomes). These 228 units are all SFH's permitted, not just those in the 2012 targeted price range.

Multi-Family

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

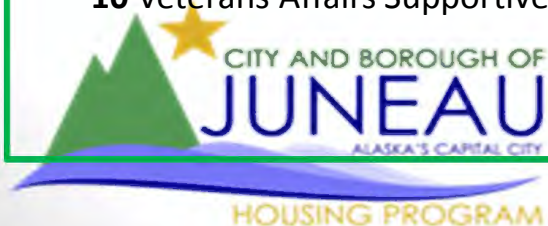
Low Income Housing

- Volunteers of America Phase I (26 units)
- ***Volunteers of America Phase II (35 units)***
- AWARE, Inc. (12 Units)
- ***Trillium Landing Senior Housing (49 Units)***
- ***Juneau Housing First Collaborative (32 units)***

Vouchers

- **326** AHFC Classic and Step Program vouchers (AHFC Housing Choice Voucher Program)
- **8** AHFC Moving Home Vouchers (Alaska DHSS rental subsidy for individual receiving DHSS- funded subsidies.)
- **11** Empowering Choice Housing Program Vouchers (Families Displaces by Domestic Violence or Sexual Assault)
- **10** Veterans Affairs Supportive Housing Vouchers (AHFC/Alaska VA Veterans vouchers)

2016 Total Vouchers: 355



Single-Family Homes

Historical Data:

CBJ conducted a housing survey between 1985-2005 for housing types that included single-family home, rentals, and mobile homes. Since 1989, single-family home vacancy rates have been between 0-3%.



CBJ VACANCY RATES 1985 - 2005

<u>Year</u>	<u>Survey Dates</u>	<u>Single Family</u>	<u>Multifamily</u>	<u>Mobile Homes</u>
1985	Fall 1985	3%	10%	1%
1986	Nov/Dec 1986	7%	21%	7%
1987	Sep 1987	6%	21%	10%
1988	Oct 1988	4.4%	5.90%	2.30%
1989	Sep/Oct 1989	3.3%	3.50%	3.40%
1990	Sep/Oct 1990	1.73%	0.96%	1.35%
1991	Sep/Oct 1991	1.50%	0.80%	1.40%
1992	Oct 1992	1.2%	1.30%	1.20%
1993	Oct 1993	0.96%	0.86%	0.44%
1994	Oct 1994	0.93%	0.82%	0.42%
1995	Oct 1995	0.52%	2.89%	0.64%
1996	Oct/Nov 1996	1.89%	3.25%	0.95%
1997	Oct 1997	1.53%	6.80%	2.08%
1998	Oct 1998	2.28%	5.71%	1.49%
1999		N/A	N/A	N/A
2000	Nov/Dec 2000	N/A	7.84%	N/A
2001	Oct/Nov 2001	1.2%	7.54%	0.99%
2002		N/A	N/A	N/A
2003	Feb 2003	1.11%	5.20%	N/A
2004	Mar/Apr 2004	0.7%	3.98%	N/A
2005	Mar/Apr 2005	1.41%	4.21%	1.66%

N/A Not Available
 Source: CBJ Community Development Department

4/28/2005

Note: During the 80's economic decline, single-family home vacancies reached a high of 7%, but quickly returned and stayed at less than 2% through 2005.

Single-Family Homes

Total Housing Units in CBJ:

There are roughly 6595 single-family homes in Juneau.

- JEDC Juneau Housing Needs Assessment 2012, pg. 17 & CDD Permitting Data, 2012-2016.

Pederson Hill Subdivision would provide up to 86 more lots for single-family homes, or close to 1.4% of the current single-family home housing stock.

The single-family market could absorb these units, especially given that homes would likely be available for occupancy over a 3-5 year window.



Single-Family Homes

Economic Indicator: 2016 was a “Seller’s” Real Estate Market in Juneau

Juneau continued to have a strong “seller’s” market for homes in 2016, where demand is larger than the supply. The past two years have seen larger homes coming on the market as retirees downsize into condos or leave town. Families in starter homes have been able to move up to the larger homes, and renters have been moving into the starter homes.

- Juneau Economic Development Corporation, December 2016



Single-Family Homes



Single-Family Homes

2017 Market Summary For CBJ Assessment Values

- Supply and demand continue to be the driving force in residential sales in Juneau. The smaller, lower priced residences have had the largest percentage of price increase due to the demand for lower to median priced housing (zero lots and townhomes).
- Another problem is the shortage of residential building lots. Most property available consists of larger parcels with generally unfavorable or no terms other than cash. Development of a site pad can be a considerable additional cost which limits options as well.
- The Pederson Hill project will provide an injection of supply, particularly for potential homeowners who fear they will never be able to afford the purchase of a home in Juneau.



2017 HomeShow Conversations

Vendors expressed that business was pretty similar to the previous year and that there was no expectation of a significant drop-off.

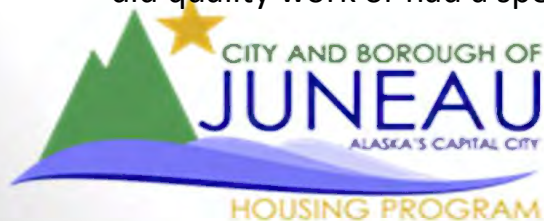
Lenders were seeing commercial, residential loan volume similar to last year.

- More individuals were purchasing lots and building their own homes.
- When asked about Pederson Hill – sentiment was that anything that allows more loan activity, the better.

Real Estate Agents:

- Business was steady and they reiterated that new builds, or individuals buying lots to build their own home was a trend. The operating theory is that these options were about the same price as older homes that are currently listed but that need a bunch of work.
- Sunset Heights project in Douglas was popular.
- One company had the sense that homes were staying longer on the market. (However, this may be dependent on the home being sold because January MLS Data/JEDC Economic Indicator doesn't indicate that this is the case.)

Contractors, craftsman builders, and other home product retailers (roofing, energy efficiency) were busy and had significant work lined up. The impression was that entities that by reputation did quality work or had a specific niche were not seeing a significant drop off.



2017 HomeShow Conversations

Other Comments:

- Recent condo production that the community has seen might be good for that type of product for a while.
- Boat condos were still desirable.
- There was a desire for more land, more privacy from many potential buyers.

Issue to Monitor:

- *The issue of how to rehabilitate and utilize older and expensive housing stock;*
 - *single-family homes;*
 - *end of life mobile homes; and*
 - *downtown properties (apartment buildings)*

...is likely an issue to continue to monitor.

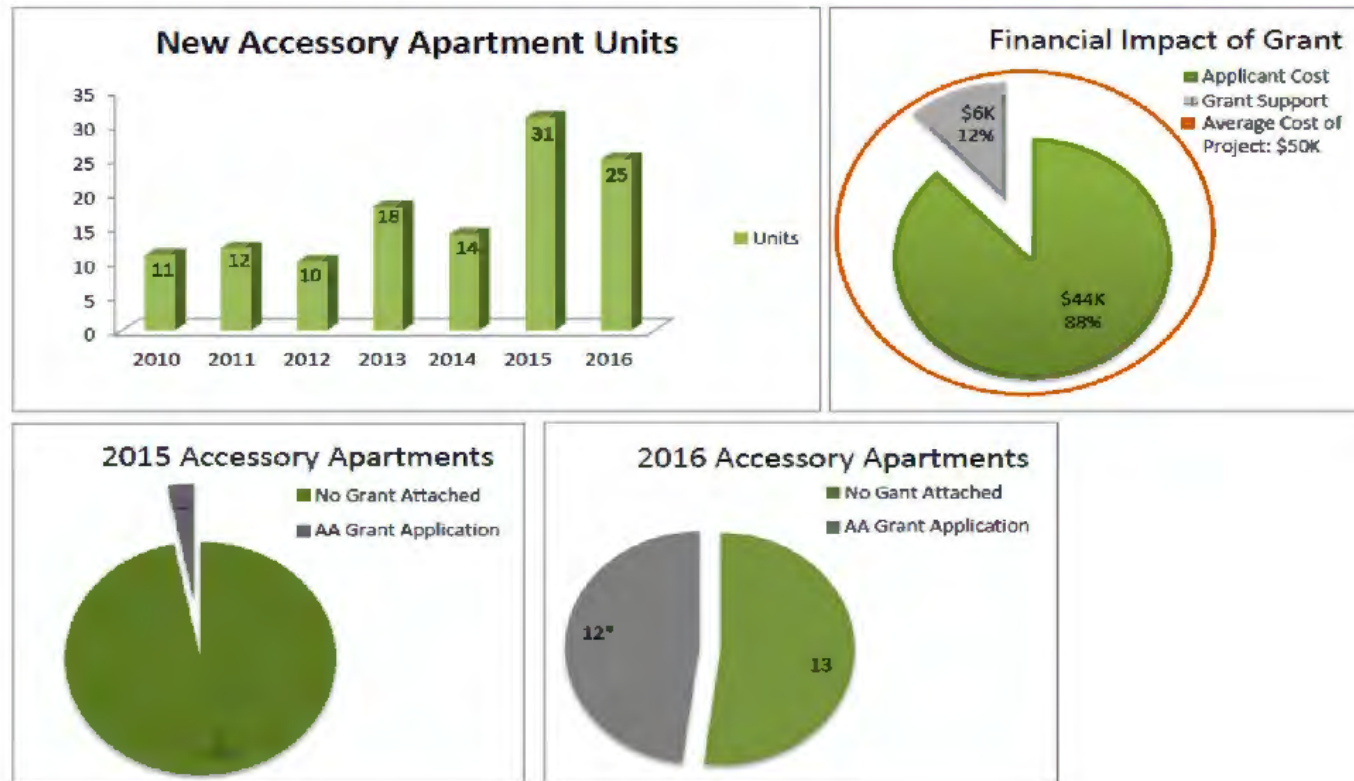


Recent CBJ Housing Activities - Updates

- Resolution to Adopt Housing Action Plan: **Metrics & Housing Programs Webpage to monitor progress.**
- Sale of 2nd and Franklin Parking Lot: **Purchase and Sale Agreement signed and recorded March 30, 2017.**
- Renninger Subdivision: **3 lots sold, 3 remaining lots to Lands Committee.**
- Pederson Hill: **Subdivision preliminary plat approved by Planning Commission.**
- Housing First Permanent Supportive Housing: **\$1.5 million in funding. \$1.8 million in bridge financing to a \$1.2 million grant. (\$2.7 total)**
- Riverview Senior Community Assisted Living & Memory Care: **Committee looking at CBJ Bonding Capacity to help finance the project.**



CBJ Accessory Apartment Incentive Grant Program



*Grants equal twelve in 2016 because one applicant is on the waiting list.

- \$6000 incentive grants beginning in 2015.
- 8 of 12 grants have been awarded with the other 4 to be completed by end of summer.
- **Financial Impact:** \$12 of CBJ investment = \$100 total investment and a housing unit.
- A handful of inquiries about the program each month.
- The Housing Action Plan calls for 66/units per year. If funded at 12-15 units per year the accessory apartment incentive grant program would guarantee about a 1/5 of that goal.

Mobile Home Loan Down Payment Assistance Program

Program Details: CBJ has partnered with True North Federal Credit Union (TNFCU) to create a program that will provide low interest loans to qualified residents for up to 50% of the down payment. Residents must be able to match the other 50%. Loans will be available at 1% interest and are not to exceed \$10,000. The borrower will have up to five (5) years to pay back the loan

- September 2016: The program was successfully implemented.
- 2 loans were made in early 2017. (Total=\$12,300).



Upcoming CIP Requests

Affordable Housing Commission Recommendations

- Collection and analysis of current housing market data (\$20,000)
- Continuation of the Accessory Apartment Grant Incentive Program (\$100,000)
- Continuation of the Mobile Home Loan Down Payment Assistance Program (\$100,000)
- Development of a Private Subdivision Development Loan Program (\$500,000)



Upcoming CIP Requests

What to do with the Juneau Affordable Housing Fund?

Department	Project	Existing	FY18	FY19	FY20	FY21	FY22	Future
Manager's Office Housing Programs	Juneau Affordable Housing Fund • Capital for Rental and Ownership Housing (0-120% AMI) • Capacity-Building for Non-profit Developers • Supportive Services for Occupants of Affordable Housing • Operating Expenses of Housing Developments	\$390,000	Staff Recommendation: Consider expending remaining funds for multi-year accessory apartment program or other high priority use.					



Upcoming CIP Requests

Data, Planning, and Neighborhood Improvements

Department	Project	FY18	FY19	FY20	FY21	FY22	Future
Manager's Office Housing Programs	Planning						
	Downtown Landslide & Mass Wasting study	\$200,000					
	Housing Data	\$20,000	\$10,000	\$10,000			
	<u>Community Improvement Project Grants</u> (Milwaukee)/ Borough-wide or included with Small Area Plans (bike paths, parks, lighting)		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000



Upcoming CIP Requests

Homeowner Programs

Department	Project	Existing	FY18	FY19	FY20	FY21	FY22	Future
	Homeowner Programs							
	Mobile Home Down Payment Assistance Program	\$100,000 (-\$12,000)	\$100,000	\$100,000	\$100,000	\$100,000	(No more investment needed)	
	Homeowner Accessory Apartment Incentive Grant	\$0	\$100,000	\$100,000	\$100,000	\$100,000		
	CBJ Code Compliance Loan Program (Milwaukee)			\$200,000	\$200,000	\$200,000		
	<u>Downtown Upstairs Fund</u> (DBA/Main Street USA/Pittsburgh)			\$250,000	\$250,000	\$250,000		
	Community Land Trust Program/Workforce Housing 0-120% AMI Program (Juneau Housing Trust)			\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
	Energy Efficiency/Weatherization Program			\$100,000	\$100,000	\$100,000	\$100,000	\$100,000



Upcoming CIP Requests

Low-income, homeless, and special needs housing

Department	Project	Existing	FY18	FY19	FY20	FY21	FY22	Future
	Sleep off Center		50,000					
	Rapid Re-Housing		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	Downtown Winter Campground (Year Round)		\$50,000	\$20,000	\$20,000	\$20,000		
	Warming Center		\$30,000					
	Juneau Housing First Collaborative – Phase II			\$100,000	\$1,000,000			





Memorandum

City & Borough of Juneau
155 S. Seward Street • Juneau, AK 99801

From: Greg Chaney
Lands and Resources Manager

To: Assembly Committee of the Whole

Date: April 6, 2017

Re: Pederson Hill Subdivision Development Options

Pederson Hill Development Strategy Decision

The Pederson Hill Preliminary Plat was approved by the Planning Commission on February 28, 2017. Subdivision design work is estimated to be completed by this fall (Figure 1).

Private developers commonly bond for required improvements by using the value of land within the subdivision. It is not appropriate to use CBJ owned lots as a guarantee that CBJ will perform.

The Pederson Hill CIP currently has approximately \$4.6 million available, an additional \$2 million is available in other Lands funded CIPs, total project cost is estimated at \$8.8 million. Cash flow and timing of decisions is a bit complex, the Assembly has a decision to make on how to implement the subdivision and how to pursue final plat approval by the Planning Commission.

Single Final Plat Approach

If the entire 86 lot subdivision is recorded as one plat, to guarantee the improvements, available funding would have to total \$8.8 million prior to recording the plat. That could be accomplished as follows:

1. Transfer in \$2 million from existing projects.
2. Loan the project \$2.2 million to put funds on the books to record the plat, sell approximately 20 lots to complete needed funding, de-appropriate the loan.
3. Complete the improvements (in several construction contracts), sell the remaining lots with timing to be determined by Assembly.

Two Final Plats Approach

Break the existing preliminary plat into two stages (Figure 2).

1. Go back to the Planning Commission to record final plat for the first stage, build the first stage using \$4.6 million from the Pederson Hill CIP. Note: there is an additional \$2 million from Lands CIPs that could be transferred in if necessary.
2. Sell lots to capitalize the project and then return to the Planning Commission to record the second final plat and build the second stage.
3. Sell remaining lots, timing determined by Assembly.

Decision

Below is a table listing the relative pro's and con's to either approach.

Approach	Pros	Cons
Single Stage	More flexible construction phases – may result in lower overall cost	Requires additional financing from the treasury
	Preliminary plat approval by PC has already been granted	Requires completion of entire subdivision as one large project
Double Stage	Does not require temporary loan from the treasury	Less flexible construction stages may increase construction costs
	Allows for partial construction of the overall subdivision	Preliminary plats need to be approved by Planning Commission

The project costs are all estimates at this time. The final project costs will be known when bids are opened. In the current competitive bidding market, bids have been coming in lower than estimated.

Under either development strategy the project will be constructed under multiple construction contracts to make the work available to more bidders. Increased bidder competition should result in lower bid prices and greater cost certainty. The first bid package will be advertised for bids this fall, after completion of design work. All bids must be approved by the Assembly. If bids come in higher than anticipated, the Assembly can decide not to proceed with the development.

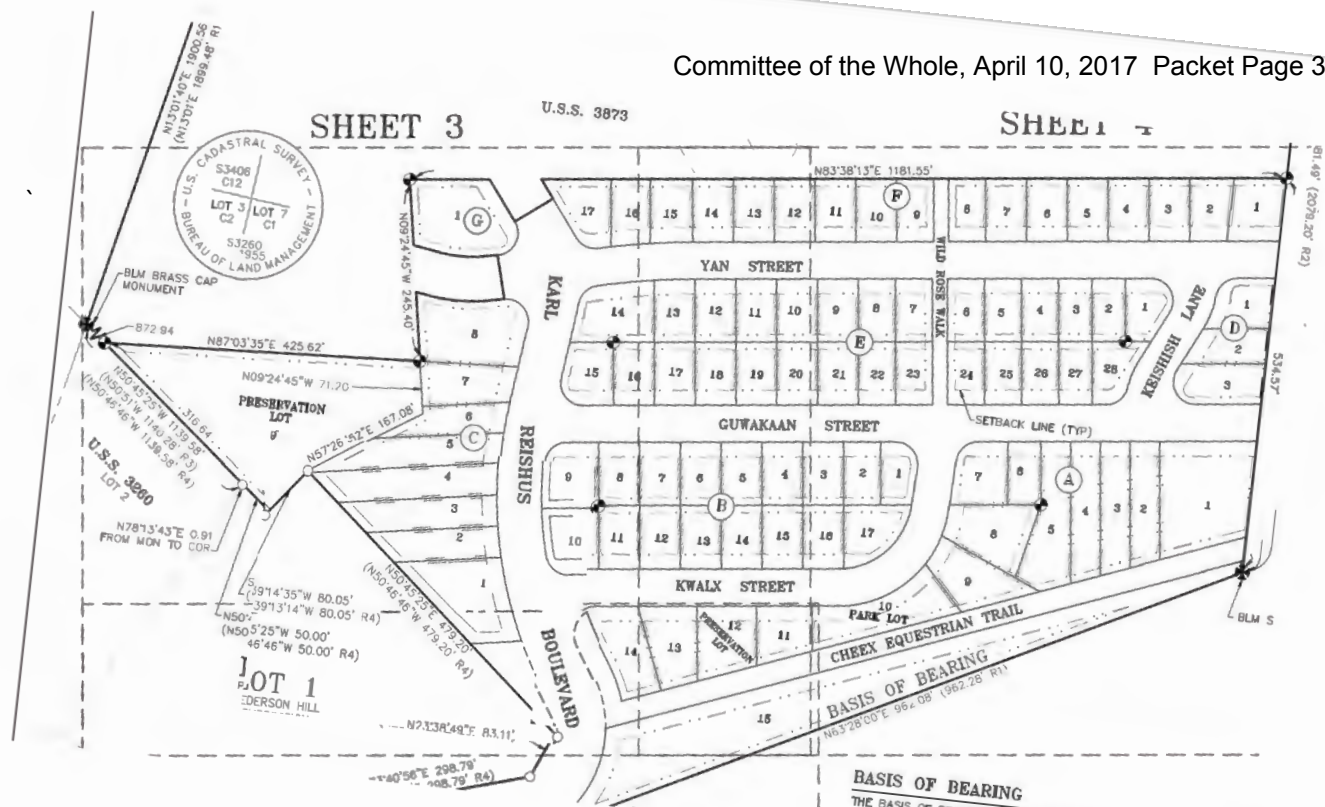


Figure 1. Preliminary Plat as approved by the Planning Commission. This is what the subdivision will look like if completed in one phase. There is a total of 86 residential lots as well as two lots for habitat purposes and a parcel for a neighborhood park. Average residential lot size is approximately 5,000 square feet. There is also a large remainder lot with nearly 100 acres that could be used for future development.

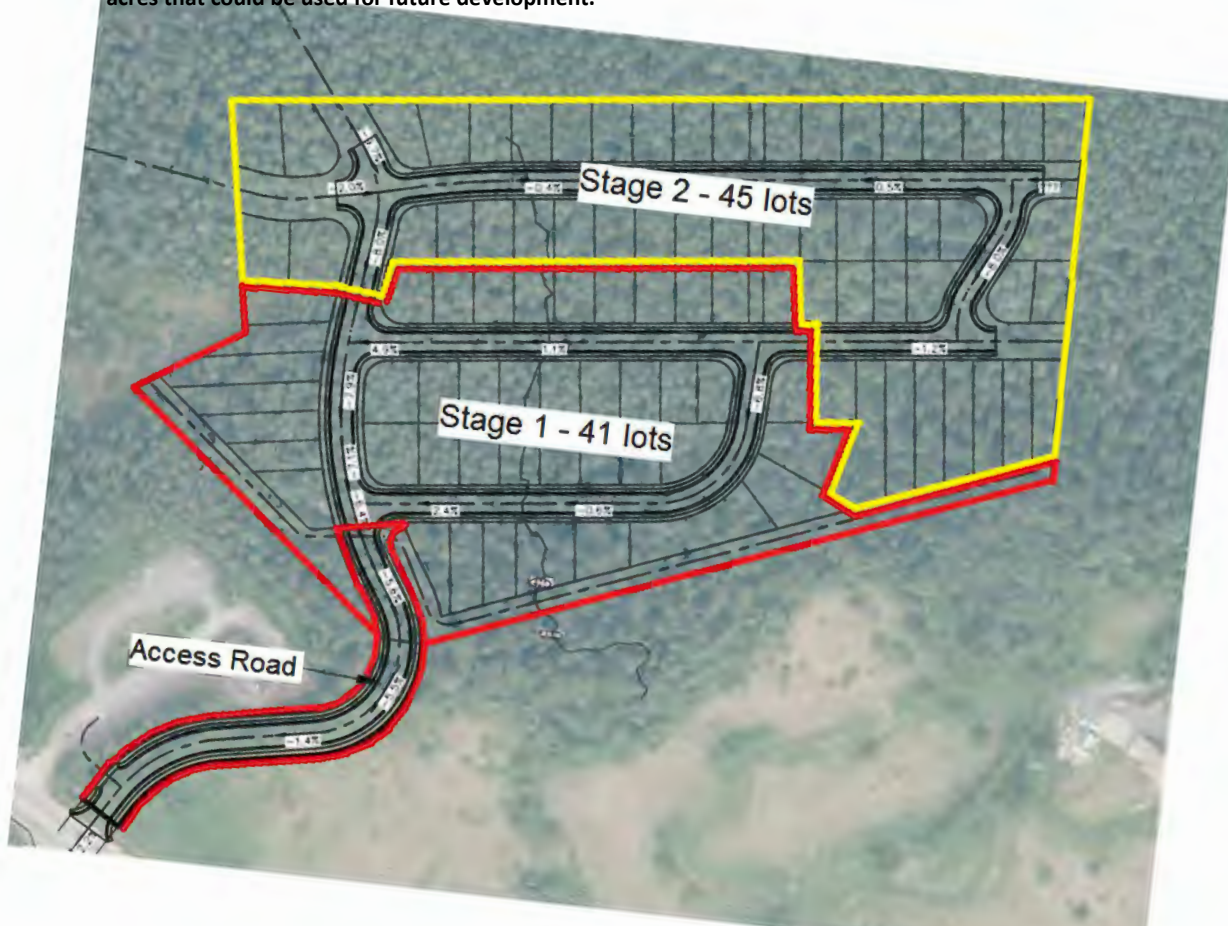


Figure 1. This is what Pederson Hill would look like if completed in two stages. The first stage would include Karl Reishus Boulevard, roads creating a lower loop, and 41 residential lots. The second stage would involve building additional roads to provide access to the other 45 residential lots.

JUNEAU POLICE DEPARTMENT



MEMORANDUM

TO: Mayor Ken Koelsch and CBJ Assembly Members
FROM: Deputy Chief Ed Mercer *EL*
DATE: April 5, 2017
RE: Fireworks Update

By November 16, 2016, the CBJ had issued rules regarding the interpretation of disorderly conduct as it relates to the use of fireworks. On November 16, 2016, the Juneau Police Department issued direction to officers on how to enforce fireworks. From November 16, 2016, to March 20, 2017, there have been 22 fireworks-related complaints to JPD. Most of those complaints centered around the Christmas and New Year's holidays. In that same time period, JPD issued 3 citations for violations of the CBJ disorderly conduct ordinance as it related to fireworks.

For the same time period last year (November 16, 2015, through March 20, 2016), JPD received 36 fireworks-related complaints. During that time period last year, there was one arrest for the State disorderly conduct code which was dismissed. There were no citations for the CBJ disorderly conduct code as it related to fireworks.

From the JPD's perspective, the new direction has been effective in giving the community a clear expectation of what to expect from fireworks and firework enforcement. The real test will occur during the upcoming 4th of July holiday when most of the fireworks-related complaints have traditionally occurred.

"In partnership with the people of Juneau, our mission is to make our city a place where people can live safely and without fear."

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: April 10, 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 December 12, 2016, 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:

- Construction for the pilot extension of North Douglas Highway has begun. The project is estimated to be completed by June 30, 2017. (Enhance Essential Infrastructure)
- CBJ and UAS continue to discuss a partnership that will enable the federal government to transfer the Auke Bay Marine Station property to the 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. (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 Front & Franklin project has begun, and funds for further downtown development have been identified in the FY18 CIP currently before the Assembly. (Revitalize Downtown)

- The DBA hosted a Main Street America event to involve the community in identifying specific strategies to revitalize the downtown core. The final was received in January, and the DBA is determining next steps. (Revitalize Downtown)
- The Mayor initiated a task force to address issues around homelessness. The Assembly approved revisions to the camping ordinance and an ongoing taskforce is working to identify root cause issues and is beginning to generate potential solutions. (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 has received their building permit and construction is underway. They expect to gain their certificate of occupancy by mid-summer 2017. A committee is working on funding strategies for the Riverview Assisted Living/Memory Care project. (Build the Senior Economy, Housing)
- City staff is working with the Assembly to review and approve the FY18 Capital Improvement budget and is beginning early work on the special 1% sales tax initiative up before the voters in October 2017. (Enhance Essential Infrastructure)
- Community efforts to assure that the University of Alaska, School of Education is based out of the UAS campus were successful. The Assembly appropriated funds to help seed an endowment (Teacher Excellence Fund) to help ensure the long term success of the program. Fundraising efforts are currently underway to help achieve the \$1 million goal. (General Economic Development, Next Generation Workforce)
- 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)
- The Assembly continues to work on finalizing the Housing Action Plan and developing implementing strategies to move housing issues forward. A downtown housing survey is getting kicked off. A full progress report is scheduled for the April 10, 2017, COW meeting. (Housing)
- The Assembly has directed staff to review revisions to the CBJ mining ordinance. This project is just beginning.

- 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:
 - The 2nd and Franklin was sold on March 30, 2017 to ERV who plans to begin working through the development process.
 - The Peterson Hill subdivision is received preliminary plat approval from the Planning Commission. An update on the Peterson Hill project was provided at the April 10, 2017 COW meeting. (Housing, Revitalize Downtown)
- The Housing First coalition project continues on track with an estimated opening date in July 2017. The Assembly received a brief update on this project at the April 5, 2017, AFC meeting. (Housing, Revitalize Downtown)
- The Chamber of Commerce is partnering with the McDowell group to conduct a survey on transportation rates. The Chamber has met with all entities covered by the survey (All three barge lines, Alaska Airlines, and the Alaska Marine Highway System) to review the draft survey before it is distributed. The McDowell Group expects to administer the survey in April 2017. (Enhance Essential Infrastructure)

Next Steps:

The Assembly identified a number of economic development initiatives in their 2017 Assembly priorities. Many of these priorities cut across multiple areas of the Juneau Economic Plan. Focusing on these areas should help increase economic development throughout the CBJ with positive impact on the region as a whole.

The Juneau Economic Plan includes a series of milestones and metrics to measure the effectiveness of the identified initiatives. A next step would be to develop the needed mechanisms to capture the data required to measure effectiveness. A project to do so could be undertaken after the budget cycle is complete.

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 April 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, Committee of the Whole, April 10, 2017 Packet Page 39 of 51 • Detailed design • Construction	CBJ Staff	Construction of pilot road is underway. Estimated completion date is June 30, 2017.
	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.
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	JNU is currently finalizing the Sustainability Airport Master Plan with the goal to have it adopted by the Assembly in Summer 2017. Airport consultants will provide the completed Master Plan once the financial plan/review is completed. Timing is dependent on FAA review of the Airport Layout Plan portion. is dependent on FAA review.
	1.2.B	Keep airfares and air freight cost to/from the Capital City as competitive as possible; communicate regularly with airlines about how fuel surcharges are or could change due to declining fuel prices.	CBJ- JNU	Airport management has frequent meetings with Airline officials with the goal of keeping costs down and improving service.

Juneau Economic Plan - April 10, 2017 Status Report

Objective	Action	Action Description	Lead	Status April 2017
Engage in planning, policy-making, and monitoring activities necessary to ensure that marine freight service to and from Juneau is high-quality and the most affordable possible.	1.3.A	Assign a central authority to:	Chamber of Commerce	The Chamber held a meeting with the primary shippers on March 13th. Chamber leadership, the McDowell Group and representatives from Alaska Air Cargo, Alaska Marine Lines, Alaska Marine Highway System and the Southeast Conference, all participated in a work session to review the draft survey. There were several suggested changes and a very good discussion by all involved. A follow up meeting was held on April 3rd to review the results of the March 13 work session. Once any change have been incorporated, the McDowell group will conduct the first phase of the survey during April before the ships start to arrive and distract some of the businesses attention to taking the survey.
	1.3.A.1	Provide a single, consistent place for Juneau (and northern Southeast Alaska) where freight pricing data and concerns can be reported (confidentially if needed).		
	1.3.A.2	Promote better communication and problem-solving to benefit both Juneau and shippers by meeting with AML and Samson Tug & Barge on a semi-annual basis to discuss issues of concern, such as rate trends and opportunities, volumes transshipped, facility needs, and outreach and marketing.		
	1.3.A.3	Support opportunities to reduce fuel surcharges coincident with declining fuel prices.		
	1.3.A.4	Coordinate shipper-business, education, and business-to-business logistics communications/coordination.		
	1.3.A.4.a	It will be less expensive to ship 2 pallets once a week, rather than 1 pallet twice a week.		
	1.3.A.4.b	Are there any cost-saving opportunities to use back-haul rates by coordinating export transshipment (seafood and alcohol) with imports (lumber, groceries, other).		
	1.3.A.4.c	Explore if centralized logistics communication could promote cost savings, such as builders sharing container loads.		
	1.3.B	Explore opportunities to make a public, or private, dock readily available in order to make Juneau more attractive to additional marine transporters.		
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
	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 is working with local organization developing assisted living senior housing to try and identify financing options. Work is ongoing with meetings occurring on a regular basis.

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	2.1.D	Support independent senior housing, including additional dwelling units (accessory apartments) within seniors' homes.	CBJ - CDD/PC JEDC	The conditional use permit for the senior housing facility at Vintage Park, Trillium Senior Housing, was approved by the PC at its 7/26 meeting. This development will contain 49 units, 41 of which will be affordable housing apartments, and 8 units will be market rate apartments. Trillium Senior Housing has received their building permit and work has been initiated. They expect to receive their certificate of occupancy by mid summer.
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	Committee has this item on their "to do" list. They are assessing how to accomplish this given the volunteer nature of the group.
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. <i>Committee of the Whole, April 10, 2017 Packet Page 41 of 51</i>	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	The Committee is beginning to plan for their 2020 Senior Citizen Survey.
	2.4.B	Improve Juneau transportation services specifically for seniors.	CCS - Catholic Community Services	This plan is updated on an annual basis to reflect current priorities for the agencies involved. The update results in a resolution expressing support for the Juneau Coordinated Transportation Coalition's Prioritization of Projects to qualify for grant funding by the Alaska Department of Transportation & Public Facilities. The Assembly passed Resolution 2774 at its November 7, 2016 meeting.
	2.4.B.1	<i>Regularly update the Juneau Coordinated Human Services Transportation Plan.</i>	CBJ - CDD	
	2.4.B.2	<i>Ensure all bus stops and sidewalks in commercial areas are safe and clear of snow and ice.</i>	private sector	
	2.4.B.3	<i>Provide information to seniors on services available to help access basic needs, include case management in this process.</i>		
	2.4.B.4	<i>Evaluate and enhance Care-A-Van service to ensure it meets senior needs, including service schedules and the amount of items clients may transport per trip.</i>	CCS - Catholic Community Services	Transport is provided 7 days a week to those who are eligible for services. Juneau Commission on Aging is exploring how to increase marketing of this service.
	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	
	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	<i>Support Meals on Wheels.</i>	JCOA	
	2.4.D.2	<i>Consider a volunteer shopper program.</i>	JCOA - Juneau Commission on Aging	Discussing options with local businesses
	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	
	2.5.B	Increase opportunities for meaningful volunteer activities. Committee of the Whole, April 10, 2017 Packet Page 42 of 51	United Way	United Way offers a FREE volunteer engagement tool called Get Connected. We are sharing this tool with organizations, community members, and partner agencies via social media, e-newsletters, printed flyers, and the Juneau Empire. We offer in-person training to help agencies get started with Get Connected. In the past we have given presentations to local organizations and their beneficiaries regarding Get Connected and how they can use it to become more involved in the community. Between October 2015-August 2016, United Way had 12 new agencies sign up (21.42% increase), 27 new volunteer opportunities added, 41 volunteer opportunity responses, and 59 new users register (19.21%
	2.5.C	Increase opportunities for lifelong learning.	UAS	UAS offers tuition waivers for senior citizens eligible to receive full retirement benefits.
Prepare the next generation of Juneau retirees	2.6.A	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.	AARP	
3. Attract and Prepare the Next Generation Workforce		Goal: Prepare and attract the professional, technical, skilled, entrepreneurial, and creative labor force that Juneau's diverse employers, businesses, and non profits need.		
Why pursue? Foundational for effective workforce development, to ensure job retention, and prevent capital creep. Critical for attracting millennials and retaining existing young families. CBJ controls public infrastructure that is central to quality of life measures that influence location decisions for millennials and others. Generates wealth and ensures job retention.				
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	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.		JEDC has advocated for the provision of pre-K services in Juneau, emphasizing the economic benefit of early childhood investment.
	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. Committee of the Whole, April 10, 2017 Packet Page 43 of 51	CBJ JEDC	JEDC made presentations on the importance of investing in early childhood education to the Juneau Bar Association (15 attendees), the Juneau Chamber of Commerce (45 attendees) and a Rotary Club (25 attendees). 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 seeking opportunities to increase fisheries related programming through the Alaska Native Secondary Education Program (ANSEP).
	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.
	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	The Choose Juneau Campaign steering committee was organized. A mock-up website launched. FB page is active. Met with HR Representatives of 8 organizations about recruitment element of Choose Juneau.

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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: · <i>Mining sector: miners, extraction workers, drillers, machine operators, heavy equipment mechanics.</i> · <i>Maritime industry: ship engineers, sailors, marine oilers, captains, mates, pilots of water vessels.</i> · <i>Construction sector: construction laborers.</i> · <i>Tourism Sector: retail salespeople, bus drivers, servers.</i>	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.
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	Need to identify someone to work on this.
	3.6.A.1	· <i>Interview providers and identify Juneau's maximum, average, and minimum internet download and upload speeds and costs.</i>		
	3.6.A.2	· <i>Identify geographic, hardware, and other factors affecting speed and capacity constraints.</i>		
	3.6.A.3	· <i>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.</i>		
	3.6.A.4	· <i>Develop an action plan based on data and analysis above.</i> Committee of the Whole, April 10, 2017 Packet Page 44 of 51		
	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 held the 2017 Innovation Summit in February.
	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
	3.7.D	Continue to support entrepreneurship opportunities in Juneau through small business counseling, planning support, site selection, and permitting review.	JEDC/SBA	JEDC was involved in small business Saturday, and continues to provide support to individuals desiring to start a business.
	3.7.E	Develop networking events for entrepreneurs.	JEDC	
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	
	3.8.C	Provide training on the effective use of Peer-to-Peer lending platforms.		

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4. Recognize and Expand Juneau's Position as a Research Center		Goal: Take advantage of Juneau's natural assets and competitive advantages by making tighter connections to basic and applied research, funding, and employment. Strengthen links between Juneau's scientists, researchers, and businesses.		
Why Pursue? New jobs and wealth creation based on natural assets and advantages. Adds resilience by strengthening the federal jobs base and activity. Adds to diversification, as well as investment in education and future generations.				
Recognize Juneau as a Research Center of Excellence. Raise awareness in Juneau and beyond about Juneau’s research and science facilities, assets, expertise, and activities.	4.1.A	Pursue formal recognition of Juneau as a Center for Research Excellence by the State Committee on Research and others.	JEDC	Activity concluded. Southeast has been designated a Community of Excellence in Research by the State Committee on Research.
	4.1.B	Juneau as a Center for Research Excellence should be part of Juneau’s “brand.” Place banner and science display at Bellingham and Juneau ferry terminals, in Seattle and Juneau airports, at DIPAC, UAS, in the annual All About Juneau (JT) publication, etcetera to celebrate/market this designation.	JEDC	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	Committee of the Whole, April 10, 2017, Packet Page 45 of 51 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 is applying for the surplus NOAA Auke Bay Marine Station to expand instructional & research programs in marine biology and fisheries and grow ANSEP and ACRC opportunities. JEDC also sits on the steering committee for the Alaska Coastal Rainforest Network.
	4.1.E	Capitalize on interactions between activity related to Juneau’s highly visited and road-accessible Mendenhall Glacier, the Juneau Ice field Research Program, and the helicopter supported tourism businesses and visitor treks to the ice field. Develop a Visitor Industry-Forest Service-CBJ-JIRP-UAS climate change and adaptation education center at Mendenhall Glacier Visitor Center as a destination (and a model) for comprehensive research, education, and outreach.	JEDC	Activity on hold pending completion of the MGRA master planning project.
Locate Alaska fisheries science and management jobs in Juneau.	4.2.A	Develop clear targets, concise justification, and a course of action. Also coordinate commitments to this objective by our congressional delegation, Governor, University, Juneau leaders, and lobbyists at each level to pursue course of action, including specific encouragement of US Department of Commerce to refill AFSC jobs in Juneau.	CBJ/JEDC	CBJ staff have been meeting with NOAA and UAS staff with the goal of bringing fisheries jobs to Juneau. JEDC has an R&D cluster working group with a goal of increasing the number of researchers located in our region. CBJ continues to work with DC lobbyist to encourage DC delegation to make this a priority.

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	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	
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 has subscribes to weekly resource publication on opportunities for grants oriented toward the R&D community.
	4.3.B	Work together to realize the applied research and economic opportunities a Juneau Electric Transportation Research, Business, Education and Transit Park could bring.	UAS/JEDC	Imitative on hold. Grant funding not awarded.
	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’s Research and Ocean Product clusters continue to meet to explore possible expansions in these areas. Ongoing
	4.3.D	Support opportunities for “cross-fertilization” among businesses, scientists, and researchers, such as the Innovation Summits and winter Friday evening firesides at Mendenhall Visitor Center, etc. These events spur innovation and entrepreneurship.	JEDC	Innovation Summit and working groups. Ongoing
	4.3.E	Identify sources for seed funding in Southeast Alaska in order to support initial research or data gathering in preparation for larger grants.	JEDC	Continuing to look for a source of funding.
5. Build on Our Strengths		Goal: Build on our strengths to expand business opportunities where we have natural/competitive advantages.		
Why pursue? New jobs and wealth generation, adds to community reliance and CBJ revenue. These jobs are broadly distributed through the economy.				
Increase independent visitor travel to Juneau.	5.1.A	Support 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	CBJ provides Hotel Tax to TJ for marketing Juneau and Conventions at Cent. Hall. While CBJ essentially takes the lead here, TJ is being very strategic in marketing Juneau to independent travelers and meeting planners as a year-round destination. CBJ’s most recent support of TJ’s new website is an example that this objective is being met. Travel Juneau needs to obtain visitor research specific to Juneau to get a clearer picture of our target markets and demographics. Ideally, the necessary surveys will be run within the next two fiscal years.

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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	Each year, we reach out to Eaglecrest/Jeffra to work on promotions, and we'll be able to promote more effectively on the new website to launch in March 2017. Travel Juneau is also partnering with local winter sports groups like HoopTime and the hockey association to assist them with tournaments. Finally, Travel Juneau continues to promote Juneau as a wintertime destination for meetings to take advantage of snow sports and our local arts scene.
	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	Activity on hold pending completion of the MGRA master planning project. TJ will participate in the comment process.
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. Committee of the Whole, April 10, 2017 Packet Page 47 of 51	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.		
	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	
	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.		
	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	
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	Assembly received an update on the WAC progress at the 12/12 COW meeting.
	5.3.B	Support Juneau's development and image as a center for Pacific Northwest Tlingit, Haida, and Tsimshian traditions and art. Build on the powerful presence of the new Walter Sobeloff Center as a research and cultural center. Support the role played by UAS in growing the capacity of Native Alaskan artists by offering a Northwest Coast Native Arts Minor and Occupational Endorsement on the Juneau campus, as well as developing a Tlingit language program.	UAS/JEDC	UAS continues to see opportunities to partner in expanding Northwest Coast arts and indigenous languages. UAS has engaged with SHI on joint funding and is partnering with local schools on funding for arts integration involving NW Coast arts traditions. UAS recently hired a new fulltime faculty member for its Alaska Native Studies/NWC Arts program.
	5.3.C	Become a recognized center/hub for Northwest Coast and other arts by hosting cultural events, festivals, and workshops.	JAHC	
	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	This is an ongoing conversation, and on my to-do list this fall is a meeting with SHI and other local Alaska Native artists as this is one their visions, as well.

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	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	At the April 3, 2017, Assembly Meeting, the Assembly asked staff to review a draft mining ordinance that is being circulated for review and consideration.
	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). Committee of the Whole, April 10, 2017 Packet Page 48 of 51	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
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	
	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	

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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	2016 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. Committee of the Whole, April 10, 2017 Packet Page 49 of 51	CBJ	CBJ participates in these conversations as needed.
Brand and market Juneau as a desirable place to live, work, raise a family, recreate, and start a business.	6.4.A	Enhance and coordinate current Juneau branding efforts by JT, JEDC ("Choose Juneau"), JAHC, Juneau Chamber of Commerce, UAS and others to develop an overarching highly web-visible brand for the community. Focus brand on Juneau as Alaska's Capital, a Center for Science and Research, a vibrant arts and culture destination, and a place with diverse recreational assets and opportunities.	JT, JEDC, JAHC, Chamber of Commerce	A Choose Juneau working committee was established at the June JEP partner meeting. The working committee includes members from: JEDC, CBJ, CCTHITA, Juneau Empire, UAS, DBA, Juneau Chamber, Travel Juneau, and True North. Following the meetings and feedback, JEDC created a FY2017 Choose Juneau Program Plan. Also, TJ will have a specially dedicated page on its new website for users interested in learning more about JNU as a place to "live, work, and play," with links directing users to the Choose Juneau page, CBJ, and JCC. A small work group has been formed and is actively working on this project. JEDC is seeking additional funding to support the efforts.

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	6.4.B	Lead or participate in branding effort to create a regional identity, with focus on the arts, fisheries, and other regional strengths/assets.	JEDC TJ	
7. Revitalize Downtown		Goal: Revitalize Downtown, building the link between economic vitality and livable, mixed-use neighborhoods.		
Why Pursue? New jobs and businesses, leverages other investment, generate CBJ revenue, existing support by CBJ and business owners.				
Develop and implement a CBJ downtown improvement strategy.	7.1.A	Begin downtown neighborhood and business plan process by August 2015. Include a funding commitment, identification of project partners, and project scope. Take into account Willoughby District planning and the waterfront in the plan.	DBA - Downtown Business Association	Main Street consultants facilitated a community driven process designed to help revitalize downtown Juneau, the report has been received and is under review. Seawalk is under active construction with additional phases in the planning stage. Phase I of the Front & Franklin project (Red Dog to Front Street) is underway. Additional phases are in the CIP funding process.
	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.
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	JEDC and DBA staff attended a national conference on downtown development and gathered information about Business Improvement Districts.
	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.		
	7.2.C	Establish a CBJ facade improvement loan program to stimulate investment in downtown properties.	JEDC	Storefront Stars program
	7.2.D	Activate vacant storefronts and blank walls.	JEDC	Winter windows program

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	7.2.E	Actively and aggressively address behavioral issues downtown through enforcement, coordination with social service organizations for behavioral health response, and explorations of homeless shelter models that include support for the chemically-dependent population (such as housing first concepts).	CBJ	JPD has worked closely with DIG and DBA on downtown issues. Also, JPD has stepped up officer presence in the downtown core to address issues. Manager's office is exploring options for improved sobering facility that will assist. CBJ Assembly continues to actively support Housing First. JCF is beginning public fundraising for housing first. Mayor has created a task force to address homelessness issues.
	7.2.F	Arrange for winter snow and ice removal from sidewalks with downtown property owners.	Property Owners	
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 sold on March 30, 2017. 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. Committee of the Whole, April 10, 2017 Packet Page 51 of 51	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	Discussions are underway regarding the possibility of an all electric circulator bus for the downtown core. This initiative is being driven by a private sector partner.
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.				
Will continue to report progress on Housing Issues through regular updates on the Housing Action Plan.				